

A Thesis
On
Antecedents of Employee Engagement: An
Examination of Banking Sector of Bangladesh

This report is submitted to the Department of Management, Faculty of Business Studies, Hajee Mohammad Danesh Science and Technology University, Dinajpur for the partial fulfillment of the degree of Master of Business Administration (MBA) in HRM



Prepared By
Dipongkor Roy
Student ID-1703073
Semester-III
MBA in HRM
Department of Management, Batch 12th
Faculty of Business Studies
HSTU, Dinajpur.

Supervised By
Dr. Md. Zahangir Kabir
Professor
Department of Management
Faculty of Business Studies
HSTU, Dinajpur.

Hajee Mohammad Danesh Science and Technology University
Dinajpur-5200, Bangladesh.

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HSTU, Dinajpur.

Approved by

Supervisor
Dr. Md. Zahangir Kabir
Professor
Department of Management
Faculty of Business Studies
HSTU, Dinajpur.

Co-supervisor
Rafia Akhtar
Professor
Department of Management
Faculty of Business Studies
HSTU, Dinajpur.



Hajee Mohammad Danesh Science and Technology University
Dinajpur–5200, Bangladesh.

June, 2024

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.....
Dipongkor Roy
Student ID-1703073
Semester-III
MBA in HRM
Department of Management, Batch 12th
Faculty of Business Studies
HSTU, Dinajpur

Certificate of Supervisor

I hereby declare that this thesis entitled “Antecedents of Employee Engagement: An Examination of Banking Sector of Bangladesh ” is an original work done by Dipongkor Roy , bearing Student ID: 1703073, MBA in HRM, Semester-III, Department of Management, Batch 12th, Faculty of Business Studies, Hajee Mohammad Danesh Science and Technology University, Dinajpur-5200. He has performed his analyzing performance under my supervision and submitted this thesis program for the partial fulfillment of the requirement of the degree of Master of Business Administration.

I wish him every success in life.

.....
Dr. Md. Zahangir Kabir
Professor
Department of Management
Faculty of Business Studies
HSTU, Dinajpur

Certificate of Co-supervisor

I hereby declare that this thesis entitled “Antecedents of Employee Engagement: An Examination of Banking Sector of Bangladesh” is an original work done by Dipongkor Roy , bearing Student ID: 1703073, MBA in HRM, Semester-III, Department of Management, Batch 12th, Faculty of Business Studies, Hajee Mohammad Danesh Science and Technology University, Dinajpur-5200. He has performed his analyzing performance under my co-supervision and submitted this thesis program for the partial fulfillment of the requirement of the degree of Master of Business Administration.

I wish him every success in life.

.....
Rafia Akhtar
Professor
Department of Management
Faculty of Business Studies
HSTU, Dinajpur

Student's declaration

I hereby declare that this thesis work entitled “Antecedents of Employee Engagement: An Examination of Banking Sector of Bangladesh ” has prepared by me which is supervised by Dr. Md. Zahangir Kabir, Professor, Department of Management, Faculty of Business Studies, HSTU, Dinajpur.

I further affirm that work and information presented in thesis work is original and part or whole has been submitted to, in any form, any other University or Institution for any degree or any other purpose.

.....
Dipongkor Roy
Student ID–1703073
Semester-III
MBA in HRM
Department of Management, Batch 12th
Faculty of Business Studies
HSTU, Dinajpur

Abstract

The concept of employee engagement is imprecise to scholars and practitioners. It refers to a mental state and is used predominantly in the proportion of a new age philosophical system/psychological help. The purpose of this research is to analyse the antecedents of employee engagement in Bangladeshi banking sector and to have a significant contribution towards evolutionary waves that are evolved with time in forming the concept. We used thematic content analysis to analyse other variables that support or weaken knowledge based on previous work and conducted a correlation coefficient with the same relevant literature employee engagement precursors. Hundred of studies have been reported but these cover the public sector, or even higher education as a way to find relationship with worker engagement dispersion and bank sectors of Bangladesh but unfortunately this issue has not been conducted yet on administrative workers. This research fills this gap. While a lot of research has been conducted to measure how employee engagement is influenced and observed with multiple results but there seem to be quite an ambiguity as far the definition for employee engagement goes. Objectives of the dissertation are: (a) To investigate antecedents of the employee engagement concept within the Bangladesh banking sector, (b) To analyse the overlaps between employee engagement and other work attitude concepts (Job satisfaction, leadership and management, perceived organizational support, work life balance, compensation and benefits, work relationship, organization measures) with a view to provide more clarity on the overlaps between the concepts. The data collected in this study was via a quantitative method such as questionnaires. The sample of the study was unified by 100 employees. Findings of the study from empirical theory is employee engagement which has been relied upon to establish a positive and negative relationship with other works concept such as job satisfaction, leadership and management style, perceived organizational support, work life balance compensation and benefits work relationship organization measures etc. It cannot be defined in words polemically. We encourage further detailed investigation on these results and the potential influence of those other variables. Lastly, students looking for the stuff of employee engagement and human resource management reviews will find their solution in this thesis.

Keywords: Employee engagement, Job satisfaction, Leadership and management, Perceived organizational support, Work relationship, etc.

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CHAPTER ONE

INTRODUCTION

1.1 Prelude

Employee engagement as an idea has taken hold for about thirty years, yet there remains a great deal of confusion regarding what employee engagement is; Researches on the positive impacts of employee engagement have, in turn, gained increasing attention by various establishments and likewise stimulated an evolving work-related atmosphere to be made as a preference for organization. The focus of this research is to analyze the determinants that affect employee engagement in specific banks in Bangladesh and accordingly develop a framework for defining the construct. The study also seeks to discover how employee engagement is related to other organizational behavior concepts (Job satisfaction, leadership and management, perceived organizational support, work life balance, compensation and benefits, work relationship, organization measures).

