

**Critical evaluation of the impact of employee engagement practices on
organisations performance: A quantitative evaluation of the banks in UK**

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Abstract

Aim\ Purpose: Employee engagement is critical for success of an organisation as it provides inclusive feeling to employees and enhance their efficiency and productivity. In the same context, the aim of the research study is to analyse the impact of employee performance on organisational performance: a case study within banking sector.

Methodology: In order to perform this, quantitative data from banks in the UK has been collected. 50 participants from the UK banks were recruited randomly to complete the survey. The collected data was analysed with the help of descriptive, predictive and inferential analysis.

Findings/Results: The findings of the research suggest that employee engagement is a critical element that helps banks operate with a high level of efficiency. The key elements that impact employee engagement level are opportunities to raise their voice in the bank, work-life balance, supportive leadership, training and development opportunities and recognizing the efforts of the employees.

Conclusion and recommendations: Employee engagement plays a crucial role in improving the performance of the employees and provides positive results in the form of improving financial performance, customer satisfaction, innovation and creativity. It is recommended that management should support employees, leadership should acknowledge the efforts of employees and adequate training facilities should be provided to employees.

Key Words: Employee Engagement, Leadership, Satisfaction and Motivation

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Chapter 1: Introduction

1.1 Introduction and Background

Employee engagement can be understood as the level of employees' enthusiasm and commitment to their work. Employee engagement is the most crucial element for every business as it enables boosting the morale of employees for enhancing their productivity and enhancing organisational performance. Employee engagement is also pivotal for organisational growth. Employee engagement has become significant for business entities in order to strive for employees' potential. It enables employees to take more responsibility towards their work and carry out different types of tasks in alignment with scope to attain desired outcomes (Salmela, 2023).

Employee engagement results in emotional commitment of employees towards their work. The employee engagement concept is broad and beyond job satisfaction as it mainly focuses on boosting the morale of employees for the purpose of improving their efficiency and achieving desired goals in a satisfactory manner (Guo and Hou, 2022, pp. 1649-1667). Additionally, it is influenced by a wide range of factors, which include work culture, managerial styles, trust, leadership, and communication. The employees must be aware of different business activities as it will create ease for them in performing tasks according to business scope and achieving desired outcomes. Effective employee engagement proves to be beneficial for enhancing employees as well as organisational performance (Hui *et al.*, 2021, pp. 1653-1678). Besides this, effective employee engagement also provides a wide range of benefits such as increased productivity, satisfaction, high morale, enhanced customer satisfaction, high retention rate, innovation, low employee turnover, continuous improvement, and others, which are crucial for enhancing the performance of an organisation (Salmela, 2023).

Employee engagement is also crucial for the banks as it helps enhance productivity and achieve success for banking organisations. The banks face a wide range of challenges in managing employees and the same affects their performance. It is quite pivotal for banks to keep a talent pool of employees to achieve desired goals. Banking companies need to invest huge amounts in training employees; however, a high turnover rate due to ineffective employee engagement creates problems in achieving desired goals (Ryba, 2021). The recruitment as well as retention of the talent pool becomes difficult due to ineffective employee engagement. The employees are also in search of new job opportunities, which meet their needs and requirements, and thus the failure of banks to manage employees' needs can create difficulty in improving performance. Similarly, the innovation also increased the significance of retention of the talented employees in banks; however, the failure to retain employees might create problems in achieving desired goals. The data also revealed that around 35% of employees stood at retention risk; whereas, only 50% employees highly engaged in the banking industry (Ryba, 2021).

Additionally, the banking industry is one of the industries, which has to focus on developing personal and strong relationships with customers to sustain business operations in the long run. This increases the significance of effective employee engagement in banks. Banking employees need to serve the customers through effective communication to enhance their satisfaction level and improve bank performance. The failure of banks to manage employees in an effective manner not only reduces their morale but also results in poor customer service, disengagement as well as high turnover of employees. Poor employee engagement in banks also creates discomfort for employees. Similarly, the heavy workload on employees also affects their productivity and thereby provides a huge impact on the performance of banks (Bravo, 2023).

Employee engagement is crucial for the banks as it acts as a backbone for economic progress. Similarly, banks also offer vital services and at the same time, it is crucial for them to adopt effective employee engagement services to achieve competitive advantage. Employee engagement in banks is pivotal for various reasons improved performance, sustaining in a competitive environment, building commitment towards goals, boosting business growth, and enhancing banks employees' trust (Kiruthika and Kavitha, 2015, pp. 308-309). In the same context, the presented research will focus on evaluating the impact of employee engagement on enhancing the performance of the organisation. The research has selected banks to evaluate its employee management practices to improve overall business performance.

1.2 Research Justification

Employee engagement is a significant factor for organisational performance. Various business entities face a wide range of issues in employing effective employee engagement because of existence of various reasons including lack of communication, poor leadership, and others (Erajesvarie Pillay, 2018, pp. 66-76). Effective leadership is one of the most crucial elements for any organisation as effective leadership enables boosting employees' productivity as well as efficiency, which is crucial for organisational growth. Inadequate leadership can be seen as one of the main culprits, which declines the performance of an organisation. Thus, effective employee engagement with adequate leadership is pivotal for every organisation to enhance overall performance of organisations and accelerate business growth at a faster rate (Arham, Boucher and Muenjohn, 2013, pp. 117-130).

Additionally, inadequate communication is also one of the most crucial factors, which creates obstacles in improving organisational performance. The ineffective communication results in a lack of transparency, which not only reduces the self-esteem

of employees but at the same time it also affects their engagement level with employees. This, in turn, affects the quality of work and thereby raises problems to attain desired goals satisfactorily. The lack of effective communication can hinder organisational growth (Mansor *et al.*, 2023, pp. 69-80). Accordingly, the key significance of the presented research study is to discuss a wide range of practices that help in improving employee engagement for the purpose of enhancing the overall organisation performance. The research will focus on identifying and discussing different factors, which provide a positive effect on enhancing organisational performance. Research study will be beneficial for gaining detailed and in-depth knowledge about employee engagement practices that can help banks enhance their performance. The research will assist banks in encouraging employees to remain committed towards the organisation and work efficiently to improve organisational performance.

1.3 Aim and Objectives

The research study aimed to evaluate impact of employee engagement practices on the performance of the UK banks. Accordingly, the main objectives of the research study are highlighted hereunder:

- To identify concept and key factors that influences employee engagement.
- To evaluate factors influencing organisational performance in the banks.
- To evaluate relationship between organisational performance as well as employee engagement in the banks.
- To provide recommendations for enhancing employee engagement practices to improve organisational performance in the banks of the UK.

The above research objectives will help in gaining detailed pieces of information and reaching to final outcomes. The research objectives enables in addressing research

problem and evaluating different measures and recommendations that can assist in improving the organisational performance of the banks.

1.4 Research Problem

Effective employee engagement is quite pivotal for every business entity. The adoption of effective employee engagement practices enables business entities to enhance overall performance and accelerate business growth. However, the failure of the company to make effective engagement with the employees can bring various issues, which can hamper organisational performance adversely. Businesses can face a wide range of problems when effective employee engagement fails. Accordingly, presented research study will also highlight a different set of practices that business entities adopt for employee engagement. The research will help in addressing research problem related to how adoption of effective practices can help banks in improving their performance effectively.

1.5 Research Questions

The main question of the research is to critically evaluate impact of employee engagement practices on organisations' performance in banks. Similarly, the research has also framed sub-questions, which are highlighted hereunder:

RQ1: What is employee engagement and identify different key influencing factors of employee engagement?

RQ2: What different employee engagement practices can affect overall performance of an organisation?

RQ3: What is the relationship between employee engagement with different KPIs in the banks.

Research hypothesis:

H₀¹: Employee engagement does not improve customers satisfaction.

H₁¹: Employee engagement does improve customers satisfaction.

H₀²: Employee engagement practices do not improve innovation and creativity in an organisation.

H₁²: Employee engagement practices do improve innovation and creativity in an organisation.

H₀³: Communication and feedback do not influence employee engagement practices,

H₁³: Communication and feedback do influence employee engagement practices.

The above research questions and hypothesis are helpful for the research as they help in breaking research into manageable tasks. It also helps in evaluating data types that needs to be collected to reach to fair and reliable conclusion and addressing research problem.

1.6 Organisation of Study

Chapter 1: Introduction

First chapter will focus on discussing background of research. Similarly, this chapter will also highlight the main aim and research objectives. Additionally, research problem and its significance will also be discussed in first chapter.

Chapter 2: Literature Review

Second chapter of research will focus on collecting a large piece of information to gain detailed as well as an in-depth insight about research topic. Different sources like peer-reviewed journal articles, academic books, and other authentic websites related to research topic will be used for extracting reliable and authentic information and addressing research problem.

Chapter 3: Research Question

This chapter will discuss different research questions, which will be aligned with research objectives. The rationale behind different research questions will also be discussed in presented chapter.

Chapter 4: Research Methodology

This is another chapter, which will focus on discussing different aspects like research approach, research design, research methodology, and others. Similarly, this chapter will also highlight the main limitations of research along with ethical considerations.

Chapter 5: Findings/ Results/ Data Analysis

Fifth chapter will evaluate findings of the research study. Information extracted in literature review will be analysed in the presented section to gain better clarity about the topic.

Chapter 6: Discussion

Discussion chapter will discuss main findings of study and proper links will be made for extracted information with the research topic.

Chapter 7: Conclusion

Conclusion chapter is last chapter of the research, which will focus on addressing research problem and reaching to final outcomes.

Chapter 2: Literature Review

2.1 Introduction

Literature review assists researcher in collecting detailed pieces of information through different sources for addressing the research problem. In the same context, the presented section will use several resources such as peer-reviewed journal articles, academic books, and other authentic websites for retrieving useful data for research. Several headings will be developed in relation with research objectives, which will assist in reaching to sound conclusion. Additionally, this section will also identify research gap and highlight the conceptual framework in alignment with research topic related to the evaluation of impact of employee engagement practices on organisational performance with specific reference to the UK banks.

