

# Analyzing Leadership Styles' Impact On Employee Engagement In Indian New-Gen Banks; Identifying Improvement Strategies

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## Abstract:

The repetitious pattern of behavior exhibited by a leader is referred to as their leadership style. There are a variety of leadership philosophies, such as authoritarian, transformational, transactional, democratic, bureaucratic, charismatic, paternalistic, laissez-faire, and servant leadership. Person engagement refers to a person's enthusiasm and commitment to their task. To better understand the leadership style and employee engagement of new generation bank workers, the current study was created with this context in mind. Nearly 80% of the sample respondents, as determined by their age distribution, fell between the 21–40 age ranges. According to the samples gender breakdown, roughly 60% of respondents were men and 40% were women. The sample group's occupational positions revealed that around 47.3 percent were employed as assistant managers, followed by 23.6 percent as branch managers, 20 percent as clerks, and only nine percent as senior clerks. The sample's years of experience indicated that this percentage was roughly 50%. The selected sample's employees were judged to be more engaged as a result of the supervisor leadership style, according to almost 60% of respondents who strongly agreed. 50 percent of respondents reported that their supervisor speaks with them every day and offers insightful suggestions for raising employees' loyalty to the company. The chosen organisation had strong employee engagement across the board for all responders. There is a connection between an employee's overall job satisfaction and level 1 rewards and recognition at work. The leadership step and work position of the employees in the new generation bank were not related to LA at the 5% level of significance, nor were any other variables. At the 1% level of significance, there is a significant relationship between employee engagement and years of experience, showing that employee engagement is shown to be growing with years of experience. The majority of respondents in the survey had strong staff involvement, and the supervisor's leadership style was effective. This demonstrated that the organisation is giving the necessary items for maintaining its employees' engagement and that the new generation of bank employees are found to have good involvement in the task performed.

**Keywords:** Leadership style, Employee engagement, New generation, Bank, Banking sector.

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## 1. INTRODUCTION

In today's dynamic and competitive landscape, the banking sector in India has witnessed a significant transformation with the emergence of new-generation banks. These banks, characterized by their innovative technologies, customer-centric approaches, and agile operations, are redefining traditional banking paradigms and setting new standards for excellence in the industry. However, amidst this evolution, a critical aspect that demands attention is the engagement of employees within these institutions. Employee engagement, defined as the emotional commitment and dedication employees have towards their organization and its goals, is widely recognized as a key determinant of organizational success (Smith, 2020). Engaged employees not only contribute to enhanced productivity and performance but also serve as advocates for their organizations, driving customer satisfaction and loyalty (Schaufeli & Bakker, 2001). In the context of new-generation banks in India, where competition is fierce and customer expectations are constantly evolving, the role of engaged employees becomes even more crucial.

At the heart of fostering employee engagement lies effective leadership. Leadership styles, ranging from transformational and transactional to paternalistic and laissez-faire, shape organizational culture, employee morale, and ultimately, engagement levels (Bass et al., 2003; Buckingham, 1999). The leadership philosophy adopted within an organization influences not only how tasks are delegated and decisions are made but also the degree to which employees feel valued, motivated, and empowered to contribute their best. Despite the acknowledged significance of leadership and employee engagement, there remains a gap in understanding how these factors intersect within the context of Indian new-

generation banks. While leadership studies abound across various disciplines, including organizational behavior and management, the specific nuances of leadership styles and their impact on employee engagement within the unique setting of new-generation banks in India warrant further exploration. Therefore, this study seeks to address this gap by examining the leadership styles prevalent in Indian new-generation banks and their implications for employee engagement. By identifying the factors that influence employee engagement and discerning effective leadership strategies to enhance engagement levels, this research aims to provide valuable insights and actionable recommendations for improving organizational performance and competitiveness in the dynamic banking landscape of India.

### 1.1 Objectives of the study

With this background the current study has formulated the following objectives to study.

- To assess the relationship between leadership style assessment and job position in the bank.
- To investigate the association between employee engagement assessment and experience in the bank.
- To analyze the extent to which leadership style assessment and employee engagement assessment are influenced by organizational factors such as job position and experience.

### 1.2 Hypothesis of the study

With this background the objectives have formulated the following hypothesis to study.

