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Predictors of Employee Engagement and Their Impact on Productivity and Mental Health: A Comparative Study of Banking and IT Sectors

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ABSTRACT

Employee engagement has emerged as a critical determinant of organizational success, influencing employee productivity and mental health. This study aims to examine the predictors of employee engagement and their impact on productivity and mental well-being in the Banking and IT sectors. Employee engagement is characterized by the emotional and psychological connection employees have with their work and organization, which directly influences their performance, retention, and overall job satisfaction.

This research identifies key predictors of employee engagement, including pay, career advancement opportunities, workplace culture, training, job security, and recognition programs, among others. A structured questionnaire was administered to employees from both sectors, yielding a sample size of 157 respondents. The study employs a theoretical model that establishes the relationship between predictors, employee engagement, productivity, and mental health.

Findings indicate that pay and career advancement opportunities emerged as the most significant predictors in both sectors, while factors like relationship with co-workers and workplace culture were found to be more relevant in the Banking sector than in IT. On the other hand, IT employees placed greater emphasis on opportunities to use skills and abilities. The study further reveals that employee engagement positively influences productivity and mental well-being, though its impact is more pronounced in the Banking sector. Employees who reported higher engagement levels exhibited increased motivation, better job performance, and enhanced psychological well-being. However, the study also highlights that while certain predictors enhance engagement, their mere presence does not necessarily lead to high engagement, but their absence may result in disengagement.

The study concludes that organizations should focus on refining employee engagement strategies by prioritizing career development, recognition programs, and work-life balance initiatives. A sector-specific approach to engagement can improve job satisfaction, increase productivity, and foster a healthier work environment.

Keywords: Employee Engagement, Productivity, Mental Health.

Introduction:

In today's competitive business landscape, employee engagement has emerged as a pivotal driver of organizational success. Its profound impact on workforce retention, productivity, and commitment underscores its significance in shaping high-performing enterprises. Modern organizations face the pressing challenge of acquiring and sustaining the right talent mix to execute their strategic objectives effectively. To navigate this challenge, companies adopt contemporary recruitment and retention strategies that foster an environment of dedication, motivation, and innovation—elements crucial for the creation of groundbreaking products and services.

Employee engagement reflects the extent to which individuals are passionate about their roles, committed to their organization, and willing to exert discretionary effort in their work. It is a holistic workplace approach designed to cultivate an environment where employees consistently perform at their best, aligned with the organization's mission and values, while simultaneously experiencing enhanced well-being. Built upon a foundation of trust, integrity, mutual accountability, and open communication, engagement serves as a strategic lever for driving business

success, influencing both individual and organizational performance, productivity, and overall workplace satisfaction.

Engaged employees perceive their roles within the broader organizational framework, recognizing their purpose and contributions to the company's objectives. This heightened sense of awareness leads to informed decision-making, fostering a culture of innovation and efficiency. Organizations that nurture an engaged workforce consistently outperform their competitors. Conversely, disengaged employees lack a genuine connection to their roles, often exhibiting minimal effort and involvement. Their detachment may manifest in various ways, such as a rigid adherence to work hours with no willingness to extend efforts beyond the bare minimum, reluctance to participate in team-building activities, or a tendency to isolate themselves from colleagues.

Despite its critical importance, employee engagement is frequently overlooked by human resource managers, primarily due to a lack of awareness regarding its benefits and long-term implications. Research has identified numerous factors that drive engagement, emphasizing a combination of individual and organizational elements that influence employee commitment and motivation.

This study aims to pinpoint the most influential factors driving employee engagement. Given the extensive implications of engagement, this research specifically examines its impact on two key outcomes: productivity and mental well-being. By integrating these variables, a three-stage model is proposed, wherein specific predictors drive employee engagement, which in turn enhances both workplace productivity and psychological well-being.

Factors that influence Employee Engagement

Employee engagement is influenced by a variety of factors, including organizational policies, leadership styles, workplace culture, and individual motivation. Below are some of the critical factors that determine engagement levels:

1. Fair Pay Structure

Compensation plays a vital role in employee engagement. Scott (2010) noted that transparency in salary structures and clear promotion criteria contribute to higher engagement levels. Employees who understand their pay scales and promotion opportunities are more likely to be committed to their roles.

2. Career Advancement Opportunities

Career growth and professional development are key motivators for employees. Mohsin (2015) found that organizations investing in training programs and skill development initiatives tend to have higher engagement rates, as employees feel valued and see a future within the company.

3. Employee Recognition

Recognition plays a crucial role in fostering engagement. Hussain and Ali (2019) emphasized that employees who feel appreciated and recognized for their contributions are more likely to be motivated and engaged. This recognition can be in the form of awards, promotions, or verbal appreciation from leadership.

4. Relationship with Supervisors

A supportive and approachable supervisor significantly impacts employee engagement. Employees who receive constructive feedback and mentorship from their supervisors are more likely to remain engaged (Tyagi, 2016).

5. Organizational Culture

A workplace culture that promotes collaboration, inclusiveness, and innovation fosters engagement. Soni (2019) found that companies with a strong sense of belonging and team spirit tend to have higher engagement levels.

6. Work Environment

The physical and psychological work environment also plays a role in engagement. Noise levels, workspace design, and overall safety contribute to how engaged employees feel. A comfortable and secure work environment enables employees to focus and perform efficiently (Tyagi, 2016).

7. Training and Development

Continuous learning opportunities enhance employee confidence and engagement. Siddiqui and Sahar (2019) found that employees who undergo frequent training and development programs are more likely to be engaged, as they feel their skills are being developed and utilized effectively.

Employee engagement is a multi-faceted concept influenced by psychological, organizational, and environmental factors. William Kahn's theory of engagement provides a foundational understanding,

focusing on **meaningfulness, safety, and availability**. However, modern research has expanded on these ideas, incorporating elements such as fair pay, career growth, recognition, and workplace culture. Organizations that actively work towards enhancing these engagement drivers are likely to experience higher productivity, improved employee well-being, and overall business success.

Theories of Employee Engagement: William Kahn's Theory of Employee Engagement

Employee engagement has been a central theme in organizational psychology, with William Kahn (1990) pioneering the concept and laying the foundation for future research. Kahn defined engagement as the ability of employees to harness their "full self" at work, contributing emotionally, cognitively, and physically. His research involved two workplace studies—a summer camp and an architecture firm—where he explored the conditions that either enable or hinder employee engagement. Kahn's framework identifies three key psychological conditions essential for fostering engagement: meaningfulness, safety, and availability.

