



The Moderating Effect of Gender and Marital Status On the Influence of Employee Engagement Towards Employee Performance in State Bank of India, Raipur Region, Chhattisgarh

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Abstract

Employee engagement determines level of their performance. An engaged employee is an asset to the organization. The State Bank of India is the most trusted bank especially among rural masses. The employees working in the bank are looked upon by the villagers as the custodians of their hard earned money. The employees working at the branches of the bank feel a sense of pride as their bank is a public sector bank and it plays a prominent role in Nation economy. The present research is a descriptive research in which the moderating effect of employee demographic such as gender and marital status on the influence of employee engagement on employee performance is described for non-managerial employees of State Bank of India, Raipur region, Chhattisgarh. The population consisted of 300 employees working in 55 branches of the Raipur Region. 283 employees were sampled through simple random sampling without replacement and data was analyzed through SPSS-20 and Andrew F. Hayes' PROCESS macro software tool. The predictor variable was employee engagement, the moderator variables were gender and marital status and dependent variable was employee performance. The findings revealed the significant moderating effect of marital status on the influence of employee engagement on their performance and non-significant moderating effect of gender on the influence of employee engagement on their performance.

Keywords: Employee engagement, employee performance, gender, marital status, State Bank of India, Moderation analysis.

Introduction

Over the last 200 years, the State Bank of India (SBI) traces its ancestry to the Bank of Calcutta founded in 1806 and is privileged to be the oldest commercial bank in the Indian subcontinent. SBI is fostering the nation's 2.6 trillion-dollar economy as it is an Indian multinational, public sector banking and financial services statutory body that is striving to serve the hopes of its vast population. As the physical and mental well-being of employees is one of the important aspects, HR managers need to tend to focus to make every effort to survive and rise above the competitive environment. Brown (1996) had observed that employee engagement is a state of job involvement referring to a positive and complete engagement of the self with the job. Employee Engagement is above all average willingness to engage the energy and commitment of all employees in everything they do in order to achieve outstanding results. Employee Engagement, also called worker engagement, is a business management concept. According to Thriveni (2011), there exists a significant impact of demographic factors on work-life balance and they play a crucial role in designing the employment policies of employees for better results. There is a significant positive effect of employee engagement on job performance mediated by creativity (Ismail et al, 2019). An engaged employee performs better and strive to achieve the goals of the organization. An organization is considered better if there is positive influence of engagement on performance irrespective of the demographical differences among the employees.