- Leadership Style Assessment and Job Position in the Bank got associated with each other
- There is a relationship between Leadership Style Assessment and Job Position in the Bank
- There is a correlation between Leadership Style Assessment and Job Position in the Bank
- Employee Engagement Assessment and Experience in the Bank got associated with each other
- There is a regression between Employee Engagement Assessment and Experience
- Employee Engagement Assessment and Experience in the Bank is also correlated with each other

## 2. REVIEW OF LITERATURE

This section presents a review of the relevant body of prior research in relation to the current investigation.

### 2.1 Leadership style and bank employees

In a study titled "Transforming people practices by re-structuring job engagement practices for Generation Z," Pandita and Kumar (2022) investigate the relationship between job engagement (JOB) and perceived organizational support (POS), perceived supervisor support (PSS), and co-worker relationships (COP) among Generation Z employees in the Indian IT sector. Analyzing 302 survey responses through structural equation modeling, the study finds that all three dimensions (POS, PSS, and COP) positively impact JOB, with PSS being the most influential factor. The findings underscore the importance of tailored engagement strategies in retaining and effectively managing Generation Z employees, offering valuable insights for HR practitioners and policymakers in optimizing HR policies for this demographic group.

Bachmid, S. (2021) in his study aims to determine the influence of leadership style and work motivation on employee performance at Bank Mandiri Syariah Palu Indonesia. This study employed a quantitative study, and the data were collected through a survey. The results show that leadership style and work motivation simultaneously affect employee performance at the Bank Mandiri Syariah Palu Indonesia. Among those variables, leadership style has a more significant effect on employee performance. In contrast, work motivation has less influence on employees' work performance, but it still plays a role in the employees' work performance. The study contributes to better strategy in managing leadership and works motivation to enhance employees' work performances within Islamic banking industries

The study by Mawoli and Olanrewaju (2021) compares the level of employees' commitment between Old and New Generation Banks in Ilorin metropolis. Through surveying 146 employees from Old Generation Banks and 191 from New Generation Banks, the study employs descriptive statistics and the Mann-Whitney U-Test for analysis. Interestingly, the findings suggest no significant difference in employees' organizational commitment between the two types of banks. Consequently, the study recommends that

both types of banks should focus on enhancing employee commitment as a strategy for competitive advantage, employee retention, and overall business growth.

Tuffour et al. (2019) investigated whether there is a difference in the leadership style of leaders owing to gender and determined the leadership style that is most prevalent among bank managers. We took a representative sample of 160 managers and employees from 10 different commercial banks and compared them. During the course of the research, both the hierarchical regression method and the independent sample t-test were utilized. Because many of the previous studies on leadership styles have concentrated on industries that are not related to finance, financial organizations were selected for this research. The most prevalent leadership style in the finance industry, according to the findings of the research, is transactional leadership. After accounting for a number of demographic and institutional factors, research has demonstrated that transformational and laissez-faire leadership styles have substantial positive effects on employee engagement. Although transactional leadership is the most prevalent, it only accounts for 4.8% of employee engagement, whereas transformational leadership is responsible for employee engagement 51% of the time. There is evidence that married employees are more likely to be committed than their single counterparts; however, the commitment level of an employee decreases as the number of children increases. Although all three leadership styles have a positive effect on the degree to which employees feel committed to their positions, transactional and laissez-faire leadership styles are the most influential.

## **2.2 Employee engagement and bank employees**

The level of engagement shown by workers within an organization is a critical component in determining whether or not it will be successful and profitable. EE is the primary factor that facilitates a closer relationship between employees and management. In addition to demographic variables, there are a variety of other factors that influence employee engagement. The researchers have narrowed down some of the variables, and they have been categorized under the heading of Individual factor. There is a favorable correlation between employee engagement and the factors, namely organizational factors and group factors. In order to achieve improved performance, these aspects need to be given greater care and consideration. In addition to that, increased participation from workers inside the organization is necessary in order to achieve the desired level of productivity there. Applications/Improvements: The current study conducts an analysis of the elements that influence the Employee Engagement of employees working in rural areas. The primary findings of the study will assist banking organizations operating in rural areas in the development of HR policies that, in turn, would promote the engagement level of their employees. (Anand et.al 2016)