2.2 Evaluation of the concept and key factors influencing employee engagement.

As per the viewpoints of Kasinathan and Rajee (2011), employee engagement refers to commitment level and involvement of employees to work in alignment with goals as well as values of an organisation. Engaged employee has the potential to work more effectively and in alignment with the business scope with an aim to enhance organisational performance. Employees carry out their roles when they feel emotionally and mentally engaged with the organisation, which, in turn, facilitates achieving desired outcomes. In a similar way, another study conducted by Mounika (2020, pp. 100-104) exhibited that employee engagement reflects relationship between organisation as well as its employees. A fully engaged employee can show enthusiasm and develop a positive attitude to accelerate business growth and improve the brand image of an organisation. Similarly, the engaged employee also takes proper care of both their work as well as organisational performance. On the contrary, Tran (2018) shows employee engagement as the relationship between engagement as well as disengagement. The

personal engagement can assist employees in expressing themselves emotionally and cognitively while performing their specific roles. On the other hand, Pratima Sarangi and Nayak (2018, pp. 52-57) stated employee engagement is the support of top management, which enhances the passion of employees about the work. It has been identified that leaders boost the morale of employees, which is crucial for making better engagement with them. In conclusion, it can be said that employee engagement is an ability of organisations to manage their employees in an effective manner by boosting their morale and maintaining sound relationships. This can help enhance the productivity of employees, which in turn, helps organisations achieve desired goals and improve overall performance.

Employee engagement is not a time process but it is continuous. Organisations need to remain engaged with the employees for better management of business operations in a highly dynamic environment. Better engagement helps in keeping employees skilled and motivated. There are a wide range of key factors, which influence employee engagement. A study conducted by Joachim (2020) argued that effective communication with employees on a regular basis is one of most crucial factors influencing employee engagement. Effective and clear communication not only assists in improving employee involvement but also facilitates boosting the morale of the employees, which is crucial for organisations growth. Additionally, an involvement of employees in decision-making process is also another contributing factor of employee engagement. When an employee takes participation in decision-making process, it enhances their attachment to an organisation and encourages them to work in a more efficient manner in alignment with organisational goals and vision. On the other hand, Nagesh, Kulenurand Shetty (2019, pp. 426-430) exhibited that incentives can also be seen as a contributing factor to employee engagement. When employees are

rewarded for their work, they become more efficient towards their work. Similarly, regular supervision as well as providing work-life balance also helps in improving employee engagement at workplace. In conclusion, it can be deduced that different contributing factors to employee engagement like effective communication, incentives, supervision, involvement in decision-making process, and others. This helps in improving employees' morale and enables organisations to enhance their overall performance.

According to the viewpoints of Othman *et al.* (2019, pp. 784-797), leadership also plays a crucial role in enhancing employee engagement in the workplace. The leaders possess the ability to induce employees with cooperation, loyalty as well as trust. Effective leadership is a key influential factor of employee engagement; wherein, leaders consider a wide range of factors like work-life balance and others for engaging with employees in a better manner. On the other hand, a study conducted by Pepramensah and Kyeremeh (2018, pp. 11-28) exhibited that effective working culture also affects employee engagement. The promotion of value and belief can help organisations in improving employee engagement. The improved culture helps employees communicate better interact with colleagues and improve their efficiency, which is crucial for improving organisational performance. The improved organisation culture not only improves employee engagement but also enhances employees' commitment level towards their work. Further, it has been identified by Altehrebah, Yusr and Salimon (2019, pp. 23-37) that career development is also the key influencing factor of employee engagement. Organisations conduct training along with development programmes for their employees for the purpose of improving the skills of employees. It also helps employees in achieving personal development. This also provides the chance for growth through improved capabilities. Similarly, respecting as well as

appreciating employees is another main factor of employee engagement as it enhances their confidence and motivates them to work with more efficiency. In conclusion, it can be deduced that career development, leadership, appreciation, and others are also some of the key influencing factors, which improve employee engagement.

2.3 Investigation of factors influencing organisational performance in the banks.

There are different factors that influence the performance of an organisation. Employees are the key asset for every business and their effective use can assist the banks in enhancing their performance. Accordingly, it has been identified from the research study conducted by Rahaman *et al.* (2023, pp. 127-136) that the improved performance of employees is one of the most crucial factors for improving banks performance. Satisfaction of employees as well as effective engagement can help banks boost the morale of employees, which in turn, also assists in offering exceptional services to the client. This can prove to be highly beneficial in retaining existing clients, increasing the customer base, improving profitability and thereby enhancing overall performance. On the other hand, Khan (2017, pp. 2158) showed that retaining skilled potential is also one of the most crucial factors for enhancing organisational performance. Qualified as well as skilled professionals are required to serve the client's needs in an effective manner, which can assist in enhancing organisational performance. The use of training and development programmes helps in employee development, which provides ample benefits in terms of increased output and improved performance. In conclusion, it can be deduced that the effective use of employees is a key influencing factor of organisational performance. An effective use of employees, increasing satisfaction levels, training and development are some of the key factors, which help in boosting employees' productivity. This also enables the banks to attain desired goals and accelerate business satisfactorily.

As per report published by Bhardawaj (2023), it has been identified that human relation theory also focuses on the consideration of employees' behaviour. The theory states that employees' behaviour is one of the crucial factors, which provide a huge impact on the work. Accordingly, the consideration of employees' behaviour is quite pivotal for encouraging employees and providing inclusive feeling, which, in turn, facilitates improving an overall performance of an organisation. Similarly, study conducted by Rahaman *et al.* (2023, pp. 127-136) stated that banking industry is among top industries; wherein, customers' confidence as well as their level of trust plays a crucial role in enhancing overall performance. Focusing on a wide range of factors like employee behaviour, norms, as well as values, can assist organisations in boosting their productivity and thereby enhancing overall performance. Organisations should focus on improving employees' behaviour at the workplace through different approaches like regular interaction, effective communication, and motivation, which can assist in enhancing employees' performance and thereby improving organisational performance. In conclusion, it can be inferred that the focus on improving employee behaviour is one of the most essential influencing factors as it helps organisations improve overall performance through improving productivity and efficiency of employees.

As per the viewpoints of Athaley *et al.* (2020, pp. 7389-7398), profitability is also one factor, which affects performance of an organisation. Key purpose of organisations is to generate profit and sustain business in a highly competitive environment. The generation of higher profits enables organisations to evaluate their financial performance. They can also adopt various measures to enhance profitability and thereby improve overall performance. There are various financial metrics like Return on Equity (ROE), net profit margin, and others, which can be used for evaluating financial performance of an organisation. On the other hand, Rahmani, Iranzadeh and

Alavimatin (2023, pp. 1-14) stated various factors, which provides a huge impact on profitability and financial performance of banks. Capital adequacy, Gross Domestic Product (GDP), credit risk, inflation, exchange rate, interest rate, and others are some factors, which affect the profitability of banks. Accordingly, banks should consider these factors while making decisions to enhance financial performance. Additionally, the study conducted by Kamande, Zablon and Ariemba (2017, pp. 165-180) exhibited the significance of efficiency structure theory, which suggests that organisations should focus on enhancing their efficiency with an aim to boost profitability and accelerate business growth. The effective use of resources can assist banks in enhancing performance in a better manner. In alignment with the same, Haralayya and Aithal (2021, pp. 607-621) stated that the use of various financial metrics like Return on Assets (ROA) can help in evaluating the efficiency of banks. The banks can evaluate how efficiently they are using assets or other sources to generate sound business revenues. In conclusion, there are wide range of measures, which describe the performance of banks. Profitability and efficiency are some factors, which affect performance of the banks. The focus of banks on these factors and adopting appropriate measures can improve profitability and efficiency, which, in turn, assist in enhancing overall performance of banks.

2.4 Critical evaluation of relationship between employee engagement and organisational performance in banks.

Employee engagement is one of the most crucial factors for enhancing overall performance of an organisation and accordingly, it can be said that there is a direct relationship between employee engagement and organisational performance. As per the viewpoints of Mansore *et al.* (2023, pp. 69-80), employee engagement provides different benefits to organisations, which can prove to be helpful for enhancing the performance

of an organisation. For instance, the effective engagement of employees can assist organisations in retaining a talent pool of employees or reducing turnover rate. The retention of the talent pool and low turnover rate is favourable as it reduces the cost of training new employees, which directly affects performance in a positive manner. Similarly, effective engagement with the employees can also assist in enhancing the productivity of employees. Increased productivity enables employees to do their jobs in a more effective manner, which can assist organisations in achieving desired goals and objectives satisfactorily. Additionally, a study conducted by Teimouri *et al.* (2016, pp. 37-54) also exhibited that the participation of employees during the decision-making process as well as information sharing is also pivotal for encouraging employees to work in a more productive manner. It provides an inclusive feeling to employees, which motivates them to work more effectively in alignment with business scope. This can benefit organisations in accelerating business growth and enhancing performance. In conclusion, there is a direct relationship between employee engagement and organisational performance. This is because effective engagement with employees through participation and involvement helps organisations in reducing turnover rate and boosting employees morale thereby improving overall performance of an organisation.

According to Vani and Babu (2018, pp. 2124-2137), the success of every organisation depends upon the effectiveness or productivity of employees and the same can be achieved through their commitment. The organisations used a wide range of approaches such as motivation, recognition, satisfaction, and others for effective engagement. The effective engagement of employees is quite pivotal as it enables them to carry out tasks more effectively. Effective employee engagement helps organisations improve performance through customer satisfaction. Engaged employees get

emotionally attached to their specific job roles and have trust in employers. Engaged employees are committed highly to their work and carry out tasks in a collaborative manner. These help organisations accelerate business growth and achieve desired goals satisfactorily. On the other hand, Muller, Smith and Lillah (2018, pp. 22-39) conducted a study on both organisations as well as employees; wherein, it has found out that organisations with effective employee engagement have increased their profitability and maximised the value of the shareholders. Similarly, the data also revealed most engaged employees also help the organisations in increasing operating income and gaining a competitive edge in the market. In conclusion, an effective engagement of employees is a key contributing factor to organisational success. Effective engagement with employees can help in making better cooperation with colleagues. Similarly, better commitment and work in alignment with organisation's scope are also some of the key factors of employee engagement that facilitates assists in enhancing performance through increased productivity.

The factor theory suggests that job satisfaction as well as dissatisfaction are derived mainly from two factors namely hygiene and motivation. Motivational factors consider various aspects such as achievement, growth, recognition, and others; whereas, hygiene factors include working environment, security, working conditions, and others. These factors help organisations in developing positive attitudes and providing a better working environment for the employees. The focus on these factors is crucial for making better engagement with the employees and boosting their morale for enhancing productivity and accelerating business growth (Dyah Sawitri, Endang Suswati and Khasbulloh Huda, 2016, pp.24). In the same context, the study conducted by Fadhilah, Ahadiat and Mardiana (2022, pp. 37-43) stated that motivation is one of the most prominent factors in improving job satisfaction. Job satisfaction can assist employees

in delivering their best for the success of an organisation. Effective leadership and regular interaction with the employees can boost employees' morale and thereby assist in improving overall performance of an organisation. In conclusion, it can be said that motivation is crucial for enhancing job satisfaction. It not only enhances employees' productivity but also facilitates organisations in improving performance at a faster rate.