1.2 Research background

Organizations always want to improve employee performance. This may involve a better understanding of employee tendencies and behaviors as well as identifying potential methods through which employees can become more fully absorbed with their work (Robertson et al., 2009). Over the years, organization work attitude has changed. Today, the business is facing globalization, competition and technologically revolutionised commerce. Developments in the global market have driven both organizations and individuals to adapt more efficiently to a range of new technological, demographic and marketplace changes. Therefore companies and organizations seek employees who are hopeful, attentive, motivated and, more importantly willing to work hard and give their invaluable services wherever possible (Vance, 2006). Consequently, employee engagement is becoming one of the most researched concepts in management literature (Chartered Institute of Personnel Development [CIPD], 2012). Research on employee engagement over the last decade has indicated that employee engagement, as a concept, is important to organizational competitiveness and achievement of strategic intentions (Dicke et al., 2007; Truss et al. 2014). This is not to say that the concept has been without critique. Some researchers, for example Kahn (1990) and Schaufeli et al. Despite

these and other definitions, the concept of employee engagement is not clearly defined nor consistently conceptualized (Luthans et al., 2015; Bock et al., 2014; Sheehan & Schmidt, 2012). Furthermore, the main debates around engagement are likely to persist unless it can be clearly distinguished from other related constructs of attitudes.

Both academic literature and corporate organizations seem to agree on one linkage that has consistently been found between engagement, employee performance and big business results (Emma, 2015). Research by the Chartered institute of personnel development CIPD and other firms has consistently identified a clear link between employee mind-set, performance in organization and how people are being managed (Purcell, 2006; Truss et al., 2006; 2014). Studies about engagement and its antecedents have shown that employees who are engaged perform better than those who are not. Yet a UK based study, and those from other developed countries have also evidenced that organizations contain more disengaged workers than engaged employees (Saks, 2006; Truss et al., 2008; Welch, 2011). So, the question is then; with so many findings regarding employee engagement contradicting each other, how come organizations and companies know what are or are not the best antecedents to employees' engagement?

1.3 Objective of the Study

The thesis objectives include:

- (i) To investigate antecedents of the employee engagement concept within the Bangladesh banking sector,
- (ii) To analyse the overlaps between employee engagement and other work attitude concepts (Job satisfaction, leadership and management, perceived organizational support, work life balance, compensation and benefits, work relationship, organization measures) with a view to provide more clarity on the overlaps between the concepts.

1.4 Research questions

In relation to the review of the literature discussed, the research questions of the study are thus formulated as follows:

1. What are the antecedents of employee engagement in the Bangladeshi banking sector?

2. What is the relationship between employee engagement and (a) Job satisfaction, (b) leadership and management, (c) perceived organizational support,(d) work life balance, (e) compensation and benefits, (f) work relationship,(g) organization measures
3. What are the implications of employee engagement for the Bangladesh banking sector?

1.5 Overview of the Study Problem

This research study aims at investigating the antecedents for those factors relevant to the banking sector of Bangladesh. Several research works has been done in abroad on this issue but very few studies are been taken place in the sectors of banking Bangladesh. This study seeks to address this. Consequently, the present study aims to evaluate the antecedents and consequences of Employee Engagement in sample banks.

1.6 Purpose of the Study

We conducted this study in order to age on two levels. At first, the research will be conducted to see particular antecedents of employee engagement in specific banks in Bangladesh. Secondly, the research also will investigate if there are difference between a concept of employee engagement to other work attitude concepts as Job satisfaction, leadership and management style, perceived organizational support/work life balance/compensation and benefits/work relationship ,and organization measures. Finally, I will explaining and analyzing ramifications of the particular antecedents versus the literature.

It will also use costly methods research (triangulation of qualitative and quantitative research methods) in the understanding of the problem. This will also involve the use of descriptive analysis and statistical correlational study design. Given the background/introduction to this study, I will make a combination of random and purposive sample selection. Data from the questionnaires and interviews, will be analyzed using SPSS software together with thematic content analysis. The findings of this study emphasize some of the outcomes possible for the antecedents to employee engagement, along with engaging different theories relating to engagement itself, providing a substantial foundation for the explanation of Employee Engagement as an idea.

1.7 Significance of the study

The fact is, business has become super saturated and the competition for businesses have increased to extreme levels so organizations are constantly searching for solutions that can be a better performance as well as profitability. To make sure that they provide their best type even if the times are rough since personnel engagement is a principle that creates strong hopeful perspectives amidst employees toward their work and as well its organization. Therefore, the importance of researching employee engagement concept became one of these areas in management. This research is important to employee engagement because the results of this research are contradicting previous empirical theoretical evidence on employee engagement making this more of a bridge in what educators/organizations debate how we should conceptualize employee engagement.

Given the highly competitive nature of business and associated employee engagement in organizational productivity, this study will also make a substantial contribution to future research. This research helped the researcher to discover some blind spots of employee engagement and create a starting point for future works that science and also pertained zeroes in on the concept of employees engagement. This will further assist in creating a positive work environment at the workplace, which is very important defensive mechanism. This will also help students those who are planning to study about the concept in near future, and researchers can refer this for their projects on human resource management.

CHAPTER TWO

LITERATURE REVIEW

This chapter of the thesis will describe how internal communication plays a part in employee engagement by exploring areas such as history and definitional difficulties with labelling employee engagement. This chapter will review historical and up-to-date definitions of employee engagement by academics, institutions as well consultancies. Additionally, older work attitude concepts including Job satisfaction, leadership and management, perceived organizational support, work life balance, compensation and benefits, work relationship, organization measures will be highlighted. That is to take a somewhat broader perspective and distinguish the concept of employee engagement from those other concepts mentioned. Other area of focus will be engagement drivers, employee engagement problems and how to Address it as a Management etc. Although employee engagement has received significant interest from businesses and consultancy firms over the past few years, academic researchers have only recently started to take on the question of what it is (Welch, 2011). This attention is in part due to literature claiming that as employee engagement improves performance, and hence organizational goal achievement (MacLeod & Clarke, 2009, p.10; Truss et al., 2013, p1; Byrne,2014). Similarly, Employees engagement can has been argued to lead to large benefit such as organizational performances, quality of service and customer satisfaction and long-term financial result its (Mercer 2007:1; Bulent et al., 2013) In addition, the demotivation at work related to a lack commitment and motivation in employees (Aktouf, 1992). MacLeod & Clarke, 2009, p. 9) There were more than 50 characterizations of employee engagement by the year of 2009 (Harter et al. The whole plethora of definitions flooding in, has further made it difficult to realize what employee engagement really is. Moreover, having reviewed the majority of engagement definitions and measures, Purcell (2014) labeled engaged employees as ‘aberrancy’ — likely to be a figment. To top it all off, he mentioned that the large number of definitions for employee engagement could make it challenging to establish reliability and validity in conducting effective employee engagement surveys. Similarly, Fletcher and Robinson (2014) noted that much of the engagement research is suspect because employees are discovered to be engaged at one level or will be more involved depending on the time and circumstance.