Warnabarana, T.D., & Randika, P.A. (2022) prioritizes to determine the relationship of employee engagement and financial wellbeing and the relationship between influencing factors of employee engagement and financial wellbeing of Bank of Ceylon Matara District. One of the Sri Lankan governments owned systematically important bank was selected through purposive sampling. Organizational support, Job stress, Information technology in the organization, Family and social support, Individual issues and organizational society are occupied to measure the employee engagement. When summarizing Regression analysis results, Organizational Society and Job Stress have a positive significant impact on Financial Wellbeing and Individual Issues has negative significant impact on Financial Wellbeing. On the other hand, Organizational Support, Family Support, and ICT have no significant impact on Financial Wellbeing of workers who are working for BOC in Matara district.

Chovarda, M., & Theriou, G.N. (2021) examines the potential impact of Perceived Training Opportunities (PTO) and Perceived Investment in Employee Development (PIED) on work engagement. A research model has been developed and empirically tested, using primary data from a survey of 185 bank employees working in Greece. Empirical results reveal a strong relationship between PTO and PIED with work engagement. They suggested that Banks should invest in training and development opportunities as a means to enhance work engagement and gain a competitive edge in delivering high quality services to the customers.

The literature review reveals a gap in research focusing on the interaction between leadership styles, employee engagement, and organizational performance, particularly concerning Generation Z employees in the banking sector. While existing studies explore leadership styles' impact on employee performance and engagement, and others examine employee engagement within banking, there is limited research integrating both aspects, especially considering Generation Z. Future studies could address this gap by

exploring how different leadership styles influence engagement and performance among Generation Z employees in banks, and by investigating tailored engagement strategies for this demographic.

### 3. METHODOLOGY

The methodology employed in this study aimed to investigate the impact of employee engagement through leadership style on staff retention in next-generation banks, utilizing a quantitative research approach. The research design encompassed various components, including purpose, demographics, sample sizes, data collection tools, analysis methods, and data gathering procedures. A purposive sampling technique was adopted to select 110 participants deemed relevant to the study's objectives, ensuring the inclusion of individuals with pertinent experiences. Data were collected through a structured questionnaire designed to assess employee engagement, leadership style, and staff retention factors, incorporating validated scales for effective measurement. Both electronic and in-person surveys were utilized based on participants' preferences. Subsequently, collected data underwent descriptive analysis, including frequency, percentage, and charts, to summarize key characteristics. Furthermore, one-way ANOVA, multiple regression analysis, and correlation analysis were employed to explore relationships between variables and address study objectives. Additionally, a pilot study involving 30 respondents was conducted to validate the questionnaire's effectiveness and refine it based on participant feedback. The pilot study identified certain limitations in question clarity and relevance, prompting necessary adjustments to enhance the questionnaire's validity and reliability. Overall, this comprehensive methodology facilitated a thorough examination of the interplay between employee engagement, leadership style, and staff retention within next-generation banks.

### 4. RESULTS AND DISCUSSION

The primary goal of the study was to investigate the socio-demographic aspects of the individuals who were chosen to participate in the study. Age, gender, job position, and years of experience were the four socio-demographic factors that were investigated in this study.

**Table 1: Socio-Demographic variables**

Variables		Frequency	Percentage
Age (In years)	21 – 30	44	40.0
	31 – 40	44	40.0
	41 – 50	11	10.0
	More than 50	11	10.0
Gender	Male	66	60.0
	Female	44	40.0
Job Position	Assistant Manager	52	47.3
	Branch Manager	26	23.6
	Clerk	22	20.0
	Senior Clerk	10	9.0
Experience	0 – 2 years	12	10.9
	2 – 5 years	22	20.0
	5 – 10 years	21	19.1
	More than 10 years	55	50.0

An engaged worker is a reward for the employer because they have instrumental influence in producing a more positive and pleased working environment for their counter employees as well as the organization. This is beneficial for both the organization and the counter employees. Employees that have a high level of engagement are looked up to as models for the rest of the staff because they help create an appropriate working environment and culture, both of which contribute to an increase in the engagement level of other workers.