2.5 Evaluation of the impact of leadership on employee engagement practices

According to Mughal and Iraqi (2020), leadership is considered one of the major elements that contribute to impact employee engagement as leaders influence the employees and group members and motivate them to work in organisational goals direction. As per social exchange theory, an individual makes decisions on the basis of mutual costs and benefits. The conditions the leadership develop an environment of a fair balanced system the employees feel more trust, loyalty and mutual commitments. In alignment with this, Akanji *et al.* (2018) suggested that leadership contributes to deciding involvement level shown by the employees. The leadership style adopted at the time of conflicts plays a major role in shaping organisational behaviour. An influence of the leaders on employees contributes to causing them to show efforts towards an organisation. The strategy of including cultural factors in leadership practices contributes to cause positive impact in the form of increasing employees' engagement.

As per Zhao and Sheng (2019), the ability to change the practices as per the conditions and adapt to the environment is one of the major qualities of a leader that helps in improving level of employee engagement at workplace. The theory of leadership changes also proposes that it is vital for a leader to match his behaviour with the situation to match the condition and try to gain loyalty of the employees. Additionally, Popli and Rizvi (2016) suggested that the leadership that governs the

interaction between the leader and the follows also plays a major role in the promotion of engagement in employees. The factor of leadership is also highlighted in various reports that suggest it is a crucial factor that builds employee engagement.

2.5 Discussion of recommendations for enhancing employee engagement practices to improve organisational performance in the banks of the UK.

As per the perspective of Light (2019), there are different strategies that organisations can opt for the purpose of improving performance. It has been identified that employee engagement can be improved through designing positive policies within an organisation. For instance, the policies related to flexible working environments, equal opportunities, equal pay, communication, and others are some of the key elements of positive policies. This assists in enhancing employee engagement and thereby improving overall performance of an organisation. Employees feel more motivated when they work in a flexible working environment, which not only enhances their productivity but also assists in improving the performance of an organisation. Similarly, building positive connections, sharing of problems, and regular feedback are also some of the key factors that can assist organisations in enhancing employee engagement and thereby improving organisational performance. In a similar context, another author Markosand Sridevi (2010, pp. 89) also exhibited that providing support to employees can also assist in enhancing employee engagement. The employees work more efficiently when they get adequate support from the management, which is crucial for organisational growth. The encouragement of employees can also enhance employee engagement. Employee encouragement as well as empowering them helps in developing positive relationships with the employees, which is fruitful for improving overall performance of an organisation. In conclusion, it can be deduced that there are various strategies like developing new policies for a flexible working environment,

support, encouragement, communication, and recognition that can help the banks of the UK in enhancing employee engagement as well as enhancing overall performance.

According to the viewpoints of Osborne and Hammoud (2017, pp. 4), leadership is also one of the best ways to improve employee engagement in an organisation. The leaders possess the capability to make strong relationships with the employees. The leaders should take care of their employees and work on their requirements for the purpose of taking the best of employees. Effective leaders help employees in carrying different tasks in alignment with business scope. When employees feel motivated, they work to their full potential, which not only improves their productivity but also helps in enhancing overall performance of an organisation. The willingness of employees is quite crucial for organisational success and any failure might prevent organisations from achieving desired goals. Effective leaders manage employees through regular interaction and problem-solving skills, which in turn benefits both employees in putting their massive efforts to improve performance of an organisation. In the same context, in another study, Garza (2018, pp. 1-116) also conducted a survey on various companies to evaluate impact of leaders on enhancing employee engagement. It has been identified that most organisation leaders face challenges in engaging employees in a better manner due to a lack of adequate knowledge and opportunities. The leaders must improve their communication skills and also focus on developing supportive behaviour for the purpose of enhancing employee engagement. These practices can be beneficial in improving employees' productivity and thereby enhancing the performance of an organisation. In conclusion, employee engagement can be improved with leaders assistance. The leaders can boost employees' morale and enhance their productivity, which can benefit organisations in improving their performance.

It has been identified from the study conducted by Tulasi Das and Vijayalakshmi (2012, pp. 137-140) that focusing on career development opportunities for employees also helps in enhancing employee engagement. The provision of career development opportunities helps motivate employees to work harder to achieve desired growth within an organisation. Similarly, regular feedback as well as performance measurement are also some of the key factors in enhancing employee engagement. Measuring performance and offering regular feedback helps in making regular interactions with the employees. This also facilitates to improve employee engagement and thereby enhance performance of an organisation. On the other hand, the report published by Stein *et al.* (2021) exhibited that the allocation of tasks to per potential of employees can also enhance employee engagement. When organisations assign tasks to employees as per their interest, it enhances their productivity and the same is beneficial for organisational success. It not only offers flexibility but also reduces stress among employees. Similarly, appreciating as well as rewarding non-monetary benefits are also some of the ways through which organisations can enhance employee engagement and thereby improve performance. In conclusion, it can be said that focusing on various factors like appreciation, flexibility, career development, and others can help the banks in enhancing employee engagement and improving their performance.

2.6 Research Gap

On analysis of the literature review, it has been identified that employee engagement is quite pivotal for enhancing organisation performance. An effective engagement of employees helps organisations in enhancing employees' productivity. The employees work more effectively in alignment with the business scope when they are connected and feel included. A lack of employee engagement might bring

difficulties in enhancing performance and gaining a competitive advantage. The lack of availability of a sufficient amount of information related to impact of employee engagement on banks performance is one of the key literature gaps. The research will try to bridge this gap by extracting good information on impact of employee engagement on the performance of the UK banks through primary results. A survey will help in evaluating how the banks adopts various practices for enhancing employee engagement to attain desired growth and enjoy a competitive advantage.

2.7 Conceptual Framework

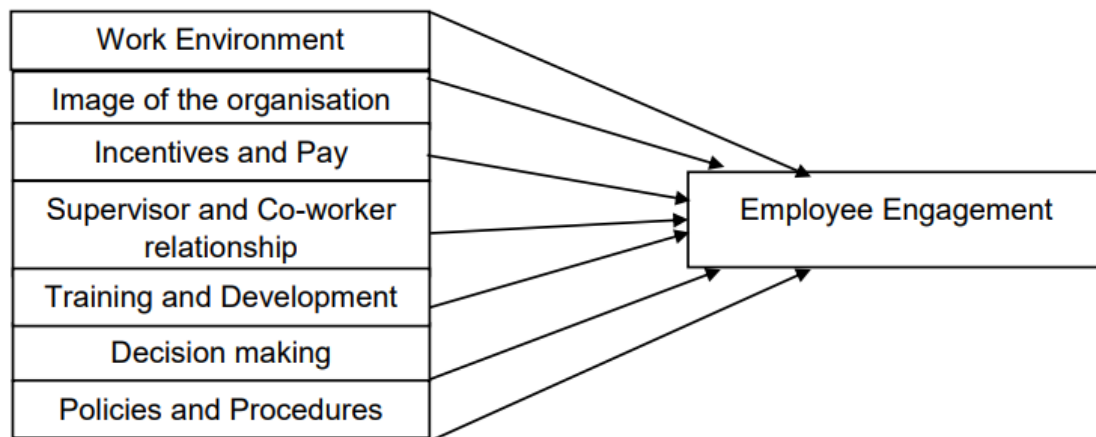


Figure: Conceptual Framework

(Source: Nagesh, Kulenur and Shetty, 2019, pp. 426-430)

2.8 Summary

It can be summarised that employee engagement refers to considering employees and providing them with inclusive feelings through motivation and effective communication to enhance their productivity. Effective communication, involvement in decision-making process, and others are some of main contributing factors that influence employee engagement. Additionally, higher satisfaction, improvement of employee behaviour, and training and development are main influential factors of organisational performance. Both employee engagement and organisational performance have a direct and positive relationship as effective employee engagement

assists in improving efficiency of employees and improving their performance through motivation, which affects organisational performance in a positive manner. Further, organisations can adopt various strategies such as support, encouragement, flexible working environment, effective leadership, appreciation and others for enhancing employee engagement and improving organisational performance.

Chapter 3: Research Question

The research question carries an essential role in streamlining the overall scope, relevance and direction of the research endeavour. Research questions act as the overall base upon which the complete research procedure is constructed, helping the researcher in detecting objectives, framing methodologies and analysing findings. Concise and clear research questions assist in explaining the limits or boundaries of the study and avoiding aimless identification of tangential and irrelevant problems (Oakshott, 2020, pp. 47-84). Thus, in order to analyse the impact of employee engagement practices on organisations' performance within the banks of the UK, the below are basic research questions that the research will try to solve with an adequate quantitative data collection strategy.