Simply stated, employee engagement is the depth and breadth of commitment that employees bring to their roles, functionaries in helping their organizations deliver on customer commitments. For the success of all supportive efforts and acts with his full eagerness, this leads to organizational success (Cook 2008). The first theory [4][8] Kahn (1990) who provided the term of employee engagement, as "the harnessing of organizational members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, emotionally during role performances". Employee engagement is an emotional commitment of employee to his job, fellow workers and organization either in a positive or negative way that influences their willingness to learn something new for the betterment of work done. Robinson, Perryman et al. Employee engagement is defined as the positive attitude of employees towards organization values, goals and work environment (Khan et al.).

2.1 Antecedents of Employee engagement

Employee engagement has several antecedents such as Job satisfaction, leadership and Management support, perceived organizational support, work life balance compensation and benefits work relationship organization measures.

2.1.1 Job satisfaction

Job Satisfaction is the feedback that how much an employee satisfied with his work, comfortable and also happy to do the joys of a job. Job satisfaction is the feeling of having both job security, advancement in ones career and a good work-life balance. This situation triggers a state where the person experiences good work because it meets his surroundings. Environment, attitude, and the standard of work contributed by a company in business can also affect employee job satisfaction. It may not be quantifiable either but, research methods allow one to compare employee satisfaction levels among employees in the same company/department or industry as a whole based on similar questions/parameters. Job satisfaction is employees' perceived feelings about their jobs. The condition of feeling good and contented about performance in the work place and environment by a person. It can be a great indicator of efficiency in an enterprise. Job satisfaction is important for organizations to its Employees. Higher employee satisfaction = positive energy + creativity + more reasons to win Another is an

employee's behaviour at work, with fellow leaders, and what the expectations of employees are.

In almost all cases, employee satisfaction in the highest performers will be linked to even higher levels of engagement. Quality staff also want to develop, are stimulated by a challenge or take pleasure in effectiveness. Both of which tend to be critical in terms of overall employee engagement.

2.1.2 Leadership and Management

Leadership is a precursor to positive, non-linear change involving careful planning, vision, and strategy. Hold the another very important quality is to empowerment to workforce and decision making that should be adoptive, this also applies mean Workforce empowerment and adaptive decision-making. Most commonly, people link leadership to organizational position. Now leadership is not all about titles or management or personal agendas. Even better eyesight or additional charismatic personality is not limited.

It is rather a social influence process, which capitalizes on the efforts of others for the objective and goal accomplishment. This is social in nature and requires human dynamics to achieve its desires. A leader is a person who always leads from the front and sweats more to fulfill the vision of his/her company. That is the one reason, and what starts to make use of them people around.

Management is working on previously planned works, through your staff. The manager wholly conducts the four vital management functions (planning, organizing, influencing and control) Managers also must fulfill leadership roles if they actually do these things — especially the letter of transmitting negative news and positive updates, etc., for one way communication, while inspiring and guiding before them to higher productivity level.

That, however, is not possible for all managers. Job descriptions are often used to describe managerial responsibilities, and employees may bot follow a subordinate willingly just because of his title or category. Manager has first in mind to meet organizational goals; they don't much care about anything else. In essence, the title

equals power and you are allowed to promote employees based on their performance and behavior.

Good leaders understand leadership and their role in it. Leadership affects the organizational culture in a lot of way, one among them is driven by employee engagement which include lot more themes. A data-driven focus on engagement is important because, after all, while happier employees might produce better work product for the company to market or sell, the effort spent boosting employee job satisfaction greater.

Leader and Employee Engagement Takeaways. Build trust. That's where engagement comes in: about building a relationship, keeping them inspired and celebrating successes with the help of each other. Leaders who ask, who listen and do something about the feedback. Being intentional and transparent puts people, including yourself more at ease which builds trust. Today, several companies are focusing on improving employee well-being and organizational health. Healthy, fit employees are more likely to remain engaged in day-to-day operations When leaders create a happy culture in the workplace, it helps people be healthy and happy at work, leading to lower burnout rates and greater productivity. Your company cleanliness combined with overall organization healthiness and peace attract new business, and talent to your union. Glide path as well as new adventures made possible through advanced technology were in our passion wheelhouse, with Passion being contagious — making genuine enthusiasm for their work and the company mission essential. We use the term role modeling at Top Workplaces. When leaders recharge with enthusiasm and positivity, it sets an opportunity-oriented mindset within the organization — possibly reducing manager burnout— enabling employees to adapt challenging situations into growth grounds. This ties in with the foundation of employee value proposition which is, setting clear expectations. Part of that starts with early stages in the hiring process and carries on through the employee experience. One of the culture themes that drive engagement is enabling employees to execute. Employees feel that they are kept in the loop with critical decisions, goals, and strategies by their leaders It is an incredibly transparent way to priorities as a team and gives employees the context of where your business strategy lies.

2.1.3 Perceived Organizational Support

Organizational support has been an important focus on the industrial/organizational literature for a variety of reasons (Shore and Tetrick 1991). Jain and Sinha (2005) define perceived organizational support as an employee's recognition of the degree to which their socio- emotional needs, efforts, commitment and loyalty are met by the organization. Another form of perceived organizational support is seen as the relief from the organization, that helps their employer when it loads jobs and responsibility for them to lessen worn out circumstances (Rhoades & Eisenberger 2002). Junak (2007) claim that organizational theory has created a worldwide perception of the degree to which an organization appreciates its people and treats them with respect, while bestowing preferential pay and benefits. Eisenberger, Huntington, etc. At the base of their definition are employee opinions regarding in terms of performance-based organizational support (Mowday, Porter & Steers 1986 asserted that these concern the bases for perceptions on employee commitment).