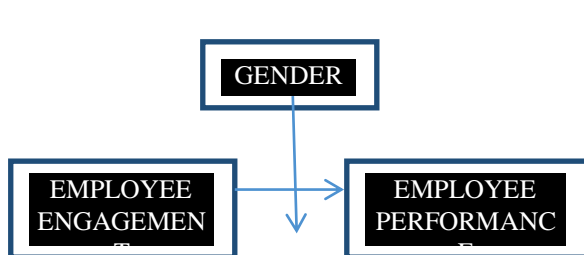


Figure 1. Moderation effect of Gender

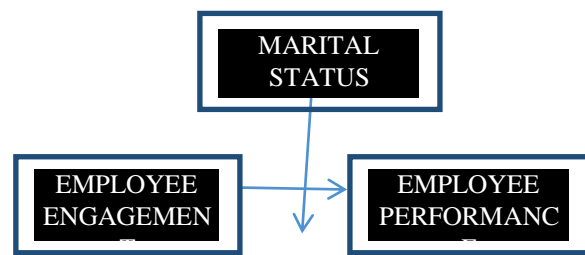


Figure 2. Moderation effect of Marital Status

Literature Review

2.1 Employee engagement

According to Shanmuga&Vijayadurai, "Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization that profoundly influence their willingness to learn and perform at work" (Shanmuga&Vijayadurai, 2014). Work engagement has been defined as "a positive, fulfilling work-related state of mind that is characterized by vigour, dedication, and absorption" (Schaufeli et al., 2006, p. 702). Employee Engagement is a distinct and unique construct that consists of cognitive, emotional, and behavioural components that are associated with individual role performance (Saks, 2006). Work engagement is defined as a positive, fulfilling, work-related state of mind that is characterised by vigour, dedication, and absorption (Schaufeli et al., 2002). An employee might feel pride and loyalty (attitude); be a great advocate of their company to clients, or go the extra mile to finish a piece of work (behaviour). Outcomes may include lower accident rates, higher productivity, fewer conflicts, more innovation, lower numbers leaving and reduced sickness rates. But all three – attitudes, behaviours and outcomes – are part of the engagement story. There is a virtuous circle when the preconditions of engagement are met when these three aspects of engagement trigger and reinforce one another. Engaged organisations have strong and authentic values, with clear evidence of trust and fairness based on mutual respect, where two ways promises and commitments – between employers and staff – are understood, and are fulfilled. The results of the study (Rathi, 2011) demonstrated a positive relationship between psychological well-being and organisational commitment and its components, namely affective, continuance, and normative commitment.

2.2 Employee performance

There are many behavioral science theories relating to job performance and its determinants than any other aspect of human behavior. The measurement of job performance has long been recognized as one of the significant challenges faced by managers and researchers. Some of the definitions have been primarily based on the results or outcomes where as some researchers like (Rotundo, 2000) argue that the job performance focuses on behaviors or actions of individuals, not results or outcomes of these actions or behaviors. Traditionally the common way of measuring job performance is to take input from the supervisor or manager by rating the employee's performance. Various attributes like intellectual ability (knowledge of the job both theoretical and operational) skills, motives, attitude, competencies, integrity, timeliness, quality and cost consciousness, communication and job's contribution to the overall business are being measured as part of the job performance measurement process. Organizations have self-assessment, supervisor assessment, peer ratings and subordinate ratings (360-degree performance measurement process) as various systems for job performance assessment. The gap between the existing and the desired competencies / capacity to perform the job can be captured through proper job description and training need analysis.

2.3 Employee engagement and employee performance

It is proved by the researchers that an engaged employee performs better than the less engaged employees. Gruman and Saks (2011) have suggested means to foster and manage employee engagement to achieve high level of job performance. They advocated that performance increments may be best achieved by orienting performance management system to promote employee engagement (Gurman et al, 2011). Salanoya examined the mediating role of service climate in the prediction of employee performance and customer loyalty. They advocated that organization resources and work engagement predict service climate which in turn predict employee performance (Salanoya et al, 2005). Goal setting positively impacts employee engagement, employee engagement positively impacts optimism, and optimism positively impacts individual performance (Medlin et al, 2009). The self identity and association with organization develops commitment in employees and their performance increases (Ghafoor et al, 2011). Khalifeh (2013) focused on antecedents that affects Employee Engagement and Organisation Performance and showed that there is a significant relationship between employee communication, employee development, rewards and recognition, and extended employee care. Among the antecedents, employee development forms the most significant contributor (Khalifeh et al, 2013). In a study on factors affecting Employee Performance, Deepika and Madhura analysed four drivers of employee engagement, namely, communication, work-life balance, leadership and organizational culture (Deepika et al, 2015). While linking organizational commitment and work engagement to employee performance, Cesario and Chambel (2017) confirmed the existence of a positive relation between performance and effective commitment, normative commitment and work engagement with engagement showing a stronger association. An important implication of this study was that employers should assume the relevance of developing adequate and challenging work conditions, human resources practices and atmosphere so that employees could increase their passion for the work they are doing (Cesario et al, 2017). Nazir and Islam (2017) revealed that there is a positive influence of perceived organizational support on employee performance and affective commitment mediated by employee engagement (Nazir et al, 2017). In a study on the effect of Employee Engagement on Organisational Performance via the mediating role of Job Satisfaction in IT Employees, Mahmoud (2018) showed that IT employee engagement significantly affected organizational performance and organizational performance was significantly affected by three of its dimensions, vigor, absorption, and dedication. The results also showed that IT employee engagement positively and significantly affected job satisfaction, where vigor had the most contribution. In addition, it was found that job satisfaction significantly and positively affected organizational performance (Mahmoud et al, 2018). In a study on impact of Employee Engagement on Employee Performance in Manufacturing sector, Saxena and Srivastav (2015) revealed the direct connection between employee engagement and organization culture and organization

performance. Employee engagement has a direct impact on the employee's productivity, loyalty, commitment and less attrition (Saxena et al, 2015).