Table 1: Research Questions

Research Questions	Sub-Questions	Justification
RQ 1: How do employee engagement approaches impact complete organisational performance in the banks of the UK?	RQ 1.1: What particular employee engagement approaches are generally deployed within the UK banks?	The reason for selecting the stated set of questions is to determine the way different employee engagement approaches affect the performance of banks operating in the UK.
	RQ 1.2: How do the set practices influence employee motivation and satisfaction levels?	
	RQ 1.3: What KPIs or metrics are generally utilised to compute	

	organisational performance in the banks and the way they relate with employee engagement approaches?	
RQ 2: What are the key hurdles encountered by the banks in the UK in applying effective employee engagement approaches?	RQ 2.1: What organisational elements hinder the effective application of employee engagement approaches in the UK banks	The reason for selecting the stated set of questions is to highlight the different types of challenges or issues prevailing in UK banks that impede the application of effective or successful employee engagement practices so that adequate recommendations can be made to overcome such issues.
	RQ 2.2: How do regulatory compliance and requirement problems impact the design and application of employee engagement practices in the banks?	
	RQ 2.3: What are the structural and cultural issues within the UK banks that limit the application of employee engagement initiatives?	
RQ 3: What is the overall extent to which employee engagement approaches lead to increasing employee retention ratio in	RQ 3.1: What is the ongoing turnover ratio in the UK banks and what way does it contrast to historical patterns?	The reason for selecting the stated set of questions is to focus on employee retention ratios and the way employee engagement approaches help in keeping the ratio under control.
	RQ 3.2: How well do employee engagement approaches impact workers' intention to keep working with their respective banking organisations??	

the banks of the UK?	RQ 3.3: What are the highly effective methods in advancing employee retention ratio in the UK banks and the way it relates with overall engagement practices?	
RQ 4: How do changes or variations in employee engagement approach across distinct levels of hierarchy influence the organisational performance of the banks in the UK?	RQ 4.1: What are the overall differences that are present in the application of employee engagement practices between different employees in the banks of the UK?	The reason for selecting the stated set of questions is to check the overall differences in engagement practices at distinct working levels in the banks of the UK. This is likely to assist in determining different strategies that can be deployed based on the level or position of an employee in the bank.
	RQ 4.2: How do such differences impact decision-making, communication and cohesion within the organisations?	
	RQ 4.3: What are the key implications of inconsistencies in overall engagement level among distinct hierarchical stages on employee productivity and morale?	
RQ 5: What is the overall role of different leadership approaches or	RQ 5.1: How do distinct leadership styles like autocratic, transactional and transformational leadership impact employee engagement stages in UK banks?	The reason for selecting the stated set of questions is to evaluate the role of different leadership styles and approaches to support greater

<p>styles in boosting employee engagement in the banks of the UK?</p>	<p>RQ 5.2: What are the employees' viewpoints towards the leadership styles in driving engagement practices in the organisations?</p>	<p>employee engagement practices within the banks of the UK.</p>
	<p>RQ 5.3: How do leadership development initiatives prompt enhancing the capabilities of leaders to boost employee engagement in the banks of the UK?</p>	

Chapter 4: Research Methodology

4.1 Introduction

This chapter is considered to be most crucial element for research as enables the researcher to collect a good piece of information for addressing research problem and attaining desired research objectives. This chapter comprises a wide range of sections such as research approach, design as well as philosophy, which help in evaluating how data will be extracted as well as analysed to reach a fruitful conclusion. Besides this, the chapter will cover other sections like data collection methods used for the collection of information, ethical considerations used in research, data analysis, and others. Research methodology in research work is made in alignment with the framework used in the process (Thomas, Nelson and Silverman, 2011). Presented research will also adopt different methods, approaches, designs, and philosophies for the purpose of addressing research objective. The presented chapter will discuss on adopting different aspects, which will prove to be beneficial in evaluating the impact of employee engagement practices on organisations' performance. The study will mainly focus on evaluating impact of employee engagement practices on the performance of the banks in the UK. Different sections of the presented chapter are discussed and highlighted hereunder:

4.2 Research Philosophy

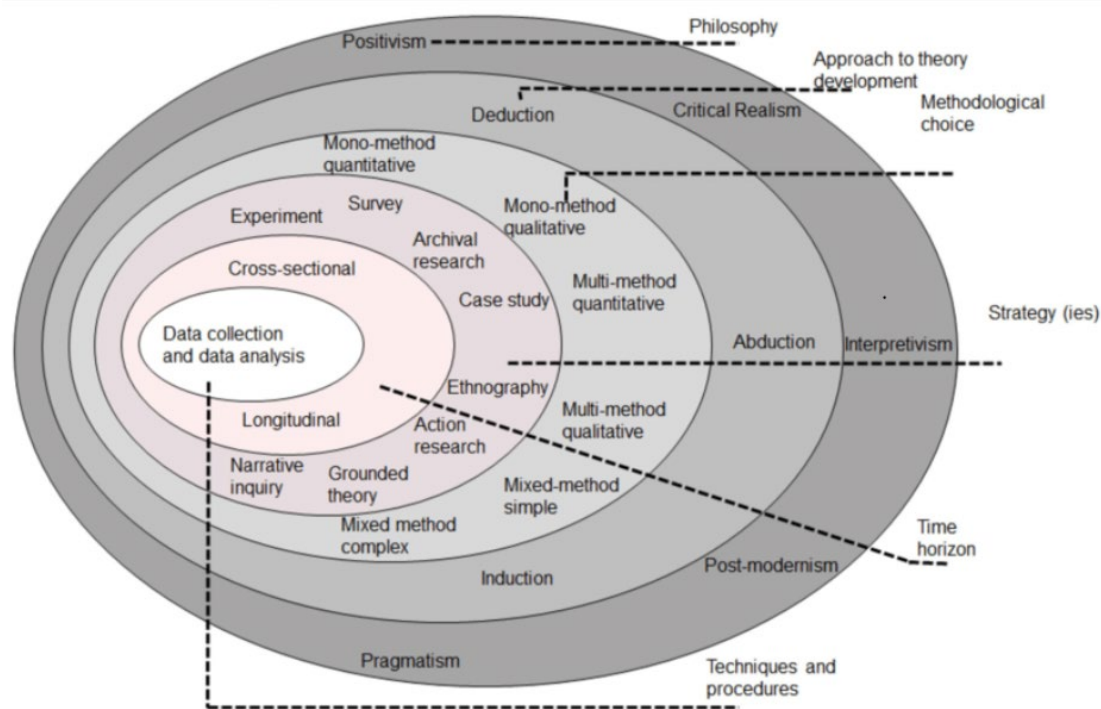


Figure 1: Saunders' Onion Model

(Source: Seuring, Stella and Stella, 2021, p.617870)

Saunders' Onion model was developed in the year 2007 with the aim to assist researchers in conducting research work effectively. The model describes a wide range of decisions that a researcher needs to make while preparing for research work. It is one of the most useful tools that enables researchers to carry different research tasks in an effective manner through holistic thinking. Saunders' research onion consists of various layers such as research philosophy, time horizon, research approach, research strategy, and techniques (Seuring, Stella and Stella, 2021, p.617870). Presented research will also use different stages of the model for the purpose of developing research work and giving a detailed description of research process.

Research philosophy forms a research work basis and also assists researcher in different ways such as defining values, beliefs, sources of knowledge, as well as ethics of the research. The research philosophy can be defined as a term, which related

knowledge nature as well as knowledge development. Besides this, research philosophy also helps to collect required information for the purpose of carrying out a research study. There are several research philosophies that are used by researchers such as positivism research philosophy, pragmatism research philosophy and interpretivism research philosophy. Philosophy of positivism takes natural phenomena into consideration. It stands with an opinion that application of ethos as well as methods of natural sciences are critical in the process of acquiring acceptable knowledge. External factors do not have any relevancy to this philosophy and accordingly same has been ignored. Thus, positivism requires social phenomena quantification. Positivist research philosophy also believes that the information extracted through factual knowledge is only trustworthy. The objective of the researcher in positivist research philosophy is limited in context to data collection and interpretation in an objective manner. Researcher prevents themselves from showing any personal values (Business Research Methodology, 2020).

Interpretivism research philosophy focuses on external factors along with an idea that social sciences subject matter is different in comparison to natural phenomena. Instead of reliance on application of natural sciences methods, this research philosophy is used for social research process to be based on a separate research strategy (Myers, 2008). Pragmatism is another philosophy, which combines elements of both positivism as well as interpretivism research philosophies (Saunders, Lewis and Thornhill, 2012). Presented research is mainly based on positivist research philosophy as main aim of study is to gain knowledge regarding impact of employee engagement practices on the performance of banks and the use of positivist research philosophy will assist the researcher in extracting trustworthy knowledge, which will be beneficial for researcher in reaching to valid, authentic and reliable outcomes and addressing research problem

in an effective manner. Key reason behind non-consideration of interpretivism research philosophy is that it has several drawbacks such as subjective nature as well as room for bias in respect to the researcher.

4.3 Research Approach

Research approach refers to process used by researcher for the purpose of extracting as well as analysing information. In other words, research approach is plan that provides different steps for assumption, data collection and analysis. This helps in making sense of collected information and addressing research objectives successfully (Taherdoost, 2022, pp. 53-63). There are different research approaches such as inductive research approach, deductive research approach as well as abductive research approach. An inductive research approach is used to develop a new theory. It mainly moves from general to broad information. Use of an inductive research approach is best when there is a lack of availability of a sufficient amount of data. One of key drawbacks of inductive research approach is that it cannot be fully proven. Additionally, an inductive research approach is also known as bottom-up approach; wherein, researcher uses different observations for the purpose of describing images of the selected topic phenomenon (Lodico, Spaulding and Voegtle, 2020). Accordingly, presented research study will not use an inductive research approach as there is an ample amount of information available regarding impact of employee engagement practices on the performance of banks. Research does not aim to develop new theories instead it focuses on evaluating existing theories and thus the same has been ignored.

Additionally, deductive research approach is another approach, which is used for evaluating existing theory. This approach focuses on collecting as well as analysing existing data from different sources, which can assist researcher in reaching valid, authentic, and reliable outcomes. Key limitation of deductive research approach is that

results obtained from deductive approach can only be valid when the premises used are true and reliable. The use of false premises or information might provide wrong results, which might impact research outcomes quality (Streefkerk, 2023). Deductive research approach is another that moves from general to specific observations, whose results are more accurate as compared to other approaches and the same assists in reaching valid outcomes (Saunders, Lewis and Thornhill, 2012). Accordingly, presented research also used a deductive research approach as there is the availability of a sufficient amount of information on the selected research topic. An existence of good pieces of information on given topic related to impact of employee engagement practices on the performance of the major banks is the key reason behind adoption of deductive research approach. Use of good pieces of information from relevant sources such as peer-reviewed journal articles, academic books and other authentic sources can help researchers in reaching valid and legitimate outcomes. Furthermore, there is also another research approach namely abductive research approach, which combines elements of both deductive approach as well as inductive approach. Overall, it can be deduced that the presented research will use a deductive research approach to evaluate impact of employee engagement practices on the performance of the banks of the UK and main causes behind selection of a deductive approach is availability of sufficient information.

4.4 Research Design

Research design refers to an analytical approach as well as a strategy that can assist in carrying research logically for investigating research problems. In simple terms, research design assists in addressing research questions effectively with the help of empirical data. Research design facilitates making decisions regarding a wide range of aspects such as sampling methods, research objectives, data collection procedures, data analysis methods, and others (McCombes, 2021). An exploratory research design,

descriptive research design, explanatory research design, and experimental research design are some examples of research design. Exploratory research design refers to the design that helps the research in studies, which are not been studied in detail previously or in past. Use of exploratory research design is beneficial for studies that are less conducted in the past. Exploratory research design is suitable for both quantitative and qualitative research studies and it is also open-ended as well as flexible in nature. Presented research study will not use an exploratory research design as various studies have already been conducted in relation to presented research topic. Use of exploratory research design is beneficial when data collection task is quite challenging or the researcher has a general idea about the topic but there is a lack of availability of existing information (George, 2021).