Perceived Organizational Support (POS) is one of the main constructs in Organizational support theory. Employees report strongly that the organization is perceived to value (Eisenberger, Huntington, Hutchinson,&Sowa,1986). Organizational support theory suggests that workers form a general perception of the value their employer places upon their contributions, and how much it cares about them. Organizational support theory suggests that POS meets socioemotional needs and is employed by employees to determine how their organization swilling to acknowledge subjective work for their sake. The theory proposes that employees reciprocate POS by exchanging their labour and emotional commitment to their organization for the mutual benefits provided through POS and its implied promise of future rewards [7] Several studies have demonstrated that employees with higher levels of POS exhibit more positive work attitudes (e.g., affective organizational commitment and job involvement) and outcomes (e.g., greater interest in the organization, more favorable evaluations of the job: e.g., Rhoades & Eisenberger 2002;), as well as enjoyment while working, positive moods and lower stress, performance outcome measures (e. g. Task performance),intentions to leave a current employer for another firm Others Gaertner et al). Buchanan' s (1974) research found that affective attachment was positively related to the extent of managers'

perception that their organization appreciates and values their efforts, as well as ability to be a reliable source of commitment.

2.1.4 Work Life Balance

The problem of work-life balance affects not only individuals, but is becoming increasingly pressing for business and the market, in a broader sense — for the state and society as a whole. Research by Derek R Avery (2010) and Cryer (2003), Workplace stresses has been elevated to an image mode level, As expected most of the employees are appear grumpy towards these trends. For employees to be able to engage, companies must deliberately manage the pull-push between demands on employees and making sure that they get sufficient periods of rest & recovery from these stress period (Lazar 2010). That is why it becomes really important to maintain a balance between work and life in order to engage the employee with his organization.

WLB (short for work-life balance) would be the state where enough time & effort is distributed equally between ones professional endeavors, and personal activities in a way that one does not impoverish both aspects of his life. This includes managing job duties (tasks, projects, deadlines), as well as leisure time and engaging with family/friends or self-care activities.

Having a work-life balance does not mean that you spend an equal amount of time in both your office and private life. It is not a question of seeking intellectual and spiritual high school gospel, but to balance the energies that allow the person to exert their profession without exceeding personal well-being, health or relations.

Connected to enhanced degrees of employee engagement, is a balanced work-life. To make it short even, workers who work longer are not actually working harder than those with a good balance. This can be achieved by giving employees autonomy to their roles and trusting them to do their work, engaging with them more often and providing chances for healthy communication at the workplace.

2.1.5 Compensation and Benefits :

Bhatnagar (2007) reported in his study that Compensation is one of the major ways through which employees are made to feel valued and appreciated by organizations. If

the employees take active part in suitable programs then the organization is great endeavour to be a best practice and it also get applauded for his efforts. Besides, we should leverage in the areas of career development and planning, bonus and promotion to grow more opportunities for talents while retain good employees. Recognition is crucial to any view of employee engagement. Recipients may be any monetary or nonmonetary ticketed item, with or without cash; may a job recognition.

In general, the term compensation means a payment or something given to an individual in return for their services. Compensation. — The remuneration earned by the employee in lieu for his/her services which includes basic pay, allowances and benefits given to him according with contractual terms of employment. It comprises the salary and wages along with commission as well as any incentives or perks that are associated with a particular employee-employed position. This applies not only to traditional employees like the ones companies I have started but also any 3rd party or temp person — in that, essentially, they are full stiffed for whatever product or service they provided. Compensation is taxed Additionally, a kind of broad compensation definition even extends to monies that are owed to an injured or otherwise wronged party as a recompense by the party responsible.

2.1.6 Work Relationship

Given that we spend one-third of our life at work, this highlights the potential significance of these professional relationships. Relationships allow others to grow appreciation, expression of opinion or building confidence that can inspire new ideas, creativity and willpower.

In fact, as this study by Gallup reveals, those who claim to have a close friend at work are 7x more likely to be engaged! Not only does this contribute to the well-being of employees, but positive relationships are associated with higher levels of customer engagement and greater profitability. However, developing of personal connections in the workplace is multifaceted and ranges from your company culture and style of leadership to the communication tools you use for daily collaboration.

2.1.7 Organization measures

This includes his job satisfaction, stress, motivation, attitude towards trust and a sense of fairness, ethics (not only professional but also in the context of workplace), learning abilities and how he makes decisions. While a few are more abstract, all of them should help to keep users engaged. You also must have a place where employees trust that the company will be as fair to them as they are inclined to be while still being at least marginally profitable. It is easier to measure decision making and learning Employee participation in and knowledge of their own company which will influence other areas.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The main dependent variable of this study, focusing on employee engagement such as working conditions and relations (Kappel et al.). For these purposes, we explored current engagement models and elaborated on a sensible theoretical underpinning that could be added to the established concept of employee engagement.

In this section, the authors analyze relationships between engagement and its predictors including job satisfaction, leadership and management, perceived organizational support, work life balance compensation and benefits, work relationship motivators and organizational measures. This is then followed by the relationships between the individual predictors being established, and their importance (i.e., implication) in data-driven analysis.

The sample consisted of 100 employees and 28 questionnaires were used for data collection from the banks in Bangladesh. Given the tripartite nature and administration systems this is a true representative population sample questions were drawn relative to the information required for my research in Bangladeshi banking industry

3.2 Population

Population For this study, the population is banking sector of Bangladesh. 13 Banks, 5 Public bank & 8 Private Bank (Total Branches in Bangladesh, 30) This study was conducted on the employees of the private and public banks, working in Dinajpur. Candidate as employees up to middle and upper level have age ranging from 25-50 or even more but should have a minimum of 2 year job experience. This is because staff members have been doing the task for a particular amount of time and remain in an excellent setting to assess what level they are engaged with their work at.

3.3 Sampling technique

In this study, we employed a multistage sampling technique. This method involves a number of phases in taking samples from the population. It is chosen to use two-stage

sampling. On first stage by using simple random sampling 5 public and 8 private banks were selected. As private banks are more 5 banks from public and high proportion of private as sample were randomly got selected. Where on the one hand at second stage, employees working in banks operating in Dinajpur were chosen and simple random sampling technique was used to distribute questionnaires among them. The simple random sampling technique as a target population was purposively chosen because every employee team member from the whole staff has an equal opportunity of being selected into the study sample.

3.4 Sample

The current study with 100 employees working in the banks operating in Dinajpur, Bangladesh is random samples.