2.4 Gender

World Health Organization (WHO) (2016) termed Gender as the socially constructed characteristics (i.e. norms, roles, and relationships) of a person's biological sex (i.e man and woman). Along with age, Walsh, Evanschitzky and Wunderlich (2008) failed to show a significant moderating effect of gender towards the satisfaction and loyalty relationship. However, many research proposed gender as one of the moderating variable (e.g. Srivastava, 2015; Mithal& Kamakura, 2001; Saad& Gill, 2000). This argument is based on the social role theory which suggest that different groups of people behave differently in different situations and take on different roles (Eagly, 1987). Thus, having different social status (i.e. gender) will create different roles or behaviour. For example, it is argued that men are more willing than women to take risks because socially men are expected to engage in a risky behavior (Walsh, Evanschitzky, &Wunderlich, 2008). Because it is riskier to switch providers and try something new, men may be less loyal when their satisfaction level decreases. According to Dhir (2018), gender (male and females), age (Gen Y, Gen X and Baby Boomers), level of management (junior, middle and senior level) plays a significant role to engage employees and their performance, while education, organisation size (measured by no. of employees) and business ownership (private, public and MNC sector) are not significant. Reissová, A (2017) is of the view that women are more loyal to their employer than men, who tend to be more self-confident and independent. Nonetheless, the attitudes of men and women were found to be the same when it comes to engagement.

2.5 Marital status

According to Jackson, (2009), there are many stereotypes in existence concerning the differences in abilities between men and women in many organizations. Maione (2005), observed that employees who are married and have children might be more committed than those who are single. The reason may be the additional financial demands that result from an increased number of dependents that motivate them to work harder and sustain their jobs. According to Birechi (2010), while managing employee performance, an individual's demographic characteristics should be prioritized as opposed to institutionalized or generalized factors. According to Gallup (2006), there was significant difference among single and married employees. It was found that married employees have a higher level of engagement than the single employees. This reflects that employee settled in both professional and personal life tends to be more engaged with the work.

Objective

To determine whether the gender and marital status moderates the effect of employee engagement on employee performance.

Hypothesis

- 1 Gender significantly moderates the effect of employee engagement on employee performance.
- 2 Marital status significantly moderates th effect of employee engagement on employee performance.

Research Methodology and Analysis

The population consists of 300 non managerial employees from 55 branches in Raipur region. The sample chosen consisted of 283 employees selected through simple random sampling without replacement. The scale for employee engagement (27 items) was adopted from Datta, H. (2017). The scale for employee performance (21 items) was adopted from Karthikeyan et al (2012). The scaling technique used was 5 point Likert Scales with coding: Strongly Agree (5), Agree (4), Undecided (3), Disagree (2) and Strongly Disagree (1). The research instrument also contained 7 items on respondents basic information scoring their demographic profile. It constituted Gender, Age, Educational qualification, Marital status and Number of children, Type of family, Income level and tenure of employment in same branch. Name of respondents was excluded from questionnaire to maintain confidentiality of respondents.

5.1 Employee Demographics:

The collected data were analysed using IBM SPSS, version 20. For the purpose and objectives of the research, Andrew f Hayes' PROCESS macro was used. The study included 160 males (56.5%) and 123 females (43.5%). There were 209 graduates (73.9%) and 74 Post graduates (26.1%). There were 112 employees (39.6%) with tenure of more than 5 years at the branch, 91 employees (32.2%) with tenure of 2 to 5 years and 80 employees (28.3%) with tenure of less than 2 years. Among the employees, 172 (60.8 %) were married and 111 (39.2%) were unmarried.