Explanatory research design is also one of design, which is useful for evaluating the reason behind the happening of something with limited information. Use of explanatory research design is beneficial for researchers to gather a detailed understanding of occurrence of a particular phenomenon. It can also be understood as a causal research type, which focuses on analysing trends of data, which has not been investigated in the past. The use of explanatory research design is favourable for evaluating relationships between different variables (George and Merkus, 2021). In the presented research study, the topic is also not alike, which has not been investigated in the past and thus explanatory research design is ignored for same reason. Additionally, descriptive is another research design, which answers different types of questions such as how, when, where, and what. An aim of descriptive research design is to accurately describe a phenomenon or population. This type of research design uses different methods for the purpose of investigating different variables. It is better to use descriptive research design when research aims to evaluate characteristics, trends, or

frequencies of something (McCombes, 2021). It is beneficial to use descriptive research design when research is quantitative in nature. Since the presented research is also quantitative in nature, the use of descriptive research design will assist in evaluating how employee engagement impacted performance of banks. The design will help in extracting information about how or what practices of employee engagement helped in providing a positive or negative impact on banks performance. The researcher can easily identify trends and patterns, which will assist in reaching valid, authentic, and reliable outcomes. Thus, the presented research study will use a descriptive research design and ignore exploratory and explanatory research design. This will assist researcher in addressing the research problem by identifying trends and patterns.

4.5 Data Collection Procedure

Data collection method is a tool or process process of information collection for addressing research objectives. Selection of an adequate method is quite pivotal for gathering information as well as reaching valid, authentic, and reliable outcomes. Primary method of data collection refers to the extraction of information through different ways such as interviews, surveys, and others. Information obtained through the primary method is more authentic; however, at the same time, it is also time-consuming. Additionally, secondary method refers to the extraction of information from different secondary sources such as peer-reviewed journal articles, books, authentic websites, and others. Secondary sources help the researcher in extracting reliable and authentic information for reaching valid outcomes (BRM, n.d.). Accordingly, presented research will use the primary method of data selection; wherein, the survey method will be used to extract ample information.

Key reason or cause behind use of the primary method of data selection is that it helps in providing real-time as well as first-hand information. Although, it is quite

expensive and takes more time to collect data but it is more accurate and reliable as compared to the secondary method; however, the same also depends on type of research questions. Additionally, the survey is also one of the best methods to collect good pieces of information and it also provides different benefits in terms of better comparison of information, getting a huge amount of data, ease of analysis, and others (Wagh, 2024). Surveys are also less time-intensive as compared to interview and this is the key reason due to which interview has not been taken. The research will conduct the survey; wherein, a questionnaire will be prepared for 50 bank managers in the UK. Questionnaire will help to gain a wide range of information related to impact of employee engagement practices on the performance of the banks in the UK. Besides this, the research will also use secondary sources such as journal articles and other authentic websites to support research findings. It will enhance the quality of research and assist in reaching reliable outcomes.

To conduct the survey the HR department of the banks is contacted and contact information of the potential participants such as managers and executives is collected. The potential participants were contacted through email and provided with information on the study topic and elements along with the consent form. The participants are asked to fill out the form and send it to the researcher to provide their consent for participation in the study. The participants who fill out the consent form and send it back to the researcher are provided with a Google Form of a survey that requires 10-15 minutes to fill the survey. The information provided in the survey form was collected in spreadsheet that was imported to the SPSS tool for analysis.

4.6 Sample Technique and Size

The sampling can be understood as a selection of units from the population with an aim to reach a suitable conclusion. A sample is a population attribute and accordingly,

it is pivotal to select the proper technique for deriving valid outcomes. Selection of a suitable and adequate sampling technique is important for the presented research to select adequate respondents effectively. There is a wide range of sampling techniques that help in collecting good pieces of information and ensuring the validity of research outcomes. Some sampling techniques examples are random sampling, cluster sampling, stratified sampling, and others. Random sampling refers to a technique; wherein, the researcher selects participants randomly from the population. This technique offers an equal chance of selecting a sample from population. This technique also removes any bias while making a selection of a sample from the population. It is one of the fair techniques because this technique does not allow any personal intervention (Denscombe, 2012).

Accordingly, presented research study will also adopt a random sampling technique; wherein, samples are collected randomly from population. The sampling population will be managers of the banks operating in the UK region. The total population will be around 150 managers; wherein, 50 managers will be randomly selected for samples for data collection from different banks operating in the UK region. The sample size of 50 managers will be sufficient enough to retrieve good pieces of information and reach a reliable outcome. The random sampling technique will assist in gaining relevant information pertaining to impact of adoption of employee engagement practices on banks performance of the UK region.

An inclusion and exclusion criteria have also been followed; wherein, only peer-reviewed and authentic articles published on websites are only considered. Blogs and other non-authentic websites are totally ignored. Only articles published in the English language have been preferred for data collection purposes. Similarly, articles published on or after 2010 have only been taken with an aim to consider updated information.

4.7 Data Analysis

Data analysis can be understood as process of evaluation of findings of study. Data analysis can be done using different techniques like logical as well as statistical techniques to analyse data. Data analysis helps maintain the authenticity of the research. Additionally, there are 2 types of data analysis methods namely quantitative as well as qualitative. The quantitative method includes descriptive data analysis, which emphasises collecting data regarding the objectives or problem of research study. Descriptive data analysis enables the researcher to collect evidence through a survey from different respondents. Thematic analysis is also another method of evaluation of data. It is preferable to use thematic analysis for qualitative data. Thematic analysis helps in discussing findings of study through preparation of different sets of themes in alignment with objectives (Walsh and Wiggins, 2003).

Additionally, the quantitative method focuses on the evaluation of data using statistical tools like SPSS. The use of SPSS helps in determining correlation among different variables as well as statistical results of the study. SPSS assists the researcher in testing the views of respondents in alignment with research objectives (Denscombe, 2012). In the same context, presented research study will use the descriptive data analysis method; wherein, the results of the respondents will be presented in graphical form for better understanding. The use of descriptive data analysis will prove to be helpful for extracting relevant information, which will also enable the researcher to reach reliable and valid outcomes. The use of descriptive data analysis can also assist researchers in describing the main characteristics of a given set of data. The use of descriptive data analysis facilitates drawing valuable insights as well as addressing research problems. Additionally, research will also focus on using inferential and predictive statistics with the help of SPSS. Linear regression analysis is used to test the

hypothesis developed and descriptive statistics are used to get the distribution of demographic variable and explore all the variables. Inferential analysis is used to determine relationship between variables with the help of applying correlation test.

4.8 Ethical Consideration

The consideration of ethical practices is quite pivotal for the researcher as it prevents them from facing different types of issues. The proper ethical consideration has also been given to presented research during data collection as well as data analysis. With regard to primary research, proper care has been taken while carrying out a survey and maintaining the research integrity. Valid consent has been taken from the respondents to participate in the survey process. No respondent has been forced by researcher to take participation in survey process. Similarly, no respondents are discriminated against based on different factors like caste, colour or gender. Sufficient information was provided to all respondents regarding the survey before conducting the same. The respondents have been provided with information about the survey related to evaluating impact of employee engagement practices on banks performance of the UK.

Additionally, data confidentiality as well as privacy are also some of the main concerns during the primary method. Accordingly, the presented research has also taken care of the same; wherein, personal information of all respondents has been kept confidentially and no information has been provided to any third party to maintain information privacy and secrecy. Anonymity has also been maintained while preparing the database; wherein, personal data like names are kept anonymous. On the other hand, ethical practices have also been considered while retrieving secondary data to support study findings. No information or content has been copied or taken from any source directly with an aim to prevent research from academic misconduct issue. Proper

citation has been given to give credibility to authors from whose source content has been taken. Furthermore, the provisions of different acts have also been complied with like Copyright Act and Data Protection Act. Moreover, proper care has also been taken; wherein, the guidelines issued by the college have been complied with.

4.9 Development of Survey Instrument

The survey instrument is developed with the help of factors that are identified in the literature review conducted in the above section. The factors that are dependent or independent of the phenomena along with the moderating factors are identified to develop the survey instrument. The variables considered as follows:

Table 2: Variables for survey

Employee engagement

S. No.	Variables	Authors		
1	Employee engagement	Kasinathan and Rajee (2011)	Description	This variable provides information of the level of engagement feel by the employees
			Ways of scoring	5 point Likert scale
			Cronback alpha	0.814
			Question it address	RQ1: What is employee engagement and identify different key influencing factors of employee engagement?

				RQ2: What different employee engagement practices can affect overall performance of an organisation?
2	Organisational performance and KPIs	Teimouri <i>et al.</i> (2016)	Description	It provides information on the performance of an organisation
			Ways of scoring	5 point Likert scale
			Cronback alpha	0.821
			Question it address	RQ3: What is the relationship between employee engagement with different KPIs in the banks.
3	Influencing factors	Joachim (2020)	Description	It explores the influencing factors for employees' engagement
			Ways of scoring	5 point Likert scale
			Cronback alpha	0.725
			Question it address	RQ1: What is employee engagement and identify different key influencing

				factors of employee engagement? RQ2: What different employee engagement practices can affect overall performance of an organisation?
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4.10 Reliability and Validity

Reliability of research is vital to determine that the results developed are reliable. Reliability is tested in presented research through the Cronbach Alpha method in order to the value of the coefficient. It is a measure to determine internal consistency for data and provides information regarding the reliability of the test. On the other hand, construct validity is followed in research to develop results with the help of statistical tests. In the process, it is evaluated that the level to which the measures are able to test the concepts that are behaving in consistency with the hypothesis and theories or not. The use of constructive validity is effective in the condition of evaluating social phenomena such as happiness, engagement, loyalty and intelligence.

4.11 Summary

It can be summarized that the presented chapter focused on different aspects that assisted the researcher in collecting as well as analysing data in effectively to reach valid and reliable outcomes. For the purpose of evaluating impact of employee engagement practices on banks performance of the UK, a deductive research approach

has been used due to availability of good amount of information. Additionally, the research has adopted a descriptive research design for effectively carrying out research work. Similarly, positivist research philosophy has been used as it provides trustworthy knowledge and assists researchers in drawing valid and legitimate outcomes. The research has used primary data collection method; wherein, survey method has been used. Survey will be carried out with 15 managers working in three different banks in the UK. Random sampling technique will be used for the purpose of selecting of sample from a large population. This technique does not consider any bias and provides an equal chance of selection. Additionally, research study will also use descriptive data analysis for the purpose of evaluating the findings of data. Descriptive analysis helps in providing reliable and valid information through graphical presentations. Moreover, different ethical practices have also been followed in the presented research study. Proper consent, confidentiality of information, and others have been considered as a part of ethical practice for primary research work. Similarly, research has also complied with ethical norms to protect research from academic misconduct issue. Overall, it can be deduced that the presented chapter will assist researcher in carrying research in an effective manner to reach to reliable and valid conclusion as well as attain desired research objectives successfully.