Engaged employees represent a valuable asset to employers, exerting a significant influence on fostering a positive work environment for both colleagues and the organization as a whole. Their high level of engagement serves as a model for others, contributing to the overall enhancement of workplace culture and employee engagement levels. Upon classifying the sample respondents by age, it was discerned that the majority, approximately 80%, fell within the age range of 21 to 40 years, with the remaining 20%

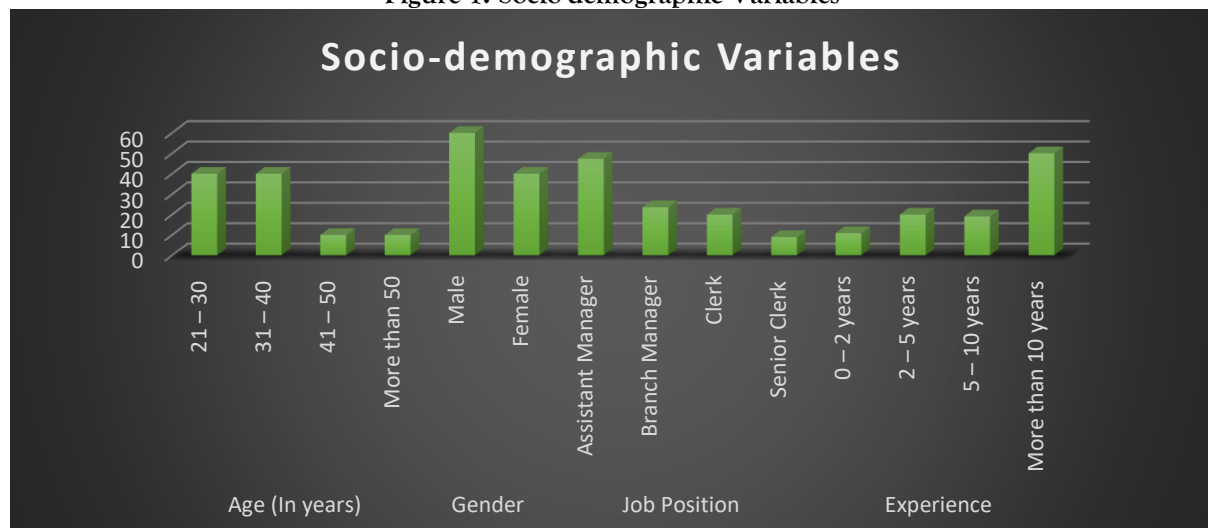
falling within the age range of 31 to over 50 years. This distribution underscores the predominance of younger individuals in the sample, suggesting potential distinctions in leadership style and employee engagement within this demographic cohort.

Furthermore, the gender-wise classification revealed a higher representation of male respondents, accounting for approximately 60% of the sample, compared to 40% female respondents. This gender distribution within the sample underscores the male predominance in leadership assessment and employee engagement studies. Regarding job positions, the majority of respondents, comprising 47.3%, held assistant manager roles, followed by 23.6% in branch manager positions, with clerks and senior clerks constituting 20% and 9%, respectively. Given the prevalence of a younger demographic among the sample, a substantial proportion occupied assistant manager roles, with the remainder distributed across various employment fields.

Analyzing the sample's years of experience revealed that nearly half possessed over ten years of experience, while 20% had experience ranging from two to five years. The remaining individuals had experience spanning from zero to two years or five to ten years. This emphasis on extensive experience within the sample underscores its significance in driving employee engagement. As experience significantly influences employee engagement levels, this demographic subset was carefully selected to facilitate the current research endeavor.

The study findings revealed that the majority of the sample population, consisting of individuals aged between 21 to 40 years, demonstrated distinct leadership styles and levels of employee engagement. A higher representation of male respondents was noted compared to female respondents, highlighting gender imbalances in leadership assessments. Assistant managers comprised the largest proportion of the sample, followed by branch managers, clerks, and senior clerks, with individuals possessing over ten years of experience being predominant. Transformational leadership qualities were prevalent among supervisors, contributing positively to employee engagement through effective communication, empowerment, recognition, and rewards. Employee engagement levels were reported to be high, with factors such as career growth and work-life balance playing crucial roles. Additionally, years of experience exhibited a positive correlation with employee engagement levels, indicating the significance of tenure in driving engagement. These findings underscored the importance of tailored approaches to leadership and organizational support in fostering employee engagement across various demographics.