Psychological Conditions of Engagement

1. **Meaningfulness:** Employees experience higher engagement when they perceive their work as meaningful and valuable to the organization and society. According to Kahn (1990), meaningfulness is enhanced when employees feel their role has a direct impact and aligns with their intrinsic values. May, Gilson, and Harter (2004) reinforced this concept, arguing that role clarity, growth opportunities, and recognition significantly contribute to workplace meaningfulness.

2. **Safety:** Psychological safety plays a crucial role in engagement levels. Employees need to feel safe expressing themselves without fear of negative consequences. Kahn (1990) emphasized that leadership style, workplace culture, and team dynamics impact an individual's sense of security at work. Edmondson (1999) expanded on this by introducing the concept of team psychological safety, arguing that a culture of openness and trust fosters engagement and innovation.

3. **Availability:** Employees must feel mentally and physically capable of engaging with their work at a given moment. Factors such as workload, stress, and work-life balance significantly influence availability. Schaufeli and Bakker (2004) highlighted the importance of resources, such as adequate support systems and mental well-being initiatives, in maintaining employee availability and engagement.

Critical Analysis of Kahn's Theory

While Kahn's theory provides a robust psychological foundation for understanding engagement, it has certain limitations. One critique is its lack of emphasis on external organizational factors such as economic conditions, job design, and leadership approaches (Macey & Schneider, 2008). Additionally, personal attributes like resilience, motivation, and individual personality traits, which also influence engagement, are not deeply explored in Kahn's model. Nevertheless, his work remains highly influential, shaping engagement frameworks such as the Job Demands-Resources (JD-R) model by Bakker and Demerouti (2008), which integrates both organizational and personal factors in determining engagement.

Statement of the problem:

Employee engagement has garnered significant attention as a critical factor influencing organizational success, productivity, and employee well-being. Despite its importance, engagement levels remain inconsistent across organizations, often leading to reduced performance, high turnover rates, and diminished workplace morale. The complexity of engagement necessitates a deeper exploration of its psychological and organizational determinants to develop effective strategies for fostering a committed and motivated workforce.

William Kahn's (1990) seminal theory of employee engagement provides a foundational psychological perspective, emphasizing three key conditions: meaningfulness, safety, and availability. While this model has significantly shaped engagement research, it presents several limitations. Notably, it focuses primarily on individual psychological experiences while underestimating broader organizational and environmental factors such as leadership styles, economic conditions, and job design (Macey & Schneider, 2008). Furthermore, Kahn's framework does not sufficiently address the role of individual differences, including resilience, personality traits, and intrinsic motivation, which can profoundly influence engagement levels.

Given these gaps, there is a pressing need for a more comprehensive approach that integrates both psychological and structural dimensions of engagement. This study aims to bridge this gap by identifying key predictors of

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engagement and examining their impact on employee productivity and mental well-being. By developing a three-stage model, this research will offer a more holistic understanding of engagement, encompassing both personal and organizational drivers. Ultimately, this study seeks to provide actionable insights for organizations to enhance employee commitment, foster a supportive work environment, and drive sustainable business success.

Objectives

1. To identify and analyze the key predictors of employee engagement within the banking and IT sectors, evaluating their influence on workforce commitment and motivation.
2. To assess the impact of employee engagement on employee productivity and mental well-being, examining how engagement levels drive performance outcomes and psychological health.
3. To develop and propose three sector-specific models—Banking, IT, and a Combined Model—illustrating the dynamic relationship between engagement predictors, employee engagement, productivity, and mental health, thereby providing a comprehensive framework for organizational enhancement.

Significance of the Study

Employee engagement is crucial for organizational success, influencing productivity, job satisfaction, and mental well-being. This study identifies key predictors of engagement and their impact on productivity and mental health, particularly in the Banking and IT sectors.

For organizations, insights from this study help refine human resource strategies by focusing on engagement drivers such as career development, workplace culture, and recognition programs. This enhances workforce motivation, efficiency, and retention (Harter, Schmidt, & Hayes, 2002). Employees benefit from improved job satisfaction, reduced stress, and better overall well-being (Schaufeli & Bakker, 2004). Policymakers can use the findings to frame labor policies that promote fair pay, career advancement, and mental health support, fostering a sustainable workforce (Gupta & Sharma, 2012).

By comparing Banking and IT sectors, this research highlights sector-specific engagement drivers, allowing organizations to tailor strategies effectively. The findings serve as a valuable resource for future studies, advancing understanding of engagement's role in productivity and mental health.

LITERATURE REVIEW

Employee engagement is a critical factor for organizational success, yet its application varies across organizations. Implementing effective engagement strategies requires leaders to cultivate trust, demonstrate respect, and actively listen to employees' concerns (Osborne & Hammoud, 2017). Engagement can be measured through various functions, with Pati (2012) defining it as a combination of passionate task performance and organizational citizenship behavior. Employees exhibit engagement when they have an emotional affiliation with their roles (Pati & Kumar, 2010).

Management methods significantly impact employee engagement. Organizations with people-oriented management styles foster higher energy levels and psychological resilience (Malgorzata & Sypniewska, 2020). Research indicates that situational factors such as pay, benefits, and training influence engagement more than personal attributes like age and experience (Mishra, Sharma & Bhaskar, 2015). Joshi & Sodhi (2011) found that employees derive greater satisfaction from job content, involvement, and commitment rather than managerial practices and industrial relations.

Studies comparing public and private sector organizations show that predictors like a supportive work environment and team coordination drive engagement in public sector firms (Rawal, 2015). In global media organizations, improvements in job context and benefits enhance engagement levels (Sharma & Raina, 2013). Engagement is a long-term process that requires sustained efforts, including fostering a sense of community and providing socio-economic benefits to employees (Mehta, Mall & Khokhar, 2016; Agarwal, 2016).

Leadership, innovation, and communication strongly correlate with engagement, although gender differences are not significant (Persson, 2010). Critical predictors such as employee welfare, empowerment, and interpersonal relationships vary across organizations (Mani, 2011). Training and development programs also play a role in boosting engagement by increasing employee confidence and motivation (Siddiqui & Sahar, 2019). Scott (2010) emphasizes the importance of both financial and non-financial rewards, including a supportive work environment and career opportunities.

The impact of employee engagement extends beyond job performance to organizational success. Sarangi & Nayak (2016) identified six key parameters—clarity, confidence,

conveyance, connection, credibility, and career—essential for engagement. Dajani (2015) highlighted the role of engaged leadership in inspiring the workforce. Kaliannan & Adjovu (2014) found that effective engagement strategies encompass work environment, HR management practices, employee-supervisor relationships, and organizational culture.

Employee engagement should be an ongoing process of learning and adaptation (Bhatla, 2011). Organizations must define engagement practices and modify them based on employee feedback. Workplace conditions also influence engagement; job security, job satisfaction, and organizational justice have been linked to higher productivity (Imran, Majeed & Ayub, 2015). Tyagi (2016) found that a favorable work environment enhances engagement, which in turn improves efficiency.