Chapter 5: Findings and Analysis

5.1 Introduction

The chapter provides findings of the data collected and provides results for the discussion. The data collected is analysed with the help of descriptive, inferential and predictive analysis and the results in the form of graphs, tables and charts are presented in the chapter.

5.2 Reliability Statistics

In the research study, Chronbach's Alpha method is used to reliability of the data collected for analysis. It provides a reliability coefficient providing the information regarding internal consistency of the measures and tests (Schrepp, 2020). The value for the coefficient is 0.852 suggesting reliability of gathered data and consistent (see Table no 3).

Table 3: Reliability Statistics

Reliability Statistics	
	N of Items
.852	15

5.3 Descriptive Statistics

Table 4: Descriptive Statistics

Descriptive Statistics												
	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Employee engagement	50	4	1	5	2.28	.179	1.262	1.593	.775	.337	-.369	.662
Opportunity to raise their voices	50	4	1	5	2.22	.174	1.234	1.522	1.124	.337	.431	.662
Organisation provides	50	4	1	5	2.42	.202	1.430	2.044	.779	.337	-.734	.662

adequate training and development opportunities												
Recognise the efforts of employees and rewards them	50	4	1	5	2.64	.189	1.336	1.786	.595	.337	-.927	.662
Work-life balance	50	4	1	5	2.32	.186	1.316	1.732	.941	.337	-.208	.662
Improvement in financial performance	50	4	1	5	2.54	.208	1.474	2.172	.616	.337	-1.049	.662

Customer satisfaction improved due to employee engagement practices	50	4	1	5	2.22	.165	1.166	1.359	1.081	.337	.589	.662
Innovation and creativity in the organisation improved due to employee engagement practices	50	4	1	5	2.38	.189	1.338	1.791	.640	.337	-.748	.662

Management and leadership support influenced employee engagement practices	50	4	1	5	2.34	.184	1.303	1.698	.943	.337	-.177	.662
Organizational culture and values influenced employee engagement practices	50	4	1	5	2.46	.192	1.358	1.845	.724	.337	-.626	.662

Communication and feedback influenced employee engagement practices	50	4	1	5	2.42	.192	1.357	1.840	.559	.337	-.907	.662
Recognition and reward system in the organisation influenced employee engagement practices	50	4	1	5	2.52	.205	1.446	2.091	.654	.337	-.891	.662

Valid N (listwise)	50											
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The above mentioned table shows the descriptive statistics of the data collected. The total number of participants in the survey is 50 and there is no missing value in the data. The mean value of the employee engagement variable is 2.28 with a standard error of 0.179. Descriptive statistics of data provide details of distribution and vital statistics about the data.

Table 5: Descriptive Statistics of Demographic Variables

Demographic Variables					
		Frequen cy	Percen t	Valid Percent	Cumulative Percent
Age	20-25 years	3	6.0	6.0	6.0
	26-35 years	5	10.0	10.0	16.0
	36-45 years	24	48.0	48.0	64.0
	46-55 years	16	32.0	32.0	96.0
	55 years and above	2	4.0	4.0	100.0
Gen der	Male	25	50.0	50.0	50.0
	Female	22	44.0	44.0	94.0
	Others	3	6.0	6.0	100.0
Year of Exp erien ce	0-5 years	2	4.0	4.0	4.0
	6-10 years	4	8.0	8.0	12.0
	11-15 years	15	30.0	30.0	42.0
	16-20 years	24	48.0	48.0	90.0
	21 years and above	5	10.0	10.0	100.0

	Total	50	100.0	100.0	
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In survey a majority of participants were 36-45 years which is 48% of the total and 46-55 years which is 32% of the total. In survey a majority of 50% of participants were male, 44% were female and the remaining 6% were others. It suggests that participants of all genders were included in the survey. It is evaluated that the majority of participants belonged to the 16-20 years' experience and the 11-15 years' experience suggesting that the participants were experienced enough to provide insights on the topic.

Table 6: Descriptive Statistics of variable Employee engagement

Employee engagement					
		Frequen cy	Percen t	Valid Percent	Cumulative Percent
Val id	Strongly agree	17	34.0	34.0	34.0
	Agree	15	30.0	30.0	64.0
	Neutral	9	18.0	18.0	82.0
	Disagree	5	10.0	10.0	92.0
	Strongly disagree	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

In relation to the question asked on employees' engagement a total of 34% of the people participated in survey strongly agreed with the statement. On the other hand, 18% opted neutral stance, 10% disagreed suggesting importance of employees' engagement in working of an organisation.

Table 7: Descriptive Statistics of variable Opportunity to raise their voices

Opportunity to raise their voices					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	15	30.0	30.0	30.0
	Agree	22	44.0	44.0	74.0
	Neutral	5	10.0	10.0	84.0
	Disagree	3	6.0	6.0	90.0
	Strongly disagree	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

On the questions of opportunities provided to raise voice a majority of 44% of the participants agreed and 30% of the participants strongly agreed with the statement. It suggests that opportunities to raise their voice are vital elements that result in employee engagement.

Table 8: Descriptive Statistics of variable training and development opportunities

Organisation provides adequate training and development opportunities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	16	32.0	32.0	32.0
	Agree	17	34.0	34.0	66.0
	Neutral	5	10.0	10.0	76.0
	Disagree	4	8.0	8.0	84.0
	Strongly disagree	8	16.0	16.0	100.0
	Total	50	100.0	100.0	

In relation to the question asked on training and development opportunities a majority of the participants selected the agree option that is 34% of the total participants.

Table 9: Descriptive Statistics of variable Recognise the efforts of employees and rewards them

Recognise the efforts of employees and rewards them					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	9	18.0	18.0	18.0
	Agree	22	44.0	44.0	62.0
	Neutral	4	8.0	8.0	70.0
	Disagree	8	16.0	16.0	86.0
	Strongly disagree	7	14.0	14.0	100.0
	Total	50	100.0	100.0	

In relation to the question asked on recognising the efforts of employees and rewarding them a majority of participants that is 44% of the total agreed with the statement and 18% strongly agreed with the statement. Therefore, it can be evaluated that recognising the efforts of employees plays a major role in improving employee' engagement.

Table 10: Descriptive Statistics of variable Work-life balance

Work-life balance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	15	30.0	30.0	30.0
	Agree	20	40.0	40.0	70.0
	Neutral	5	10.0	10.0	80.0
	Disagree	4	8.0	8.0	88.0
	Strongly disagree	6	12.0	12.0	100.0
	Total	50	100.0	100.0	

In relation to the question of work-life balance, a majority of 40% of the participants selected the option of agree in the survey.

Table 11: Descriptive Statistics of variable Improvement in financial performance

Improvement in financial performance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	15	30.0	30.0	30.0
	Agree	16	32.0	32.0	62.0
	Neutral	5	10.0	10.0	72.0
	Disagree	5	10.0	10.0	82.0
	Strongly disagree	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

In relation to the question of improvement in financial performance, a majority of the participants agreed with the statement suggesting employee engagement improves the financial performance of a company.

Table 12: Descriptive Statistics of variable Customer satisfaction improved due to employee engagement practices

Customer satisfaction improved due to employee engagement practices					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	14	28.0	28.0	28.0
	Agree	22	44.0	44.0	72.0
	Neutral	7	14.0	14.0	86.0
	Disagree	3	6.0	6.0	92.0
	Strongly disagree	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

It is evaluated from the chart that customer satisfaction improved due to the increase in employee engagement practices.

Table 13: Descriptive Statistics of variable improvement in Innovation and creativity

Innovation and creativity in the organisation improved due to employee engagement practices					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	17	34.0	34.0	34.0
	Agree	13	26.0	26.0	60.0
	Neutral	9	18.0	18.0	78.0
	Disagree	6	12.0	12.0	90.0
	Strongly disagree	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

In relation to the question asked on improvement in innovation and creativity a majority of the participants opted for the improvement in them due to the employee engagement practices. In relation to the question of support of leadership improve employee engagement a majority of 42% of the participants agreed with the statement suggesting it plays a crucial role in employee engagement.

Table 14: Management and leadership support influenced employee engagement practices table

Management and leadership support influenced employee engagement practices					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	14	28.0	28.0	28.0
	Agree	21	42.0	42.0	70.0
	Neutral	5	10.0	10.0	80.0
	Disagree	4	8.0	8.0	88.0
	Strongly disagree	6	12.0	12.0	100.0
	Total	50	100.0	100.0	

Table 15: Descriptive Statistics of variable Organizational culture and values influenced employee engagement practices

Organizational culture and values influenced employee engagement practices					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	14	28.0	28.0	28.0
	Agree	17	34.0	34.0	62.0
	Neutral	8	16.0	16.0	78.0
	Disagree	4	8.0	8.0	86.0
	Strongly disagree	7	14.0	14.0	100.0
	Total	50	100.0	100.0	

In accordance with the question of organisational culture and values influence employee engagement a majority of 34% of the participants agreed with the statement.

Table 16: Communication and feedback influenced employee engagement practices

Communication and feedback influenced employee engagement practices					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	17	34.0	34.0	34.0
	Agree	12	24.0	24.0	58.0
	Neutral	9	18.0	18.0	76.0
	Disagree	7	14.0	14.0	90.0
	Strongly disagree	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

On the question of impact of communication and feedback on employee engagement a majority of the participants strongly agree with the statement suggesting its importance.

Table 17: Descriptive Statistics of variable Recognition and reward system in the organisation influenced employee engagement practices

Recognition and reward system in the organisation influenced employee engagement practices					
		Frequen cy	Percen t	Valid Percent	Cumulative Percent
Val id	Strongly agree	15	30.0	30.0	30.0
	Agree	15	30.0	30.0	60.0
	Neutral	8	16.0	16.0	76.0
	Disagree	3	6.0	6.0	82.0
	Strongly disagree	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

In relation to the question of recognition and reward systems influenced employee engagement practices a majority of the participants strongly agree and agree with the statement suggesting a high level of impact of these variables.