**Figure 1: Socio-demographic Variables**



#### 4.1 Leadership Style Assessment

Leadership in an organization has a significant impact on the way in which workers feel about the work that they do. The function of leadership in the modern corporations has shifted significantly in recent years. According to Saleem (2015) and Silvika (2024), the management team of an organization and the leadership style it employs are the two primary factors that determine the success of the organization. The purpose of the study was to estimate the different styles of leadership displayed by the participants in the sample. The results of the research conducted on different styles of leadership are outlined in Table 2, which can be seen here.

**Table 2: Leadership Style Assessment**

Variables		Frequency	Percentage
L1	Autocratic	11	10.0
	Laissez-faire	22	20.0
	Transactional	11	10.0
	Transformational	66	60.0
L2	Strongly Agree	66	60.0
	Agree	33	30.0
	Strongly Disagree	11	10.0
L3	Daily	55	50.0
	Frequently	33	30.0
	Once in a while	11	10.0
	Rarely	11	10.0
L4	Strongly Agree	33	30.0
	Agree	66	60.0
	Strongly Disagree	11	10.0
L5	Strongly Agree	44	40.0
	Agree	55	50.0
	Neutral	11	10.0

In the examination of immediate supervisor leadership quality, approximately sixty percent (60%) of the supervised individuals adhered to transformational leadership, with twenty percent (20%) following laissez-faire, and the remaining participants exhibiting autocratic and transactional leadership traits. Transformational leadership, characterized by its ability to effect positive change in both individuals and social systems, predominated among the respondents. The study revealed that around sixty percent (60%) of employees perceived their supervisor's leadership style as conducive to fostering employee engagement. A strong consensus emerged supporting the notion that supervisors played a beneficial role in enhancing employee engagement within the sample population. Only ten percent (10%) of respondents disagreed with their supervisor's effectiveness in promoting employee engagement, while approximately thirty percent (30%) expressed agreement.

The findings indicated that the majority of the sample respondents were deemed effective in facilitating employee engagement within the new generation bank context. Regarding supervisor communication and feedback provision, approximately fifty percent (50%) of respondents reported daily interaction with their supervisors, sharing valuable suggestions for enhancing employee engagement. One-third (33%) of participants indicated regular communication with their supervisors, while twenty percent (20%) reported occasional interactions. This demonstrated that a significant portion of respondents experienced regular and constructive communication from their supervisors, aimed at boosting employee engagement.

Regarding supervisor empowerment and decision-making authority, approximately sixty percent (60%) of respondents agreed that their supervisors empowered them to make decisions, with thirty percent (30%) expressing partial agreement, and ten percent (10%) disagreeing. These results suggested that a majority of respondents felt empowered in their roles, contributing to the effectiveness of their work. Furthermore, around forty percent (40%) strongly agreed, and fifty percent (50%) agreed that their supervisors recognized and rewarded their performance, while ten percent (10%) remained neutral. These findings highlighted the prevalence of recognition and reward mechanisms within the sampled organizations, effectively fostering employee engagement.

The study investigated immediate supervisor leadership quality and its impact on employee engagement within the new generation bank setting. Results revealed that approximately sixty percent of participants exhibited transformational leadership traits, conducive to fostering employee engagement. Strong consensus emerged, with around sixty percent of employees perceiving their supervisors as effective in promoting engagement. Daily communication with supervisors was reported by fifty percent of respondents, contributing to constructive feedback and engagement. Sixty percent of participants felt empowered by their supervisors to make decisions, enhancing work effectiveness. Additionally, recognition and reward mechanisms were prevalent, with ninety percent of respondents acknowledging their supervisors' efforts. Overall, the findings underscored the positive relationship between leadership

style, communication, empowerment, and recognition in facilitating employee engagement within the bank.

#### 4.2 Employee Engagement Assessment

Human resources (HR) coined the term "employee engagement" to describe the level of a person's enthusiasm and dedication towards their employment. Employees who are engaged in their work and the organization's performance care about both, and they believe their contributions make a difference. The results of the researcher's analysis of the level of employee involvement in their organization are presented in Table 3 below. The analysis was performed using a selection of samples.