Employee engagement positively impacts productivity (Jeevitha & Vishwanathan, 2015). Moreover, psychological well-being is closely tied to engagement. Yadav & Srivastava (2020) established a direct link between engagement and mental health, indicating that engaged employees experience greater job satisfaction and reduced stress levels.

Research Gap

Despite extensive research on employee engagement, existing studies primarily focus on isolated factors influencing engagement, such as career advancement opportunities, workplace culture, job security, and financial incentives. However, there is a lack of comprehensive studies that integrate multiple predictors and assess their combined effect on both employee productivity and mental health, particularly in the context of the Indian banking and IT sectors.

Additionally, while prior research has established a general correlation between employee engagement and productivity (Jeevitha & Viswanathan, 2015; Sarangi & Nayak, 2016), the specific mechanisms through which engagement influences productivity remain unclear. The role of engagement in enhancing mental health is another area that requires further exploration, as mental well-being is crucial for sustainable workforce efficiency (Yadav & Srivastava, 2020).

Most existing studies (e.g., Chandni et al., 2016; Sharma & Raina, 2013) investigate engagement factors in either public or private organizations but do not provide comparative insights between two major sectors such as banking and IT. The differences in work culture, job expectations, and technological adaptation between these sectors necessitate a more nuanced study.

Furthermore, prior models often rely on broad assumptions without empirical validation using robust statistical techniques. This study aims to address this gap by using a structured theoretical model to test the relationships between predictors of engagement, productivity, and mental health in banking and IT professionals, thereby contributing to a more holistic understanding of employee engagement dynamics in India.

Research Methodology:

The research design adopted for this study was mixed-method, incorporating both exploratory and descriptive research approaches. Initially, an exploratory research phase was conducted by reviewing extensive literature to identify key predictors of employee engagement, specifically for employees in the Banking and IT sectors.

To gain practical insights into these predictors and their influence on employee engagement, 20 face-to-face interviews were conducted—10 with banking employees (5 from private banks and 5 from nationalized banks) and 10 with IT employees. The findings from the literature review and interviews informed the development of a structured questionnaire for the study.

The questionnaire underwent validation and minor modifications following telephonic conversations with 10 of the employees initially interviewed. The final version comprised 37 questions on a 5-point Likert scale, categorized as follows:

- 9 questions on Employee Engagement,
- 18 questions on Predictors of Employee Engagement,
- 4 questions on Employee Job Productivity,
- 6 questions on Employee Mental Health.

The same research tool was utilized for both Banking and IT employees. Data collection was carried out using Qualtrics, employing judgment sampling to ensure a diverse representation of employees from Eastern India. A total of 157 responses were deemed complete and fit for inclusion in the study.

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Theoretical Model

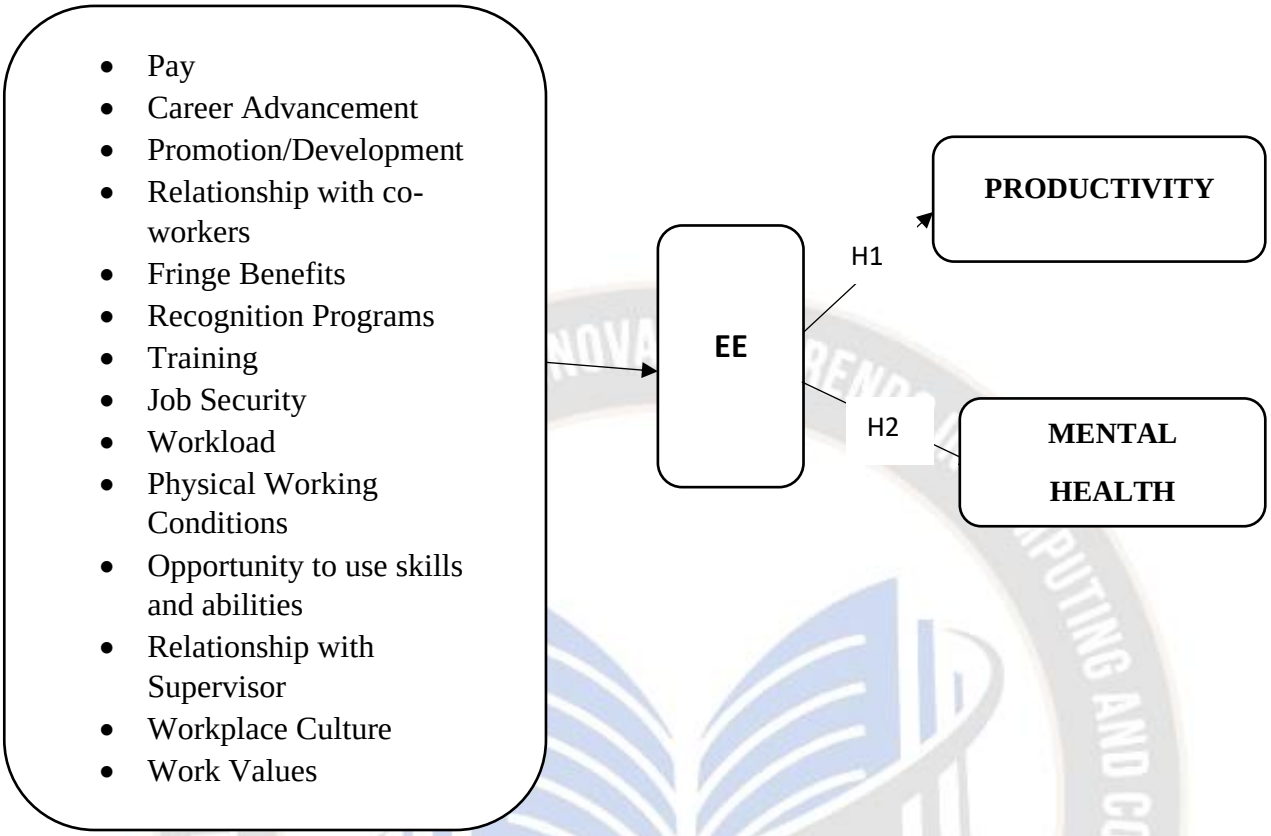

Figure 1: Theoretical Model

Hypotheses

- **H1:** Employee Engagement has a direct positive impact on Employee Productivity.
- **H2:** Employee Engagement has a direct positive impact on Employee Mental Health.