Inferential Statistics

5.4 Correlation Analysis

Table 20: Correlation Analysis

Correlations												
	Empl oyee engag ement	Oppor tunity to raise their voices	Organi sation provid es adequa te trainin g and develo pment opport unities	Reco gnise the effort s of empl oyees and rewar ds them	Wo rk- life bal anc e	Impro vemen t in financi al perfor mance	Custo mer satisfa ction impro ved due to emplo yee engag ement	Innov ation and creati vity in the organi sation impro ved due to emplo	Manag ement and leaders hip suppor t influen ced emplo yee engage	Organiz ational culture and values influen ced employ ee engage ment	Commu nication and feedbac k influen ced employe e engage ment	Recog nition and rewar d syste m in the organi sation influe nced

								practi ces	ye engag ement practi ces	ment practic es	practice s	practice s	emplo ye engag ement practi ces
Employ ee engage ment	Pears on Corre lation	1	-.040	-.100	.025	- .08 0	-.138	.346*	.926**	-.084	.233	.859**	.198
	Sig. (2- tailed)		.781	.488	.865	.58 3	.340	.014	.000	.563	.104	.000	.168

	N	50	50	50	50	50	50	50	50	50	50	50	50
Opportunity to raise their voices	Pearson Correlation	-.040	1	-.042	-.199	.924**	-.011	.008	-.089	.879**	.085	.078	.140
	Sig. (2-tailed)	.781		.773	.167	.000	.942	.955	.540	.000	.560	.591	.331
	N	50	50	50	50	50	50	50	50	50	50	50	50
Organization provides adequate	Pearson Correlation	-.100	-.042	1	.049	.003	.907**	.041	-.085	-.133	-.259	.097	-.019

e training and develop ment opportu nities	Sig. (2- tailed)	.488	.773		.737	.98 3	.000	.775	.557	.357	.069	.505	.896
	N	50	50	50	50	50	50	50	50	50	50	50	50
Recogni se the efforts of employe es and	Pears on Corre lation	.025	-.199	.049	1	- .17 7	-.034	.052	-.002	-.186	-.210	-.039	.162
	Sig. (2-	.865	.167	.737		.21 9	.815	.721	.990	.196	.142	.789	.260

rewards them	tailed)												
	N	50	50	50	50	50	50	50	50	50	50	50	50
Work- life balance	Pears on Corre lation	-.080	.924**	.003	-.177	1	.025	.033	-.128	.804**	.030	.026	.093
	Sig. (2- tailed)	.583	.000	.983	.219		.864	.820	.374	.000	.835	.857	.520
	N	50	50	50	50	50	50	50	50	50	50	50	50
Improve ment in	Pears on	-.138	-.011	.907**	-.034	.02 5	1	.024	-.127	-.108	-.300*	.048	-.029

financial perform ance	Corre lation												
	Sig. (2- tailed)	.340	.942	.000	.815	.86 4		.866	.380	.455	.034	.743	.841
	N	50	50	50	50	50	50	50	50	50	50	50	50
Custom er satisfact ion improve d due to	Pears on Corre lation	.346*	.008	.041	.052	.03 3	.024	1	.416**	.098	-.104	.302*	-.311*
	Sig. (2-	.014	.955	.775	.721	.82 0	.866		.003	.500	.473	.033	.028

employee engagement practices	N	50	50	50	50	50	50	50	50	50	50	50	50
Management and leadership support influenced	Pearson Correlation	-.084	.879**	-.133	-.186	.804**	-.108	.098	.006	1	-.021	-.025	.056
	Sig. (2-tailed)	.563	.000	.357	.196	.000	.455	.500	.965		.885	.865	.700

employee engagement practices	N	50	50	50	50	50	50	50	50	50	50	50	50
Organizational culture and values influenced employee	Pearson Correlation	.233	.085	-.259	-.210	.030	-.300*	-.104	.183	-.021	1	.170	.146
	Sig. (2-tailed)	.104	.560	.069	.142	.835	.034	.473	.205	.885		.238	.312

e engage ment practice s	N	50	50	50	50	50	50	50	50	50	50	50	50
Commu nication and feedbac k influenc ed employe e	Pears on Corre lation	.859**	.078	.097	-.039	.02 6	.048	.302*	.753**	-.025	.170	1	.115
	Sig. (2- tailed)	.000	.591	.505	.789	.85 7	.743	.033	.000	.865	.238		.425
e engage	N	50	50	50	50	50	50	50	50	50	50	50	50

ment practice s													
Recogni tion and reward system in the organisa tion influenc ed employe e engage	Pears on Corre lation	.198	.140	-.019	.162	.09 3	-.029	-.311*	.107	.056	.146	.115	1
	Sig. (2- tailed)	.168	.331	.896	.260	.52 0	.841	.028	.461	.700	.312	.425	
	N	50	50	50	50	50	50	50	50	50	50	50	50

ment													
practice													
s													

The table of correlation analysis suggests that the highest level of correlation exists between the variable's employee engagement and Innovation and creativity in the organisation improved due to employee engagement practices with a value of 0.926. Moreover, employee engagement and communication and feedback have value of correlation coefficient 0.859 suggesting a high level of dependence of variables on each other. The value of the correlation coefficient between financial performance and training and development opportunities is 0.907 suggesting a high level of association between training and financial performance. However, some variables have negative and low values of correlation suggesting low impact and inverse relationship between variables.

5.5 Predictive Analytics (Regression Model)

Table 21: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.959 ^a	.920	.915	.369

Regression analysis is used to determine the impact of communication, innovation creativity and improvement in customer satisfaction on employee engagement. The value of r square is 0.920 suggesting that 92.0% of the variables are able to predict employee engagement.

Table 22: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	71.826	3	23.942	176.111	.000 ^b
	Residual	6.254	46	.136		
	Total	78.080	49			

The table of ANOVA suggests that the value of the model is significant and the effect of variables related to communication, innovation and customer satisfaction is visible on employee engagement as the values of the model are ($F(3,46)= 176.111$, $p=0.0$, $r^2=0.920$).

Table 23: Coefficients table

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.055	.132		.416	.679
	Customer satisfaction improved due to	-.046	.050	-.043	-.935	.355

	employee engagement practices					
	Innovation and creativity in the organisation improved due to employee engagement practices	.626	.063	.663	9.969	.000
	Communication and feedback influenced employee engagement practices	.347	.059	.373	5.875	.000
a. Dependent Variable: Employee engagement						

The table of coefficients provides details of the impact of communication and feedback, innovation and creativity and customer satisfaction on employee engagement. The values are ($\beta = -0.046$, $t(46) = -0.935$, $p = 0.355$) for customer satisfaction improved due to employee engagement practices, ($\beta = 0.626$, $t(46) = 9.969$, $p = 0.0$) for innovation and creativity variable and ($\beta = 0.347$, $t(46) = 5.875$, $p = 0.0$) for communication and feedback variable. The p-values are zero for variable customer satisfaction and innovation and creativity variable suggesting that there is an impact of these variables on employee engagement.

The equation of regression is as follow:

Employee engagement = $0.055 + -0.046 \times \text{Customer satisfaction improved due to employee engagement practices} + 0.626 \times \text{Innovation and creativity in the organisation}$

improved due to employee engagement practices + 0.347* Communication and feedback influenced employee engagement practices

Results of hypothesis test

Null hypothesis	p-value	Result
Employee engagement does not improve customers satisfaction.	0.355	Failed to reject
Employee engagement practices do not improve innovation and creativity in an organisation.	0.0	Reject Null
Communication and feedback do not influence employee engagement practices,	0.0	Reject Null

Chapter 6: Discussion

It is evaluated from the findings that the factors that influence employee engagement are work-life balance, recognising efforts of employees, communication, opportunities to raise voice and providing opportunities for training and development. In relation to the first objective of the key concept and key factors posing an impact on employee engagement, it is evaluated that the communication among the employees and leadership of the company contributes to the impact of the level of engagement in employees. The results of the survey suggest that the major factors influencing employee engagement include opportunities recognising the efforts of the employees rewarding them and providing opportunities to maintain work-life balance. It also align with survey findings as Rahaman *et al.* (2023, pp. 127-136) suggested that the focus should be provided on the behaviour of employees and promote regular interaction that aligns with the variable of raising the voice of the employees in an organisation. It contributes to developing a sense of belongingness and respect towards employees and results in increasing their level of engagement.

It is evaluated that providing training to the employees is vital to improve their engagement level. The factor of training and development opportunities highlighted in survey findings is also supported by the literature findings as Khan (2017, pp. 2158) suggested that training helps in the development of the employees and results in improving their overall performance. However, other factors are also highlighted by the findings of literature such as Bhardawaj (2023) raised the factor of consideration of human behaviour on the basis of human relation theory. The factor of motivation is also highlighted in the findings of literature that are supported by the various variables in survey findings. The variables such as providing opportunities to raise their voice and develop open communication can help in improving the level of motivation. The

improvement in behaviour is a significant factor for the banking industry as the employees may require direct interaction with the customers.

In relation to the second objective of the factors influencing organisational performance in the banks, it is evaluated that financial performance, customer satisfaction, innovation and creativity are the major factors influencing performance. The findings of the survey suggested that the financial performance of the bank is a major factor that impacts its operations. However, the findings of the literature focus on various types of financial metrics such as ROA and profitability that can provide information regarding the financial health of a bank. Haralayya and Aithal (2021, pp. 607-621) suggested that efficiency and profitability are among the factors that can be used to describe the performance of a bank in a competitive business environment. Nagesh, Kulenur and Shetty (2019, pp. 426-430) stated that innovation is also one of the major elements that helps banks in giving good performance.

It is also inferred from the survey findings that the leadership of an organisation is also a critical factor in the promotion of employee engagement and retaining talented employees. It is supported by the findings of literature as Othman *et al.* (2019, pp. 784-797) suggested that the leadership has ability to develop loyalty and trust in employees. Thus, effective leadership is considered a key factor influencing employee engagement. On the other hand, Pepra-Mensah and Kyeremeh (2018, pp. 11-28) highlighted the factor of promotion of value and belief among employees in order to increase their engagement level. It provides benefits of improving the commitment level of the employees towards work that reflects in improvement in the organisational performance of banks. In support of this, Khan (2017, pp. 2158) suggested that retaining talented and dedicated employees is crucial for an organisation and it is the reason for which training and development opportunities helps banks achieve improved results.