3.5 Data Collection Method

In Management Sciences usually surveys are used to collect data from sample selected for the study. Survey was conducted on the staff claims with reference to the factors like cost and also time which were sent to private as well as public banks. As the reliability of this method in data collection is high and will help to elaborate more by write about their response. Five point likert scale are also applied for this questionnaire to measure the employee perception, 1=Strongly Disagree, 2=Disagree 3= Neutral 4=Agree 5= Strongly Agree

3.6 Data Interpretation

Survey The study emphasised on the survey of banking sector employee for having distinct view points relating to employees' engagement in banking sectors. 150 questionnaires were administered to the employees of Public and Private Banks. However, the questions on only 100 questionnaires could be filled by the employees. Both men and women were given questionnaires. Corresponding to these 100 employees, all the filled questionnaires were from male employees. Response Rate in 100% of these, are male. There are 68 employees in public service frustrated to see just over a third of the staff under public providers and 32 (private sector). The percentages of the employees which will be involved in our study are 68% from public sector and 32%

from private sector. There is the question of job nature in demographics too that on permanent basis or contract base employees are working. So, 1st answer from the test series says — in a bank having permanent employees as 100% out of total employee is just another way asking → Full-timers = Total banking staff was asked for which Answer is : All permanent. Permanent employees: 100% Similarly, when it comes to classification based on employee designation the results suggest that 22% of employees hold middle level role, 67% upper middle level and 11% are be upper level spell. However, 22 employees of middle level can be estimated out of a total 100 and similarly, it has under its upper middle designations another convenient group of staff numbering about 67 while at the same time just having 11 at the very top. So the strength of upper middle level employees is more then that of upper and middle level employees. Also, in relation to age out of 100 respondents below 30 years age is 22 respondents, 68 between the ages of 31–45,10 aged from more than.. It shows that in this study 22% employee member below 30 years, 68% employees between 10% of 46-60 years total being aged 31-45 years Also, when incorporated in employee demographical questions, it includes their qualification. Taking same example this time with bachelors: 100 employees, 17 are bachelor,83 are Master's and above. That shows that 17% are bachelor they have seen, 83% masters. This also contains employees job experience with current organization and their total job experience. In the first segment, 17 /100 employees are working from last 2 years in current organization and in rest segments, like 24=3-5,26=5-7,24=8-10 and 9=11-15 with current organization. where on other hand it indicate that 17 % employees having 2 year experience,24% with 2-5 years expereance,26% heaving 5-7 year, 24% heaving with 8-10 and only 9 % more than from 11 to15 Employee Overall Job Experience with Organization & Other Organizations.

3.7 Research Model

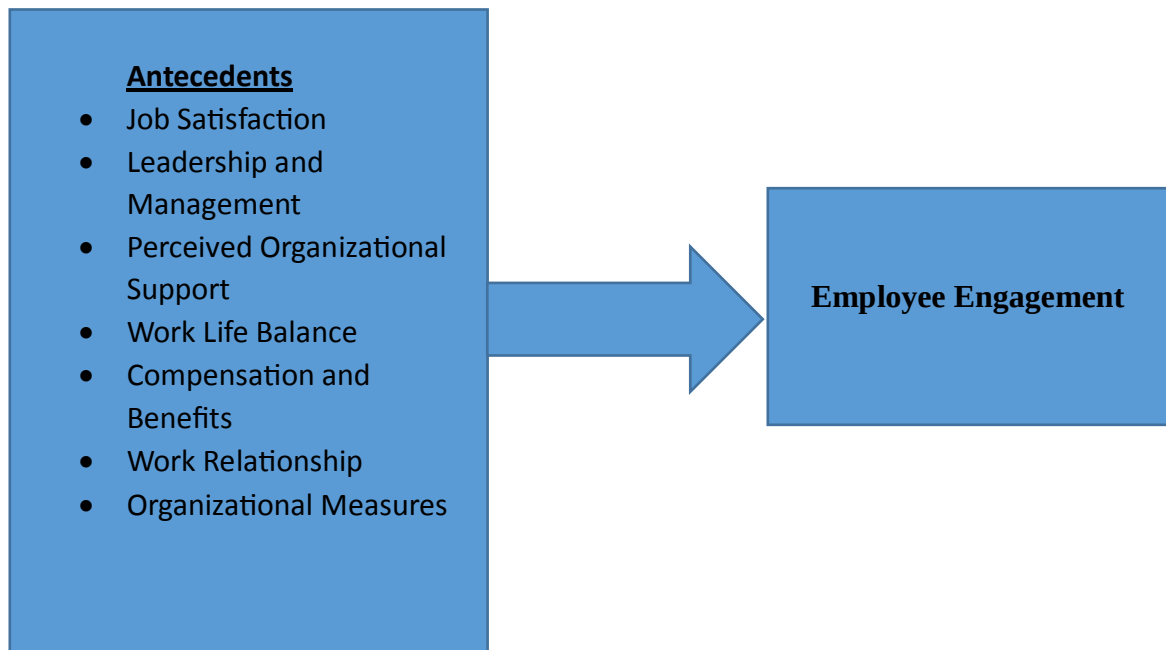


Fig: Conceptual Framework

3.8 Hypotheses:

Following are hypothesis which are developed for the purpose of this study

Antecedents of employee engagement

- H1:** Job satisfaction positively related to employee engagement
- H2:** Leadership and management positively related to employee engagement
- H3:** Perceived organizational support positively related to employee engagement
- H4:** Work life balance positively related to employee engagement
- H5:** Compensation and benefits positively related to employee engagement
- H6:** Work relationship positively related to employee engagement
- H7:** Organization measures positively related to employee engagement

Hypothesis analysis

H1: Job satisfaction positively related to employee engagement

Employee engagement & job satisfaction, more often than not go hand in hand and the former is highly dependent on the latter. Job Satisfaction directly correlates with Employee Engagement, Higher Job satisfaction equal to low turnover rates and absenteeism. It leads to more consistent work behavior and makes employees who feel

the lack of enthusiasm for their job are one third less likely to leave their current employer or take a sick day, as opposed to those who feel happy on-the-job.

Job satisfaction can sometimes get better if feedback given to the employees is proper as it fosters a sense of belonging and recognition. When employees are happy/proud/satisfied, they tend to be more engaged because they obtain recognition and acknowledgement that what they do matters.

H2: Leadership and management positively related to employee engagement

Leadership and management have a significant part to play in improving employee engagement through offering opportunities for experiencing.