Description of Variables

Predictors of Employee Engagement:

1. **Rewards:** Pay, Recognition Programs.
2. **Professional Development:** Opportunities for Promotion/Development, Career Advancement Opportunities, Training.
3. **Job Attributes:** Job Security, Workload, Variety in Work, Opportunities to Use Skills and Abilities.
4. **Work Environment:** Physical Working Conditions, Diversity and Inclusiveness, Workplace Culture.
5. **Relationships in Organizations:** Relationship with Supervisor, Relationship with Co-workers.
6. **Personal Attributes:** Years of Experience in the Organization, Work Values, Emotional Attachment to the Organization.

Characteristics of Respondents:

Age-Group (in years)	Percentage
Below 30	61.10
30-45	28.70
46-60	10.20
Above 60	0.00
Male	53.0

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Female	47.0
Graduate (General)	26.1
Graduate (Technical)	39.5
Post Graduate (General)	18.5
Post Graduate (Technical)	15.3
Others	0.6
Banking Employees	51.0
IT employees	49.0

Table 1: Characteristics of respondents

The respondent profile includes a majority (61.1%) below the age of 30, followed by 28.7% in the 30-45 age group, and only 10.2% in the 46-60 age group. Gender distribution is nearly balanced, with 53% males and 47% females. Educational qualifications indicate that 39.5% are graduate (technical), followed by 26.1% graduate (general), and 18.5% post-graduate (general). The occupational distribution includes 51% banking employees and 49% IT employees, making it a well-represented dataset.

Reliability Statistics

Factor	N (No. of items)	Cronbach's Alpha
Employee Engagement	9	.894
Predictors	18	.856
Productivity	4	.696
Mental Health	6	.734

Table 2 Reliability Statistics

The Cronbach's Alpha values indicate high reliability, with employee engagement (α=0.894), predictors (α=0.856), productivity (α=0.696), and mental health (α=0.734). This suggests strong internal consistency, validating the scale used for analysis.

Employee Engagement for Bank Employees:

STATEMENTS	MEAN	STD. DEVIATION
It is easy to become engaged in my job	4.00	.914
Most days I look forward to coming to work	3.91	.874
I enjoy working with my team	4.39	.787
I am proud of working for the organization	4.36	.875
I would recommend the organization a great place to work	4.06	.946
I would be very happy to spend the rest of my career with this organization	3.65	1.313
As soon as I can find a better job, I will leave this one	3.39	1.497
I am actually looking for job in a different organization	4.29	1.034

I am seriously thinking of quitting my job	4.21	1.240
Overall Mean (Employee Engagement_Banking)	**4.02**	

Table 3: Employee Engagement (Banking)

The overall mean employee engagement score for banking is 4.02, indicating a high level of engagement. Employees exhibit strong team collaboration (mean = 4.39) and organizational pride (mean = 4.36). However, there is a significant inclination toward seeking better opportunities (mean = 4.29 for job search intentions).

Employee Engagement for IT employees:

STATEMENTS	MEAN	STD. DEVIATION
It is easy to become engaged in my job	4.23	.872
Most days I look forward to coming to work	4.10	.620
I enjoy working with my team	4.45	.770
I am proud of working for the organization	4.36	.705
I would recommend the organization a great place to work	4.13	.879
I would be very happy to spend the rest of my career with this organization	3.36	1.287
As soon as I can find a better job, I will leave this one	3.04	1.292
I am actually looking for job in a different organization	4.33	1.104
I am seriously thinking of quitting my job	4.04	1.175
Overall Mean (Employee Engagement_IT)	**4.00**	

Table 4: Employee Engagement (IT)

From table 4, we can see that with overall mean score of 4 out of maximum total score of 5, the current level of employee engagement in IT is found to be quite high.

Employee Engagement both banking and IT combined:

STATEMENTS	MEAN	STD. DEVIATION
It is easy to become engaged in my job	4.11	0.898
Most days I look forward to coming to work	4.01	0.764

I enjoy working with my team	4.42	0.777
I am proud of working for the organization	4.36	0.794
I would recommend the organization a great place to work	4.1	0.911
I would be very happy to spend the rest of my career with this organization	3.51	1.304
As soon as I can find a better job, I will leave this one	3.22	1.407
I am actually looking for job in a different organization	4.08	1.086
I am seriously thinking of quitting my job	4.13	1.207
Overall Mean (Employee Engagement)	**4.01**	

Table 5: Employee Engagement for Banking and IT together

Predictors of Employee Engagement for Bank Employees:

PREDICTORS	MEAN	STD. DEVIATION
Pay	4.20	0.973
Career Advancement Opportunities	4.15	1.069
Relationship with my co-workers	4.09	0.750
Workplace Culture	4.03	1.331
Opportunities for Promotion/Development	4.03	1.169
Relationship with Supervisor	3.99	0.755
Fringe Benefits	3.96	1.237
Recognition Programs	3.90	1.154
Job Security	3.86	1.220
Opportunities to use my skills and abilities	3.71	1.333
Training	3.60	1.239
Physical Working Conditions	3.36	1.416
Workload	3.09	1.477
My Work Values	3.01	1.665
Variety in Work	2.58	1.482
Diversity and Inclusiveness in Workplace	2.18	1.533
Emotional Attachment with the organization	2.15	1.568
Years of experience in the organization	2.08	1.430

Table 6: Predictors (Banking)

The above heads were asked to rate on a scale of 1-5 as per its influence on the engagement towards the organization where, 1=least important and 5=most important. From table 6, for Banks, the heads have means ranging from 4.20 to 2.08. It was seen that Pay, Career Advancement Opportunities, Relationship with co-workers, Workplace Culture, Opportunities for Promotion and Development having an overall mean of 4 and above emerged to be a

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predictor of Employee Engagement among the Banking employees. Whereas, the heads Variety in Work, Years of Experience in the Organization, Diversity and Inclusiveness in Workplace and Emotional Attachment with the Organization with overall mean of less than 3 did not emerge as a predictor of Employee Engagement among the Employees of Banks.

Predictors of Employee Engagement for IT employees:

PREDICTORS	MEAN	STD. DEVIATION
Pay	4.18	0.996
Career Advancement Opportunities	4.16	1.001
Opportunities for Promotion/Development	4.01	1.130
Relationship with my co-workers	3.96	0.880
Opportunities to use my skills and abilities	3.96	1.057
Relationship with Supervisor	3.96	0.865
Recognition Programs	3.88	1.135
Job Security	3.77	1.191
Fringe Benefits	3.74	1.152
Workplace Culture	3.74	1.542
Training	3.60	1.161
Physical Working Conditions	3.23	1.255
My Work Values	2.99	1.585
Workload	2.96	1.302
Variety in Work	2.71	1.336
Years of experience in the organization	2.58	1.567
Emotional Attachment with the organization	2.45	1.500
Diversity and Inclusiveness in Workplace	2.44	1.391

Table 7 Predictors of Employee Engagement for IT employees

From table 7, it was seen that Pay, Career Advancement Opportunities and Opportunities for Promotion and Development having an overall mean of 4 and above emerged to be a predictor of Employee Engagement among the IT company employees. Whereas, the heads Work Values, Workload, Variety in Work, Years of Experience in the Organization, Diversity and Inclusiveness in Workplace and Emotional Attachment with the Organization with overall mean of less than 3 did not emerge as a predictor of Employee Engagement among the Employees of IT Companies.