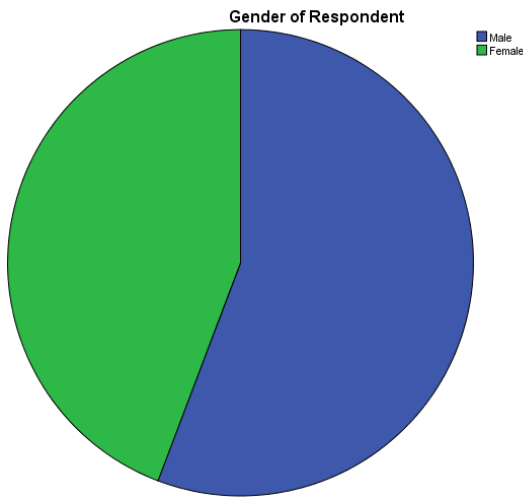


Figure 3. Pie chart for gender

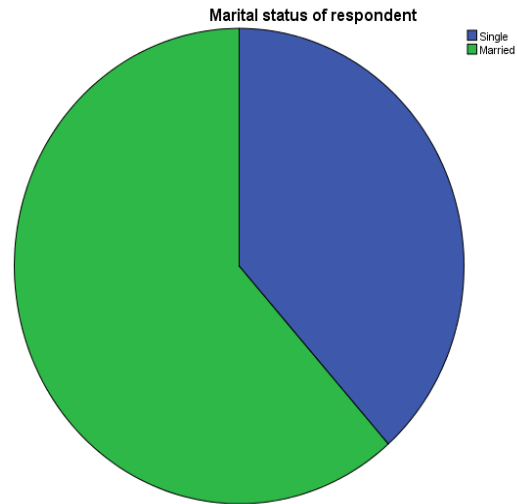


Figure 4. Pie chart for marital status

5.2 Reliability Test

The reliability of proposed scale at individual level and dimension level was determined by evaluating the reliability of the scale by Cronbach’s alpha which was applied to measure the internal reliability which is most common criteria for the same.

Table 1. Case processing: Employee engagement

	N	%
Valid	283	100.0
Cases excluded	0	0
Total	283	100.0

Source: SPSS 20, Author's creation

Table 2. Reliability Statistics: Employee engagement

Cronbach's Alpha	N of items
0.936	27

Source: SPSS 20, Author's creation

The authors calculated that Cronbach's alpha is equal to 0.936 (Tables 1 and 2) which means a lot or exemplary reliability of measurement employee engagement.

Table 3. Case processing: Employee performance

	N	%
Valid	283	100.0
Cases excluded	0	0
Total	283	100.0

Source: SPSS 20, Author's creation

Table 4. Reliability Statistics: Employee performance

Cronbach's Alpha	N of items
0.845	21

Source: SPSS 20, Author's creation

The authors also calculated that Cronbach's alpha is equal to 0.845 (Tables 3 and 4) for measuring employee performance, which means a lot of reliability of measurement

5.3 Moderation analysis for Gender

The first hypothesis was tested with SPSS linear regression and Andrew F. Hayes’ PROCESS macro. In the Model 1 the authors chose independent variables X-EE. The independent variable was measured as the sum of 27 factors. The moderating variable was gender. The dependent variable Employee performance (Y-EP) was measured as the sum of 21 factors. The coding for the demographic variables under study was as follows:-Gender: Male=1, Female=2

Table 5. Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.585 ^a	.342	.337	6.223	.342	72.715	2	280	.000
2	.591 ^b	.349	.342	6.198	.008	3.269	1	279	.072
a. Predictors: (Constant), Gender ,EE									
b. Predictors: (Constant), Gender ,EE, INTRT									
c. Dependent Variable: EP									
<i>Source: SPSS 20, Author's creation</i>									
Label: EE= Employee Engagement, EP= employee performance, INTRT (Interacting variable) = EE*Gender									

Model 2 with the interaction accounted more variance (34.9 %) than model 1. However, it is not significant (Sig F change = 0.072). Although R² change is 0.008 and though it actually increases the AdjR² by 0.5%, the interaction term (INTRT) is not significant at p = 0.072. Therefore, there is no indication of significant moderating activity. The result in the regression rejects the research H1. The finding is aligned with Walsh, Evanschitzky and Wunderlich (2008) where they also fails to show a significant moderating activity by gender. The research takes the argument of Kuosuwan (2015) which is conducted in the Thailand's airline industry using 400 respondents consisting of 52% male and 48% female. This suggests that regardless of whether the employees were males or females, the employees have similar influence of their engagement on their performance.

5.4 Moderation analysis for Marital status

The second hypothesis was tested with SPSS linear regression and Andrew F. Hayes' PROCESS macro. In the Model 1 the authors chose independent variables X-EE. The independent variable was measured as the sum of 27 factors. The moderating variables was marital status. The dependent variable Employee performance (Y-EP) was measured as the sum of 21 factors. The coding for the demographic variables under study was as follows:-Marital status: Single/Unmarried=1, Married=2.