As per third objective of determining the relationship between employee engagement and organisational performance in the banks, it is evaluated that employee engagement influences several KPIs and measures of organisational performance such as financial performance, customer satisfaction, innovation and creativity. The findings of the survey suggest that the financial performance of a bank improves with increase in employee engagement. The findings of the literature also support this as Mansoret *al.* (2023, pp. 69-80) suggested that an increase in employee engagement helps in reducing the turnover rate of the employees and provides positive results in the form of reducing efforts and investment in training and improve productivity. The results also align with the results of research conducted by Muller, Smith and Lillah (2018, pp. 22-39) as a high level of engagement of employees denoted improved profitability and financial performance of a bank.

The factor of improvement in the satisfaction of the customers is highlighted in the findings of the survey. However, the surge in the satisfaction level of employees is also highlighted in the findings of literature as Fadhillah, Ahadiat and Mardiana (2022, pp. 37-43) emphasise job satisfaction and consider it vital for the improvement in the performance of an organisation. The improvement in the level of satisfaction helps in enhancing the level of efforts made by the employees which results in improvement in performance. The promotion of innovation and creativity also helps in showing favourable results in the form of finding effective ways of performing work. It also helps in improving the current conditions of working in order to provide benefits of the improved performance of a bank (Muller, Smith and Lillah, 2018).

According to fourth objective of recommendations for enhancing employee engagement that can help in improving organisational performance in the banks of the UK, several factors are evaluated that can help in this course. Survey results suggested

that the practices of recognition and reward systems can help employees increase their level of satisfaction and engagement. In this relation, it can be recommended that developing an adequate reward strategy can help in improving engagement of employees. The factor of communication that is highlighted in survey findings is also supported by literature findings as Garza (2018, pp. 1-116) suggested improvement in communication skills can help in the improvement of employee engagement.

It is evaluated that the strategy of providing work-life balance opportunities can help in cultivating the engagement of employees. It is also supported by the findings of literature as Light (2019) suggests that employee engagement can be improved through designing positive policies within an organisation. For instance, the policies related to flexible working environments, equal opportunities, equal pay, communication, and others are some of the key elements of positive policies.

Chapter 7: Conclusion and Recommendations

7.1 Conclusion

On the basis of the overall discussion, it can be concluded that the improvement in the level of employee engagement is vital for banks of the UK as it can improve employee's efficiency and performance. As per first question recognising efforts of employees, work-life balance, communication, opportunities to raise voice and providing opportunities for training and development are influencing elements to employee engagement. As per second question of the research, it is inferred that the leadership practice also contributes to cause huge impact on employee engagement. The strategy adopted by the leadership in the conditions of conflicts contributes to deciding employee engagement. The condition in which the leadership supports employees and rewards their efforts it resulted in enhancing of employee engagement.

Furthermore, in relation to the third question it is evaluated that an increase in the level of employee engagement in banks results in improved customer satisfaction and financial performance. The condition in which the employees are engaged with an organisation contributes to devoting their full efforts. The increase in the engagement level of the employee also helps in enhancing the motivation level and provides positive results in the form of increasing the efforts dedicated to work that results in improving the efficiency of a bank. It is also evaluated that showing trust and belief in employees develops a sense of attachment to them and exerts a high level of effort in work. Therefore, the enhancement in engagement level of the employees benefits banks in cultivating their overall performance due to which adequate level of focus should be provided on improving the engagement level of employees in banks.

7.2 Recommendations

Recommendations in alignment of the identified issues are provided as follows:

- It is recommended that the policies should be reframed in order to provide improved facilities to the employees. The policies related to flexible working environments, equal opportunities, equal pay, communication, and others are some of the key elements of positive policies that should be adopted by banks (Light, 2019).
- It is also suggested that the management should provide a satisfactory level of care to the employees. The strategy of supporting employees benefits by enhancing trust of the employees and efforts exerted by them in working that will enhance performance of the bank (Markos and Sridevi, 2010). It does not require additional cost and management has to develop strategy for it.
- It is evaluated that the leadership can play a crucial role in improving the level of engagement in employees lack of support by the leadership can cause dissatisfaction in employees. In this relation, it is recommended that leadership should develop a positive relationship with the employees and help them in carrying important tasks (Osborne and Hammoud, 2017). It does not require additional cost from bank only leadership has to develop a strategy about it.
- The banks should also provide career development opportunities to the staffs members in order to increase their level of engagement. The training facilities also paybacks in the form of improved efficiency of employees that deliver constructive outcomes by refining the financial performance of banks (Tulasi Das and Vijayalakshmi, 2012). The training facilities should be arranged by the senior management of the company at additional hours to save time and resources.

7.3 Recommendations for future work

In the current research study, quantitative data is collected from bank managers and employees in the UK which limits the scope of the study. In this concern, future studies could rely on collected data from a large number of bank employees to provide generalised findings on the topic of engagement of employees. The research only collected quantitative data from the participants and did not collect qualitative data. The collection of qualitative data provides subjective information regarding social phenomena and thus, studies conducted on the topic in future should consider qualitative data that provide details justification of the results. The use of the quantitative survey technique also poses an issue of making the research rigid regarding

the selection of the variables. The future study could consider qualitative data to explore variables with a higher level of elasticity. Moreover, leadership is an area that poses a high level of impact on employee engagement practices as reflected in the research study. In this research, it is taken as a variable and lacks in-depth study on this topic alone.

Reflection

The process of performing the dissertation was knowledgeable and enhanced of skills as I gained important insights regarding the employee engagement strategies and their importance in the banking industry of the UK. In the process of performing the dissertation I performed a literature review and learned about various theories such as social exchange theory and efficiency structure theory improved my knowledge base and provided experience on the applicability of the theories. In the process of performing the dissertation, I also improved my communication skills which is vital for a student. The development of communication skills is vital for a professional as it helps in circulating information to the people without causing misunderstanding and confusion (Puscas, Kogan and Holmboe, 2021). I also developed confidence in the process of performing the dissertation as I performed various activities that reflected the development of confidence in me as I engaged in all the activities of the dissertation that helped me in the development of confidence. Therefore, the process of performing the dissertation was an enhancer of knowledge for me.

In the dissertation, I face difficulties in understanding the requirements of ethical considerations to collect data. However, in the dissertation, I collected primary data from the participants with the help of a survey that helped me in providing details regarding the ethical requirements that should be followed in a research study. I gained knowledge regarding the importance of the confidentiality of the research participants and provided it with a priority in the whole research process. The research used only quantitative data that provided objective responses. Therefore, if I used both qualitative and quantitative data then it would provide us with better results. I would like to include qualitative data in the research study that I will conduct in future. The process of performing the research study was exciting for me as I learned new concepts while

analysing the data. The application of various tools and techniques helped me in improving my technical skills. The development of technical skills will help me in performing tasks with a high level of efficiency in future.

The research process was enlightening for me as I developed research questions and gained knowledge regarding various types of methodological approaches and data analysis techniques. The process was challenging for me as the collection of data from banks and ensuring validity and reliability of data was challenging for me as these obstacles required persistence, patience and communication skills to overcome barriers. In addition to the professional and academic growth the dissertation also contributed to my personal growth as it improved my analytical skills, research skills and communication skills. The area which I should focus on is time management as I face difficulties in managing time and rushed while writing the last chapter of the conclusion. If I had developed a schedule properly analysing the task and followed it properly, I would have prevented the last-minute hustle and issues that I faced during the dissertation. Overall, the whole process of performing the dissertation was an enhancer of knowledge and skills for me and learning from it will surely help me perform my task with a higher level of efficiency.

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Appendices

Appendix A: Survey Questionnaire

Demographic questions

Question 1: What is your age?

- (a) 20-25 years
- (b) 26-35 years
- (c) 36-45 years
- (d) 46-55 years
- (e) 55 years and above

Question 2: What is your gender?

- (a) Male
- (b) Female
- (c) Others

Question 3: What is your total year of experience in the banking industry?

- (a) 0-5 years
- (b) 6-10 years
- (c) 11-15 years
- (d) 16-20 years
- (e) 21 years and above

Specific Questions

Employee engagement

Question 4: Do you agree that your organisation pay high level of attention to employee engagement strategies?

- (a) Strongly agree

- (b) Agree
- (c) Neutral
- (d) Disagree
- (e) Strongly disagree

Question 5: Do you agree that your organisation provides employees the opportunity to raise their voices to show their ideas and opinions?

- (a) Strongly agree
- (b) Agree
- (c) Neutral
- (d) Disagree
- (e) Strongly disagree

Question 6: Do you agree that your organisation provides adequate training and development opportunities to the employees?

- (a) Strongly agree
- (b) Agree
- (c) Neutral
- (d) Disagree
- (e) Strongly disagree

Question 7: Do you agree that your organisation recognise the efforts of employees and rewards them?

- (a) Strongly agree
- (b) Agree
- (c) Neutral
- (d) Disagree
- (e) Strongly disagree

Question 8: Do you agree that your organisation make efforts to promote work-life balance for employees?

- (a) Strongly agree
- (b) Agree
- (c) Neutral
- (d) Disagree
- (e) Strongly disagree

Organisational performance and KPIs:

Question 9: Do you believe that the financial performance of the organisation improved due to employee engagement practices?

- (a) Strongly agree
- (b) Agree
- (c) Neutral
- (d) Disagree
- (e) Strongly disagree

Question 10: Do you believe that customer satisfaction improved due to employee engagement practices?

- (a) Strongly agree
- (b) Agree
- (c) Neutral
- (d) Disagree
- (e) Strongly disagree

Question 11: Do you believe that the innovation and creativity in the organisation improved due to employee engagement practices?

- (a) Strongly agree

- (b) Agree
- (c) Neutral
- (d) Disagree
- (e) Strongly disagree

Influencing factors:

Question 12: Do you believe that the management and leadership support influenced employee engagement practices?

- (a) Strongly agree
- (b) Agree
- (c) Neutral
- (d) Disagree
- (e) Strongly disagree

Question 13: Do you believe that the organizational culture and values influenced employee engagement practices?

- (a) Strongly agree
- (b) Agree
- (c) Neutral
- (d) Disagree
- (e) Strongly disagree

Question 14: Do you believe that the communication and feedback influenced employee engagement practices?

- (a) Strongly agree
- (b) Agree
- (c) Neutral
- (d) Disagree

(e) Strongly disagree

Question 15: Do you believe that the recognition and reward system in the organisation influenced employee engagement practices?

(a) Strongly agree

(b) Agree

(c) Neutral

(d) Disagree

(e) Strongly disagree