Strong leadership and good management are intrinsically linked to increased levels of engagement. In doing so, leaders and managers are able to provide the necessary resources for their employees - in the form of vision/ direction, people skills (supporting/ appreciation) capability building (empowerment / development), customer information SHARING = around what is happening, learning culture (work environment).

H3: Perceived organizational support positively related to employee engagement

Perceived Organizational Support (POS) is related to employee engagement, build-zone referred and a multitude of studies have emphasized the strong positive relationship between them. Perceived Organizational Support (POS): The degree to which employees believe that the organization values their contributions and cares about their well-being. Employee engagement - which refers to how involved and enthusiastic an employee is about their work, characterized by vigor, dedication and absorption in their job. Perceived organizational support plays an essential factor in the way it shapes employee engagement through different psychological and functional lenses. Organizations which do, are more likely to experience a considerable increase in the mediocrity of employee engagement and have higher overall organizational performance rates with less churn.

H4: Work life balance positively related to employee engagement

Engagement & work-life balance, Work-life balance not only impacts employee engagement but several key factors dictate how these two is related to each other. Higher

Job Satisfaction: A good work-life balance ensures that employees are more satisfied with their job. It leads to higher levels of engagement as employees are happy and content in their roles. Higher productivity and performance: Employees better able to juggle their jobs with the rest of life are more productive as well as higher performing. And work-life balance is what helps employees to be less stressed, prevent having a burnout and lets them concentrate better on their focus areas which in turn increases productivity.

Hence, it not necessary that a good work-life balance should only be based on getting time free of workplace for recreation or travelling but instead it has more connection with our mental and physical health that how comfortable we feel in this environment. Lower levels of stress result in improved health, lower sick days and a happier view on work - all which reinforce itself into higher engagement.

H5: Compensation and benefits positively related to employee engagement

Compensation and Benefits: Compensation and benefits are also one of the crucial ways to increase employee engagement. Competitive salary, benefits and opportunities to learn and grow can promote financial security.

Health Benefits providing health insurance, wellness programs and the like help employees' overall well-being on a physical or mental level which should in turn keep them working at maximum capacity. Better Health and Work-Life Balance Improved benefits like days off, flex hours, or working from home ease employees workload making them more satisfied. Compensation and benefits are the baseline for effective employee motivation leading to loyalty and increased productivity. Providing for financial, health and personal development needs in organizations can greatly contribute to high levels of employee engagement which improve performance and productivity in organizations.

H6: Work relationship positively related to employee engagement

Work-Working relationships are a major pillar of the overall work culture. Respect, cooperation and positivity in the culture naturally results an employee who is engage. They are most likely to be passionate and loyal to the organization's results. Generally

speaking, good relationships at work give employees a sense of esteem: I am valued; of friendship: I belong. Combined, they contribute to greater engagement for better performance, job satisfaction and retention.

H7: Organization measures positively related to employee engagement

Employee engagement is key to the productivity and success of any organization. Employee Engagement Factors that Enhance Employee Engagement Organizational Design is again one of the few factors which have significant relation with employee engagement. These tend to include one or more of the following leadership practices, work environment, professional development opportunities, recognition and rewards system and communication. Putting these structures in place will help encourage high levels of employee engagement. Involved employees are generally more productive, committed and loyal than those who are not involved in the operations of the organization as a whole. This can lead to an increase in success for it and make it more competitive over time.

CHAPTER FOUR

ANALYSIS AND DISCUSSION

Table-1: Descriptive Statistics

Descriptive Statistics

Variables	Mean	Std. Deviation
Job Satisfaction	3.82	0.49
Leadership and Management	4.15	0.30
Perceived Organizational Support	3.33	0.23
Work Life Balance	1.62	0.70
Compensation and Benefits	4.35	0.58
Work Relationship	4.29	0.46
Organizational Measures	4.31	0.51
Employee Engagement	3.78	0.28

Important insights into a variety of organizational and employee-related characteristics are revealed by the descriptive statistics. With a mean of 3.82 and a standard deviation of 0.49, job satisfaction among employees is typically high and has modest variability. With a mean score of 4.15 and a reduced variability ($SD = 0.30$), leadership and management receive better marks, indicating continuous favorable evaluations of leadership. On the other hand, the mean for perceived organizational support is lower at 3.33, and its variability is extremely low ($SD = 0.23$), suggesting that support views are more consistent but modest. With a mean of 1.62 and greater variability ($SD = 0.70$), work-life balance is noticeably poor, indicating discontent and a range of experiences in juggling work and personal life. Both Work Relationship (mean = 4.29, $SD = 0.46$) and Compensation and Benefits (mean = 4.35, $SD = 0.58$) are highly ranked, indicating favorable opinions with considerable variation. Positive organizational practices are indicated by the high rating for organizational measures (mean = 4.31, $SD = 0.51$). Last but not least, the mean for employee engagement is 3.78, with a standard deviation of 0.28, indicating typically high levels of engagement with little variation. Overall, work-life balance stands up as a major area of worry even if the majority of the factors show high satisfaction and good perceptions.

Table-2: Model Summary**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.617 ^a	.380	.333	.22915

a. Predictors: (Constant), Organizational Measures, Perceived Organizational Support, Work Life Balance, Leadership and Management, Job Satisfaction, Compensation Benefit's, Work Relationship

Organizational Measures, Perceived Organizational Support, Work-Life Balance, Leadership and Management, Job Satisfaction, Compensation and Benefits, and Work Relationships are the predictors that account for 38% of the variation in the dependent variable, according to the model summary (R Square = 0.380). With an adjusted R Square of 0.333, it can be inferred that the model has a moderate amount of explanatory power, explaining around 33.3% of the variation after taking the number of predictors into account. The estimate's standard error, which measures how much the observed values deviate on average from the regression line, is 0.22915. The outcome variable is influenced by a number of organizational and employee-related variables, which together account for the model's overall moderate fit.

Table-3: ANOVA**ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.963	7	.423	8.062	.000 ^b
	Residual	4.831	92	.053		
	Total	7.794	99			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Organizational Measures, Perceived Organizational Support, Work Life Balance, Leadership and Management, Job Satisfaction, Compensation Benefit's, Work Relationship

The regression model is statistically significant in predicting the dependent variable, according to the ANOVA findings. With a regression sum of squares (SS) of 2.963 and a mean square (MS) of 0.423 over 7 degrees of freedom (df), the model accounts for a sizable percentage of the variation. The resultant p-value ($p < 0.001$) and the F-value of 8.062 verify that the model fits the data well overall. With a mean square of 0.053 over 92 degrees of freedom, the residual sum of squares is 4.831, resulting in a total sum of squares of 7.794 for 99 instances. This suggests that the model's independent variables have a substantial impact on the explanation of the dependent variable's variability.