**Table 3: Employee Engagement assessment**

Variables		Frequency	Percentage
EEA1	Strongly Disengaged	-	
	Disengaged	-	
	Neutral	-	
	Engaged	33	30.0
	Strongly Engaged	77	70.0
EEA2	Career Growth	32	29.1
	Job Security	28	25.5
	Organization Culture	11	10.0
	Work Life Balance	39	35.5
EEA3	Very much Satisfied	33	30.0
	Satisfied	44	40.0
	Neutral	22	20.0
	Dissatisfied	11	10.0
EEA4	Strongly Agree	11	10.0
	Agree	77	70.0
	Neutral	22	20.0
	Strongly Disagree	11	10.0
EEA5	Very much Satisfied	33	30.0
	Satisfied	35	31.8
	Neutral	21	19.1
	Dissatisfied	21	19.1

In terms of employee engagement within the organization, findings indicated that 70 percent of employees reported being highly engaged in their work, while the remaining 30 percent reported moderate engagement. All sample respondents, constituting 100 percent, demonstrated some level of engagement with their organization, indicating that the organization offers opportunities for employee engagement. Regarding specific engagement opportunities provided by the organization, results showed that 35.5 percent mentioned work-life balance, followed by 29.1 percent citing career growth, 25.5 percent referring to job security, and 10 percent mentioning organizational cues. Assessing the support and resources provided by the organization to facilitate job performance, approximately 50 percent of employees expressed satisfaction, with 30 percent indicating high satisfaction, 20 percent remaining neutral, and 10 percent expressing dissatisfaction with the level of support and resources available.

The study revealed that a majority of employees exhibited high levels of engagement in their work, indicating effective organizational engagement strategies. Various opportunities for engagement, including work-life balance, career growth, job security, and organizational support, were provided by the organization. Satisfaction levels regarding support and resources varied among respondents, with a significant portion expressing contentment.

#### 4.3 Association between Leadership Style Assessment and Job Position in the Bank

The results of the investigator's application of ANOVA to analyze the relationship between the employee's job position and leadership style are presented in Table 4, which can be found here.

**Table 4: Association between Leadership Style Assessment and Job Position in the Bank**

Variables		Mean	SD	SE	F-Value	.Sig
L1	Assistant Manager	3.15	0.96	0.13	16.823	.000**

	Branch Manager	4.00	0.00	0.00		
	Clerk	2.18	1.26	0.27		
	Senior Clerk	3.60	0.84	0.27		
L2	Assistant Manager	1.87	0.71	0.10	0.715	.545 <sup>NS</sup>
	Branch Manager	1.65	0.49	0.10		
	Clerk	1.82	0.39	0.08		
	Senior Clerk	1.80	0.63	0.20		
L3	Assistant Manager	1.75	1.08	0.15	1.508	.217 <sup>NS</sup>
	Branch Manager	1.62	0.50	0.10		
	Clerk	2.18	1.26	0.27		
	Senior Clerk	1.70	0.48	0.15		
L4	Assistant Manager	1.87	0.71	0.10	0.715	.545 <sup>NS</sup>
	Branch Manager	1.65	0.49	0.10		
	Clerk	1.82	0.39	0.08		
	Senior Clerk	1.80	0.63	0.20		
L5	Assistant Manager	1.87	0.71	0.10	4.621	.004 <sup>**</sup>
	Branch Manager	1.38	0.50	0.10		
	Clerk	1.82	0.39	0.08		
	Senior Clerk	1.40	0.70	0.22		

\*\*=Significant at 1% level, NS=Not Significant

At a significance level of 5 percent, it was determined that there exists a statistically significant association between employees' overall job engagement (L1) and workplace reward and recognition (LA). However, no statistically significant associations were found between other variables and employees' leadership styles or job positions within the new generation bank. The investigation into employees' job satisfaction has been a subject of extensive research, given its substantial impact on their commitment and involvement in the organization. Providing an environment conducive to growth and development may lead to increased levels of productivity and effectiveness among employees. Consequently, the degree of employee engagement becomes crucial in enhancing overall performance. Engaged employees are more likely to contribute meaningfully to both their personal objectives and the organizational goals. Therefore, ensuring the acquisition of the best talent and fostering their continued engagement falls under the purview of the human resources department.