Table 6. Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.584 ^a	.341	.336	6.229	.341	72.320	2	280	.000
2	.595 ^b	.354	.348	6.174	.014	5.976	1	279	.015
a. Predictors: (Constant), Marital status, EE									
b. Predictors: (Constant), Marital status, EE, INTM									
c. Dependent Variable: EP									
<i>Source: SPSS 20, Author's creation</i>									
Label: EE= Employee Engagement, EP= employee performance, INTM (Interacting variable) = EE*Marital status									

Model 2 with the interaction accounted for significantly (Sig F change = 0.015) more variance than model 1. R² change is 0.014 which means the interaction term increases the R² by 1.4 % and increases Adj R² by 1.2 % from model 1. Furthermore, the interaction term (INTM) is significantly able to predict or explain employee performance (p is 0.015), indicating a significant moderating activity.

The result in the regression analysis supports the research hypothesis H2 and successfully answers the research question.

Table 7. Conditional effects of the focal predictor at values of the moderator(s):

Marital_status	Effect	se	t	p	LLCI	ULCI
1.0000	.3798	.0396	9.5858	.0000	.3018	.4577
2.0000	.2538	.0330	7.6961	.0000	.1889	.3187

Source: Andrew F. Hayes Process macro

The single and married employees both showed a significant influence of employee engagement on employee performance. But the single employees showed more effect (.38) than the married employees (.25). The findings are not conforming to Gallup (2006), there was significant difference among single and married employees. It was found that married employees have a higher level of engagement than the single employees. The reason may be that the employees considered in the study are mostly non-managerial post holders and such post involved a lot of physical activities which single employees having less family –commitments are more eager to execute as compared to their married colleagues.

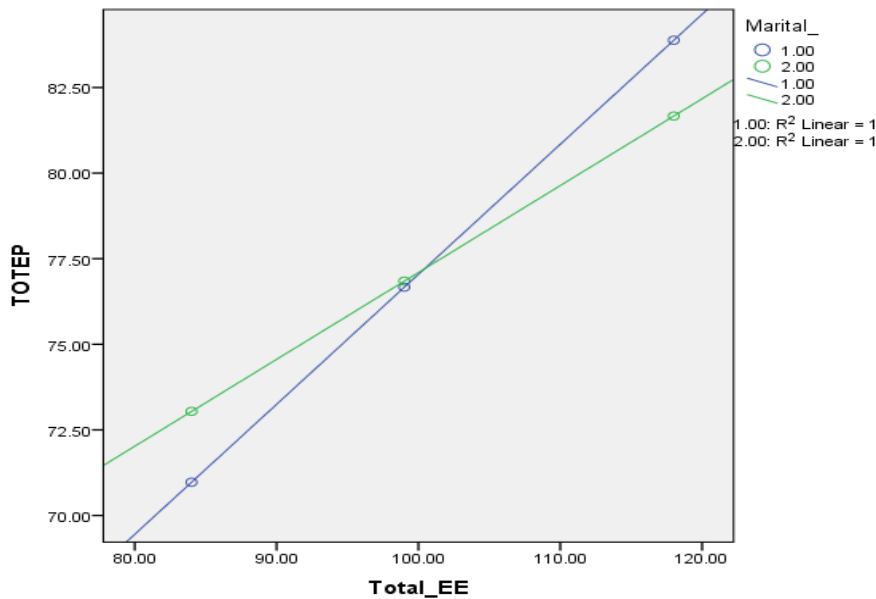


Figure.5 Interaction plot (Marital status)

For lower level of employee engagement (16 percentile), the Employee performance for married employees was significantly more than that of single employees. For medium level of employee engagement (50 percentile), the employee performance for both married and single employees was similar. For higher level of employee engagement (84 percentile), the employee performance for unmarried employees was significantly more than that of married employees.

Conclusion

The findings revealed that gender does not significantly moderates the influence of employee engagement on their performance level which is good sign showing that employees are engaged and perform irrespective of their gender differences showing less gender bias in the bank. However, marital status significantly moderates the effect of employee engagement on employee performance where the single employees showed more effect of employee engagement on their performance as compared to the married employees.

Managerial Implications

As marital status significantly moderates the effect of employee engagement on employee performance with more effect for single employees than the married employees. The managers need to focus more on the married employees so as to enhance their engagement level and consequently their performance which adds to the growth of the organization.

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