Table-4: Coefficient

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.681	.469		5.711	.000
	Job Satisfaction	.159	.051	.280	3.141	.002
	Leadership and Management	.011	.090	.011	.120	.905
	Perceived Organizational Support	-.166	.112	-.139	-1.477	.143
	Work Life Balance	.017	.035	.042	.487	.627
	Compensation and Benefits	.153	.059	.318	2.605	.011
	Work Relationship	-.099	.077	-.163	-1.280	.204
	Organizational Measures	.170	.073	.307	2.319	.023
a. Dependent Variable: Employee Engagement						

Now, from the coefficient table provided above I can analyse the result of regression model predicting Employee Engagement.

The table displays the findings of a linear regression model that was used to look into the association between a number of independent factors and employee engagement, the dependent variable. Job satisfaction, management and leadership, perceived organizational support, work-life balance, pay and benefits, interpersonal relationships, and organizational metrics are some of these independent factors.

A one-unit rise in job satisfaction, pay and benefits, and organizational measures is linked to corresponding increases in employee engagement of 0.159, 0.153, and 0.170, according to the unstandardized coefficients (B). But since the standardized coefficients (Beta) are expressed in standard deviation units, they offer a more comparable estimate of the effects between the independent variables. Here, we observe that the largest positive correlation between employee engagement and salary and benefits (Beta = 0.318) is followed by job satisfaction (Beta = 0.280) and organizational measures (Beta = 0.307).

Each independent variable's statistical significance is shown by the t-statistic and significance level (Sig.) taken together. When the significance threshold is less than 0.05 and the t-statistic's absolute value is more than 2, a statistically significant link is indicated. In this instance, there are statistically significant positive correlations between employee engagement and work satisfaction ($t = 3.141$, Sig. = 0.002), remuneration and benefits ($t = 2.605$, Sig. = 0.011), and organizational measures ($t = 2.319$, Sig. = 0.023).

To sum up, the findings of this seemingly linear regression model indicate that job happiness, pay and benefits, and organizational policies all have a beneficial impact on employee engagement. These results are consistent with other studies that highlight the significance of these elements in creating a supportive workplace culture and increasing employee engagement.

Table-5: Correlation

Correlations								
	JS	LM	POS	WLB	CB	WR	OM	EE
Job Satisfaction	1	.166	.058	.158	.268**	.260**	.298**	.415**
Leadership and Management	.166	1	.206*	.041	.211*	.434**	.241*	.101
Perceived Organizational Support	.058	.206*	1	.156	.206*	.034	-.141	-.097
Work Life Balance	.158	.041	.156	1	-.121	-.111	-.165	-.006
Compensation and Benefits	.268**	.211*	.206*	-.121	1	.607**	.643**	.461**
Work Relationship	.260**	.434**	.034	-.111	.607**	1	.682**	.308**
Organizational Measures	.298**	.241*	-.141	-.165	.643**	.682**	1	.500**
Employee Engagement	.415**	.101	-.097	-.006	.461**	.308**	.500**	1

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation analysis reveals important connections between a number of variables. Compensation and Benefits (CB) ($r = 0.268, p < 0.01$), Work Relationship (WR) ($r = 0.260, p < 0.01$), Organizational Measures (OM) ($r = 0.298, p < 0.01$), and Employee Engagement (EE) ($r = 0.415, p < 0.01$) all had positive correlations with Job Satisfaction (JS). Perceived Organizational Support (POS) ($r = 0.206, p < 0.05$), Compensation and Benefits ($r = 0.211, p < 0.05$), Work Relationship ($r = 0.434, p < 0.01$), and Organizational Measures ($r = 0.241, p < 0.05$) all have positive associations with Leadership and Management (LM). Also, there is a positive correlation between POS and CB ($r = 0.206, p < 0.05$) as well as LM ($r = 0.206, p < 0.05$). WR ($r = 0.607, p < 0.01$) and OM ($r = 0.643, p < 0.01$) show the largest positive associations with Compensation and Benefits. The correlation between Organizational Measures and WR ($r = 0.682, p < 0.01$) and EE ($r = 0.500, p < 0.01$) is strong. In general, these noteworthy associations imply that work satisfaction, management techniques, remuneration, and organizational metrics all have an impact on employee engagement.

CHAPTER FIVE

FINDINGS AND RECOMMENDATION

5.1 Findings

The findings of the study are as follows:

1. **High Job Satisfaction and Engagement:** In general, workers express high levels of job satisfaction, favorable organizational measures, good evaluations of leadership and management, and strong employee engagement.
2. **Important Predictors:** Organizational measures, pay and benefits, and job satisfaction are all very significant positive indicators of employee engagement.
3. **Work-Life Balance Issues:** The low level of work-life balance points to a serious problem that has to be addressed in order to raise employee engagement levels generally.
4. **Interdependencies:** The interdependencies affecting employee engagement are shown by significant connections between work satisfaction, management techniques, salary, and organizational measurements.
5. **Modest Model Fit:** Although the chosen predictors are significant, other factors may potentially influence employee engagement, since the model explains a modest percentage of the variance in employee engagement.
6. **Non-significant Predictors:** This study's results indicate that employee engagement is not significantly predicted by Work Life Balance, Perceived Organizational Support, Leadership and Management, or Work Relationships. This suggests that the influence of these variables may be mediated by other factors or less direct than that of the significant predictors.