Predictors of Employee Engagement for both Banking and IT combined:

PREDICTORS	MEAN	STD. DEVIATION
Pay	4.19	0.981

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Career Advancement Opportunities	4.15	1.033
Relationship with my co-workers	4.03	0.816
Opportunities for Promotion and Development	4.02	1.146
Relationship with my Supervisor	3.97	0.808
Workplace Culture	3.89	1.441
Recognition Programs	3.89	1.141
Fringe Benefits	3.85	1.133
Opportunities to use my skills and abilities	3.83	1.208
Job Security	3.82	1.203
Training	3.6	1.198
Physical Working Environment	3.3	1.337
Workload	3.03	1.391
My Work Values	3.00	1.621
Variety in Work	2.64	1.41
Years of Experience in the Organization	2.32	1.516
Diversity and Inclusiveness in Workplace	2.31	1.466
Emotional Attachment with the Organization	2.30	1.538

Table 8 Predictors of Employee Engagement (Banking and IT)

From table 8, it was seen that Pay, Career Advancement Opportunities, Relationship with co-workers and Opportunities for Promotion and Development having an overall mean of 4 and above emerged to be a predictor of Employee Engagement among the Banks and IT company employees. Whereas, the heads Variety in Work, Years of Experience in the Organization, Diversity and Inclusiveness in Workplace and Emotional Attachment with the Organization with overall mean of less than 3 did not emerge as a predictor of Employee Engagement among the Employees of Banks and IT Companies.

Comparison of Banking and IT Employee Engagement Predictors

From the fig.5, we can see a slight differences between Banking and IT in predictors like Fringe Benefits, Relationship with co-workers, Workplace Culture, Opportunities to use skills and abilities, Years of experience, Diversity and Inclusiveness, Emotional Attachment. Relationship with co-workers and Workplace Culture are the predictors which were given higher preference in Banking in comparison to IT.The Predictors Work Values and Workload also emerged as the least important factor for the IT sectors whereas these were moderate factors for the Banking Sector

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4.4.5 Chi-Square Statistics

Predictors	Mean (Banking)	Mean (IT)	Pearson's Chi-Square Significance Value	df	Remarks
Pay	4.20	4.18	.401	4	Insignificant
Fringe Benefits	3.96	3.74	.166	4	Insignificant
Recognition Programs	3.90	3.88	.197	4	Insignificant
Opportunities for Promotion / Development	4.03	4.01	.138	4	Insignificant
Career Advancement Opportunities	4.15	4.16	.375	4	Insignificant
Training	3.60	3.60	.618	4	Insignificant
Job Security	3.86	3.77	.574	4	Insignificant
Workload	3.09	2.96	.042	4	Significant
Physical Working Conditions	3.36	3.23	.211	4	Insignificant
Variety in Work	2.58	2.71	.040	4	Significant
Opportunities to use my skills and abilities	3.71	3.96	.096	4	Insignificant
Relationship with my co-workers	4.09	3.96	.789	4	Insignificant
Relationship with Supervisor	3.99	3.96	.113	3	Insignificant
Diversity and Inclusiveness in Workplace	2.18	2.44	.005	4	Significant
Workplace Culture	4.03	3.74	.577	4	Insignificant
Years of experience in the organization	2.08	2.58	.312	4	Insignificant
My work values	3.01	2.99	.484	4	Insignificant
Emotional attachment with the organization	2.15	2.45	.169	4	Insignificant

Table 9: Chi-Square Significance

From table 9, we can find that only for the Predictors like Workload, Variety in Work and Diversity and Inclusiveness in workplace, there is a significant difference because in Banks the type of work almost monotonous but in IT sector, it varies in day to day work. Similarly, banks do have more works everyday compare to IT sectors where workload varies project wise.

Productivity of Bank Employees:

STATEMENTS	MEAN	STD. DEVIATION
I meet the target quotas and goals	4.06	.752
I can maintain focus on one task for a significant period of time	4.15	.797
I delay difficult or unpleasant tasks until the last minute	4.14	1.145
I find that my mind wanders and it is hard to concentrate for long	4.08	1.199
Overall Mean (Productivity Banking)	**4.10**	

Table 10: Productivity (Banking)

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Productivity of IT employees:

STATEMENTS	MEAN	STD. DEVIATION
I meet the target quotas and goals	4.17	.571
I can maintain focus on one task for a significant period of time	3.92	.684
I delay difficult or unpleasant tasks until the last minute	3.75	1.289
I find that my mind wanders and it is hard to concentrate for long	3.88	1.224
Overall Mean (Productivity-IT)	**3.93**	

Table 11: Productivity (IT)

Productivity of Banking and IT employees combined:

STATEMENTS	MEAN	STD. DEVIATION
I meet the target quotas and goals	4.11	.670
I can maintain focus on one task for a significant period of time	4.04	.750
I delay difficult or unpleasant tasks until the last minute	3.95	1.229
I find that my mind wanders and it is hard to concentrate for long	3.98	1.211
Overall Mean (Productivity)	4.02	

Table 12: Productivity

Mental Health of Bank Employees:

STATEMENTS	MEAN	STD. DEVIATION
My employer doesn't aid in stress management	3.78	1.018
I feel that life is very rewarding	3.71	1.009
I am optimistic about the future	4.01	.849
I take pleasure in everyday activities	3.70	.973
I am interested in having access to mental health resources at work due to stress	3.59	1.532
I keep on feeling low or down all the time	4.21	1.155
Overall Mean (Mental Health_Banking)	**3.83**	

Table 13: Mental Health (Banking)

From table 12, we can see that with overall mean score of 3.83 out of maximum total score of 5, the current level of mental health of the Bank employees is found to be moderate.

Mental Health of IT employees:

STATEMENTS	MEAN	STD. DEVIATION
My employer doesn't aid in stress management	3.82	.942
I feel that life is very rewarding	3.81	.828
I am optimistic about the future	4.13	.676
I take pleasure in everyday activities	3.82	.854
I am interested in having access to mental health resources at work due to stress	3.31	1.340
I keep on feeling low or down all the time	3.99	1.141
Overall Mean (Mental Health_IT)	**3.81**	

Table 14: Mental Health (IT)

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From table 14, we can see that with overall mean score of 3.81 out of maximum total score of 5, the current level of mental health of the IT employees is found to be moderate.