The findings suggest that enhancing job satisfaction, improving compensation and benefits, and implementing effective organizational measures can significantly boost employee engagement in the banking sector of Bangladesh. However, addressing the low work-life balance is crucial for further improving employee engagement. The moderate fit of the model indicates that while the studied predictors are influential, other factors should be explored in future research to provide a more comprehensive understanding of employee engagement determinants

5.2 Recommendation

The following are some recommendations for the study as below:

1. A larger sample size may be used to gauge employee engagement.
2. A larger sample size increases the likelihood of accurate results and reduces bias in the data.
3. This research may be done on various sectors, such the industrial, educational, etc.
4. Only staff operating at the medium and above levels are included in this study. Employees at lower levels are not included in this research. It is advised that future researches take into account lower-level employees as well, such as those holding positions like cashier, etc.
5. In order to increase employee engagement, organizations should offer greater monetary and non-monetary rewards.
6. The most crucial elements that support an employee's engagement with the company and their work are job satisfaction, pay and benefits, work relationships, and organizational measures.
7. The most crucial elements that encourage an employee's engagement with the company and their work are work-life balance, perceived organizational support, and leadership and management. Future studies should examine the elements that motivate employees to work for the company.

CHAPTER SIX

FUTURE WORK, POLICY IMPLICATION AND CONCLUSION

6.1 Future Work

The nation's banking industry is the only source of data collection. The causes and effects of employee involvement may change if information was gathered from different businesses, such as those in the industrial and service sectors (such as education). The study's sample size is too small; going forward, it need to be raised. Only staff operating at the medium and above levels are included in this study. Employees at lower levels are not included in this research. It is advised that future researches take into account lower-level employees as well, such as those who labor. Numerous additional factors that are not covered in this study but may predict the antecedents of employees include perceived supervisor support, organizational fairness, distributive justice, organizational citizenship behavior, etc. Future studies should examine the elements that motivate employees to work for the company.

6.2 Policy implications

Bangladesh's banking industry, like all others, depends on having a highly engaged staff. The banking sector in Bangladesh may be impacted by employee engagement initiatives in the following ways: Customers are more satisfied and loyal when engaged personnel are more driven and offer superior customer service. A bank's financial performance may be enhanced by increased employee engagement through improved decision-making, less attrition, and increased productivity. In a competitive job market, Bangladeshi banks may recruit top talent by implementing a solid employee engagement strategy.

Policy Considerations: Employee engagement may be greatly increased by policies that support transformational leadership philosophies that uplift and encourage staff members. Staff members' sense of accomplishment and purpose may be enhanced by having clear performance objectives, targets, and feedback systems in place. Flexible work schedules and other work-life policies can help lower stress and burnout and increase employee engagement. Putting money into training and development initiatives promotes a feeling of professional advancement and shows a company's commitment to

staff development. Bonuses, competitive pay, and recognition initiatives may inspire staff members and express gratitude for their accomplishments.

Improved customer service, financial performance, and industry growth may be achieved by the banking sector in Bangladesh via the implementation of efficient employee engagement policies that foster a more driven and efficient staff.

6.3 Conclusion

Engaged employees provide firms a competitive advantage in this changing world of global perspectives and aging workforces. These days, employee engagement is seen as a crucial predictor of organizational performance, hence businesses must pay careful attention to it. Because noteworthy results may be obtained with motivated staff. Employers should thus view their workforce as a stronger component than other variables and a key predictor of their ability to compete in the market. Thus, it follows that learning, growth, assessment, and action should all be ongoing processes for fostering employee engagement. Organizations are in charge of boosting and improving employee engagement, which requires the right amount of time, effort, involvement, and investment to be effective.

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APPENDIX

Questionnaire

Dear Honourable Respondent,

I am the student of MBA, Department of Management, Faculty of Business Studies, Hajee Mohammad Danesh Science and Technology University (HSTU), Dinajpur. I want to conduct a research study on “Antecedents of Employee Engagement : An examination of the banking sector of Bangladesh”. That’s why I am expecting your participation in this research. You will be asked to fill out short questionnaire.

Please put the tick marks in the appropriate box.

Respondents’ personal information:

1. Name (Optional):

2. Name of the working Bank:

3. Designation:

4. Duration of employment (Years):

5. Age: ☐18-30 years ☐31-45 years ☐46-60 years ☐60-more years.

6. Gender: ☐Male ☐Female.

7. Education: ☐S.S.C ☐H.S.C ☐Bachelor ☐Masters and above.

8. Income (TK): ☐20000-30000 ☐30000-40000 ☐40000-50000 ☐50000-Above.

Please answer to the following questions to determine Antecedents of Employee Engagement : An Examination of the banking sector of Bangladesh.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Job satisfaction					
1. I am satisfied with my job.	1	2	3	4	5
2. I feel like my contribution are recognized and rewarded	1	2	3	4	5
3. I would recommend the organization to my friends as an employers.	1	2	3	4	5

Leadership and management					
1. My supervisor is approachable and supportive.	1	2	3	4	5
2. I feel like I am trusted to do my job well	1	2	3	4	5

Perceived organizational support					
1. The organisation values my contribution to its well being	1	2	3	4	5
2. The organisation fails to appreciate any extra effort from me	1	2	3	4	5
3. The organisation shows very little concern for me	1	2	3	4	5
4. The organisation takes pride in my accomplishment at work.	1	2	3	4	5

Work life balance					
1. I have a good work life balance.	1	2	3	4	5
2. I am able to take time off when I need	1	2	3	4	5

Compensation and benefits					
1. I feel like I am treated fairly in terms of compensation.	1	2	3	4	5
2. I have access to retirement savings and planning.	1	2	3	4	5
3. I have access to the resources I need to manage my finances.	1	2	3	4	5

Work relationship					
1. I have a good relationship with my co workers	1	2	3	4	5
2. I have the opportunity to collaborate with colleagues on projects.	1	2	3	4	5

Organization measures					
1. I feel like I am part of a positive work environment.	1	2	3	4	5
2. I have a good understanding of the organization's mission and vision.	1	2	3	4	5

Employee Engagement					
1. I know what is expected of me at work.	1	2	3	4	5
2. I have the materials and equipment I need to do my work right.	1	2	3	4	5
3. At work, I have the opportunity to do what I do best everyday.	1	2	3	4	5
4. My supervisor, or someone at work, seems to care about me as a person.	1	2	3	4	5
5. There is someone at work who encourages my development.	1	2	3	4	5
6. At work, my opinion seem to count.	1	2	3	4	5
7. The mission or purpose of my organization makes me feel my job is important.	1	2	3	4	5
8. My associates or fellow employees are committed to doing quality work.	1	2	3	4	5
9. I have a best friend at work.	1	2	3	4	5
10. In the last six months, someone at work has talked to me about my progress.	1	2	3	4	5