BANKING AND IT COMBINED

STATEMENTS	MEAN	STD. DEVIATION
My employer doesn't aid in stress management	3.80	.979
I feel that life is very rewarding	3.76	.923
I am optimistic about the future	4.07	.769
I take pleasure in everyday activities	3.76	.916
I am interested in having access to mental health resources at work due to stress	3.45	1.443
I keep on feeling low or down all the time	4.10	1.150
Overall Mean (Mental Health)	**3.82**	

Table 15: Mental Health (Banking and IT)

The Model for Banking Sector:

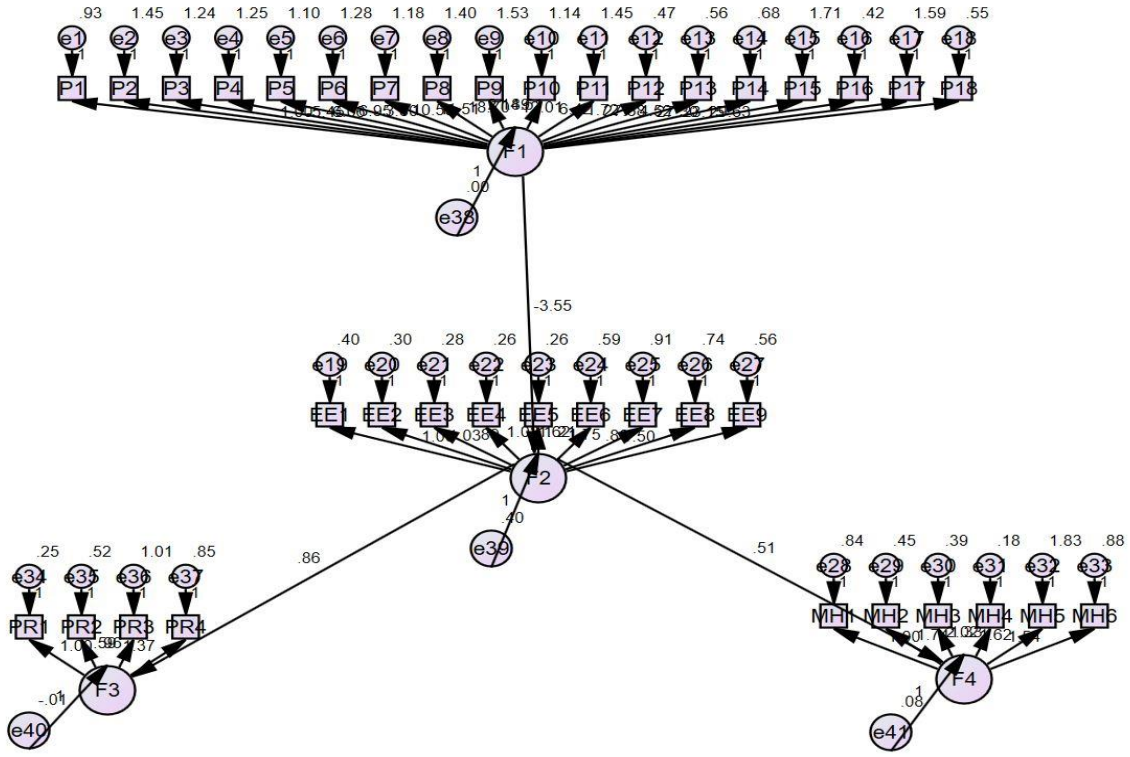

Figure 5. Relation between Employee Engagement of employees of Bank on their Productivity and mental Health

Model Type	Recursive
Sample Size (Banking)	80
Degrees of Freedom (df)	626
Chi-square	1864.889
Adjusted Chi-square (Chi-square/df)	2.97

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Probability Level	.000
GFI	.411
AGFI	.339
RMSEA	.158

Table 16: Model Characteristics (Banking)

In the table 16, the Chi-square statistics is showing 2.97, which is within the acceptable limit of 5, it means that the model fits the data, the predicted model and the observed data are equal. The GFI, AGFI, RMSEA values are .411, .339 and .158 which indicates that although the model is fit but it is of very poor fit. From the model we can see that the relationship of F1 (Predictors) with F2 (Employee Engagement) is -3.55 which means there could not be seen any significant relationship.The relationship of F2 (Employee Engagement) with F3 (Productivity) is .86 which means it F2 (Employee Engagement) influences F3 (Productivity) 86%. The relationship of F2 (Employee Engagement) with F4 (Mental Health) is .51 which means F2 (Employee Engagement) influences F4 (Mental Health) 51%.

	Estimate	Standard Error	Critical Ratio	P
F2 < --- F1	-3.547	8.795	-.403	.687
F3 < --- F2	.859	.131	6.551	***
F4 < --- F2	.507	.151	3.362	***

Table 17: Regression Weights (Banking)

F1 (Predictors) and F2 (Employee Engagement): The estimate for F1 (Predictors) and F2 (Employee Engagement) is -3.547 which means that a positive relationship cannot be established between F1 (Predictors) and F2 (Employee Engagement). The P value for F1 (Predictors) and F2 (Employee Engagement) is .687 which indicates that there is no significance of correlation between F1 (Predictors) and F2 (Employee Engagement). There may be other aspects which may lead to employee engagement or the case might be that the presence of such predictors does not influence employee engagement but the absence of these would definitely result in the employee not being engaged

F2 (Employee Engagement) and F3 (Productivity): The estimate for F2 (Employee Engagement) and F3 (Productivity) is .859 which means that a positive relationship can be established between F2 (Employee Engagement) and F3 (Productivity) and it can be said that Employee Engagement influences Productivity by almost 86%. The P value for F2 (Employee Engagement) and F3 (Productivity) is *** which indicates that the correlation is statistically highly significant at less than .001 between F2 (Employee Engagement) and F3 (Productivity). So, the hypotheses H2: Employee Engagement leads to Productivity is accepted and the null hypotheses is rejected. The rest 14% of Employee Engagement that does not result in Productivity may be because of some other unidentifiable reason

F2 (Employee Engagement) and F4 (Mental Health): The estimate for F2 (Employee Engagement) and F4 (Mental Health) is .507 which means that a positive relationship can be established between F2 (Employee Engagement) and F4 (Mental Health) and it can be said that Employee Engagement influences Productivity by almost 51%. The P value for F2 (Employee Engagement) and F4 (Mental Health) is *** which indicates that the correlation is statistically highly significant at less than .001 between F2 (Employee Engagement) and F4 (Mental Health). So, the hypotheses H3: Employee Engagement leads to Mental Well Being is accepted and the null hypotheses is rejected. The rest 50% of Employee Engagement that does not result in Mental well-being may be because of some other unidentifiable reason

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THE MODEL FOR IT SECTOR:

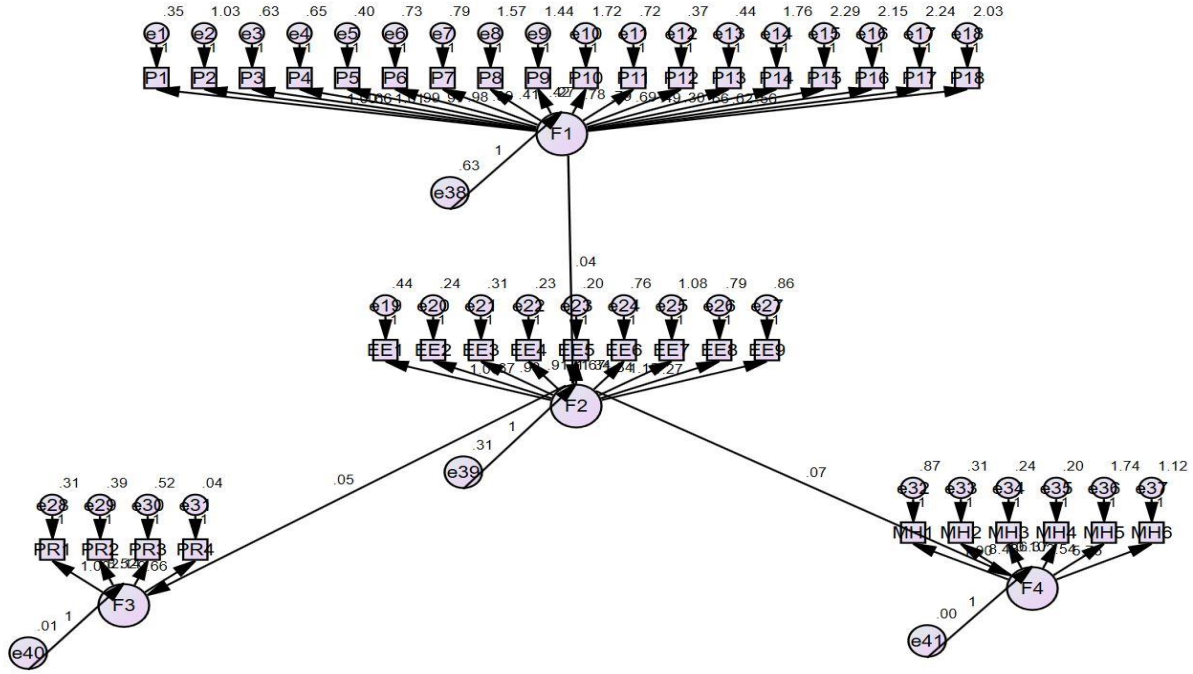

Figure 4.8.1 IT Model

Model Type	Recursive
Sample Size (IT)	77
Degrees of Freedom (df)	626
Chi-square	1812.790
Adjusted Chi-Square (Chi-square/df)	2.89
Probability Level	.000
GFI	.369
AGFI	.291
RMSEA	.158

Table 18: Model Characteristics (IT)

In the table 18, we can see that the Chi-square statistics is 2.89, which is within the acceptable limit of 5, it means that the model fits the data, the predicted model and the observed data are equal. The GFI, AGFI, RMSEA values are .369, .291 and .158 which indicates that although the model is fit but it is of very poor fit. From the model we can see that the relationship of F1 (Predictors) with F2 (Employee Engagement) is .04 which means that F1 (Predictors) influences F2 (Employee Engagement) 4%. The relationship of F2 (Employee Engagement) with F3 (Productivity) is .05 which means that F2 (Employee Engagement) influences F3 (Productivity) 5%. The relationship of F2 (Employee Engagement) with F4 (Mental Health) is .07 which means F2 (Employee Engagement) influences F4 (Mental Health) 7%.

			Estimate	Standard Error	Critical Ratio	P
F2	< ---	F1	.044	.090	.495	.620
F3	< ---	F2	.054	.040	1.354	.176
F4	< ---	F2	.069	.115	.606	.545

Table 19: Regression Weights (IT)

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F1 (Predictors) and F2 (Employee Engagement) for IT Employees:

- The estimate for F1 (Predictors) and F2 (Employee Engagement) is .044 which means that a positive relationship can be established between F1 (Predictors) and F2 (Employee Engagement) and it can be said that Predictors influences Employee Engagement by about 4%
- The P value for F1 (Predictors) and F2 (Employee Engagement) is .620 which indicates that there is no significance of correlation between F1 (Predictors) and F2 (Employee Engagement)
- There may be other aspects which may lead to employee engagement or the case might be that the presence of such predictors does not influence employee engagement but the absence of these would definitely result in the employee not being engaged

F2 (Employee Engagement) and F3 (Productivity) for IT Employees:

- The estimate for F2 (Employee Engagement) and F3 (Productivity) is .054 which means that a positive relationship can be established between F2 (Employee Engagement) and F3 (Productivity) and it can be said that Employee Engagement influences Productivity by about 5%
- The P value for F2 (Employee Engagement) and F3 (Productivity) is .176 which indicates that there is no significance of correlation between F2 (Employee Engagement) and F3 (Productivity)
- So, the hypotheses H2: Employee Engagement leads to Productivity is rejected and the null hypotheses is accepted
- Since there is only 5% influence of Employee Engagement in Productivity, the rest 95% consequences of Employee Engagement are certain other factors.

F2 (Employee Engagement) and F4 (Mental Health) for IT employees:

- The estimate for F2 (Employee Engagement) and F4 (Mental Health) is .069 which means that a positive relationship can be established between F2 (Employee Engagement) and F4 (Mental Health) and it can be said that Employee Engagement influences Productivity by almost 7%
- The P value for F2 (Employee Engagement) and F4 (Mental Health) is .545 which indicates that the correlation is not statistically significant between F2 (Employee Engagement) and F4 (Mental Health)
- So, the hypotheses H3: Employee Engagement leads to Mental Well Being is rejected and the null hypotheses is accepted
- The rest 93% of Employee Engagement that does not result in Mental well-being may be because of some other unidentifiable reason

COMBINED MODEL

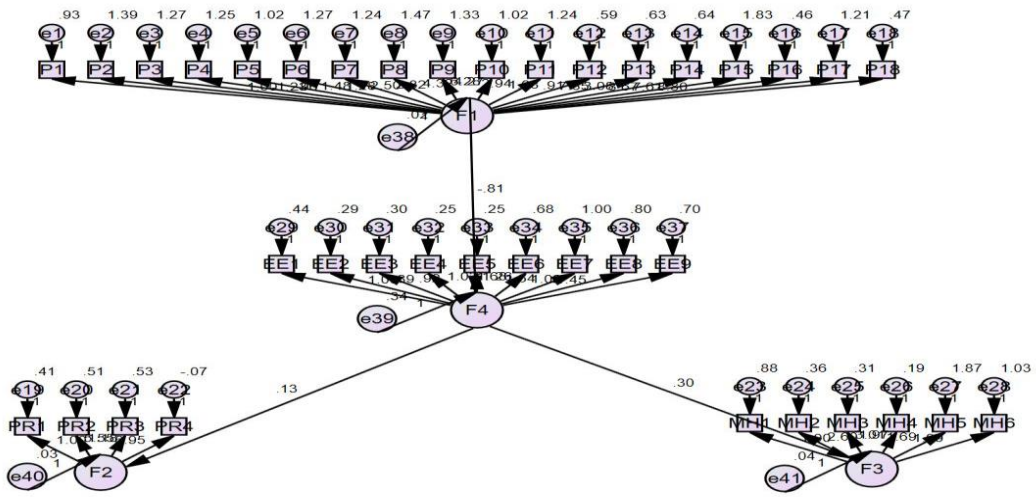

Figure 6: Combined Model

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Model Type	Recursive
Sample Size (Combined)	157
Degrees of Freedom (df)	626
Chi-square	2381.186
Adjusted Chi-Square (Chi-square/df)	3.80
Probability Level	.000
GFI	.458
AGFI	.391
RMSEA	.134

Table 20: Model Characteristics (Banking and IT)

In the table 20, it can be seen that the Chi-square statistics is 3.80, which is within the acceptable limit of 5, it means that the model fits the data, the predicted model and the observed data are equal.The GFI, AGFI, RMSEA values are .458, .391 and .134 which indicates that although the model is fit but it is of very poor fit. From the model we can see that the relationship of F1 (Predictors) with F2 (Employee Engagement) is -0.81 which means there could not be seen any significant relationship. The relationship of F2 (Employee Engagement) with F3 (Productivity) is .13 which means that F2 (Employee Engagement) influences F3 (Productivity) 13%. The relationship of F2 (Employee Engagement) with F4 (Mental Health) is .30 which means F2 (Employee Engagement) influences F4 (Mental Health) 30%.

	Estimate	**Standard Error**	**Critical Ratio**	**P**
F2 < --- F1	-.810	.533	-1.520	.129
F3 < --- F2	.134	.047	2.821	.005
F4 < --- F2	.296	.099	2.999	.003

Table 21: Regression Weights (Banking and IT)

F1 (Predictors) and F2 (Employee Engagement) for all employees:

- The estimate for F1 (Predictors) and F2 (Employee Engagement) is -.810 which means that a positive relationship cannot be established between F1 (Predictors) and F2 (Employee Engagement)
- The P value for F1 (Predictors) and F2 (Employee Engagement) is .129 which indicates that there is no significance of correlation between F1 (Predictors) and F2 (Employee Engagement)
- There may be other aspects which may lead to employee engagement or the case might be that the presence of such predictors does not influence employee engagement but the absence of these would definitely result in the employee not being engaged

F2 (Employee Engagement) and F3 (Productivity) for all employees:

- The estimate for F2 (Employee Engagement) and F3 (Productivity) is .134 which means that a positive relationship can be established between F2 (Employee Engagement) and F3 (Productivity) and it can be said that Employee Engagement influences Productivity by almost 13%
- The P value for F2 (Employee Engagement) and F3 (Productivity) is .005 which indicates that the correlation is statistically highly significant at .005 between F2 (Employee Engagement) and F3 (Productivity)
- So, the hypotheses H2: Employee Engagement leads to Productivity is accepted and the null hypotheses is rejected
- The rest 87% of Employee Engagement that does not result in Productivity may be because of some other unidentifiable reason

F2 (Employee Engagement) and F4 (Mental Health) for all employees:

- The estimate for F2 (Employee Engagement) and F4 (Mental Health) is .296 which means that a positive relationship can be established between

F2 (Employee Engagement) and F4 (Mental Health) and it can be said that Employee Engagement influences Productivity by almost 30%

- The P value for F2 (Employee Engagement) and F4 (Mental Health) is .003 which indicates that the correlation is statistically highly significant at .003 between F2 (Employee Engagement) and F4 (Mental Health)
- So, the hypotheses H3: Employee Engagement leads to Mental Well Being is accepted and the null hypotheses is rejected
- The rest 70% of Employee Engagement that does not result in Mental well-being may be because of some other unidentifiable reason

CONCLUSION:

The study on employee engagement among Banking and IT sector employees reveals that both groups exhibit engagement with their respective organizations, with Banking employees showing slightly higher levels of engagement than their IT counterparts. Key factors such as Pay, Career Advancement Opportunities, Relationship with Co-workers, Workplace Culture, and Opportunities for Promotion and Development emerged as strong predictors of engagement for Banking employees, whereas Variety in Work, Years of Experience, Diversity and Inclusiveness, and Emotional Attachment did not significantly contribute to their engagement. Similarly, for IT employees, Pay, Career Advancement Opportunities, and Opportunities for Promotion and Development were found to be key drivers of engagement, while Work Values, Workload, Variety in Work, Years of Experience, Diversity and Inclusiveness, and Emotional Attachment did not emerge as significant predictors. The overall productivity levels were found to be high in Banks (mean score: 4.10/5) and moderately high in IT companies (mean score: 3.93/5). Mental health scores for both sectors were moderate, with Banks scoring 3.83/5 and IT companies 3.81/5. The overall structural model, while fitting in terms of broad assumptions, exhibited poor goodness-of-fit indices (GFI, AGFI, and RMSEA), indicating that the identified predictors alone may not fully explain employee engagement. Interestingly, in the Banking model, the relationship between predictors and engagement was found to be insignificant, yet engagement strongly influenced productivity (86%) and mental health (51%). Conversely, in the IT model, predictors had a marginal impact on engagement (4%), while engagement weakly influenced productivity (5%) and mental health (7%), suggesting that employee engagement dynamics vary across industries. This underscores that while the presence of key factors may not always enhance engagement, their absence could significantly deter employee commitment. Furthermore, engagement contributes to productivity and mental well-being, but additional unexplored dimensions may also play a crucial role. The findings highlight the need for organizations to continuously monitor and enhance engagement strategies, recognizing that individual motivations vary. Companies should conduct regular assessments, collect feedback, and implement targeted initiatives to ensure that employees remain engaged, leading to higher productivity, improved mental well-being, and overall organizational success.

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