The study found a significant association between employees' overall job engagement and workplace reward and recognition at a 5 percent significance level. However, no statistically significant associations were observed between other variables such as leadership styles or job positions within the new generation bank. Job satisfaction emerged as a critical factor impacting employees' commitment and involvement in the organization, highlighting the importance of fostering an environment conducive to growth and development. Engaged employees are more likely to contribute meaningfully to both personal and organizational goals, emphasizing the role of human resources in acquiring and retaining top talent through effective engagement.

#### 4.4 Regression between Leadership Style Assessment and Job Position in the Bank

To find the relationship between dependent (Job Position) and independent factors (Leadership Style Assessment) multiple regression analysis were used. The following hypothesis were tested from this analysis:

H<sub>0</sub>: There is no relationship between Leadership Style Assessment and Job Position in the Bank

**Table 5: Regression between Leadership Style Assessment and Job Position in the Bank**

Variables	R	R2	F-value	.Sig	T-value	.Sig
L1	.785	.659	4.955	.002	2.498	.014*
L2					1.007	.238 <sup>NS</sup>



L3					1.217	.226 <sup>NS</sup>
L4					2.888	.005*
L5					-3.505	.001**

Dependent Variable: Job Position

The results of the multiple linear regression analysis, as presented in Table 5, revealed important insights. The correlation coefficient (R) indicated a relationship between the dependent and independent variables, suggesting that leadership style assessment varied according to job position within the bank. With an R value of 0.785 and an R<sup>2</sup> value of 0.659, it was evident that approximately 65.9% of the variance in leadership style assessment could be explained by job position. Therefore, the null hypothesis was rejected, confirming a significant relationship between the dependent and independent variables. Further examination through t-values showed that leadership styles L5, L1, and L4 were significant at the 1% and 5% levels of significance, whereas L2 and L3 did not demonstrate significance. These findings underscored a meaningful association between leadership style and job position. This aligns with the research conducted by Makambe and Botswan (2019), which contributed to the understanding of leadership styles and their impact on employee performance in the banking sector, highlighting the effectiveness of certain styles in fostering positive outcomes while revealing limitations of others.

The regression analysis revealed a significant relationship between leadership style and job position within the bank. Approximately 65.9% of the variance in leadership style assessment could be explained by job position, with certain leadership styles showing significance at the 1% and 5% levels. This aligns with prior research, indicating the importance of leadership style in influencing employee performance in the banking sector.

#### 4.5 Correlation between Leadership Style Assessment and Job Position in the Bank

In order to identify if there is any correlation between Leadership Style Assessment and Job Position in the Bank the investigator has used correlation and the result can be seen in the following Table 6 and it is done to find out the acceptance level of the hypothesis.

H<sub>0</sub>: There is no correlation between Leadership Style Assessment and Job Position in the Bank

**Table 6: Correlation between Leadership Style Assessment and Job Position in the Bank**

Correlations							
Control Variables			L1	L2	L3	L4	L5
Job Position	L1	Correlation	1.000	-.254	.429	-.254	-.372
		Significance (2-tailed)	.	.008	.000	.008	.000
		df	0	107	107	107	107
	L2	Correlation	-.254	1.000	-.406	1.000	.891
		Significance (2-tailed)	.008	.	.000	.000	.000
		df	107	0	107	107	107
	L3	Correlation	.429	-.406	1.000	-.406	-.408
		Significance (2-tailed)	.000	.000	.	.000	.000
		df	107	107	0	107	107
	L4	Correlation	-.254	1.000	-.406	1.000	.891
		Significance (2-tailed)	.008	.000	.000	.	.000
		df	107	107	107	0	107
	L5	Correlation	-.372	.891	-.408	.891	1.000
		Significance (2-tailed)	.000	.000	.000	.000	.
		df	107	107	107	107	0

Table 6 presents the correlation matrix between Leadership Style Assessment (L1-L5) and Job Position in the Bank. Each cell in the table displays the correlation coefficient (r) between the corresponding variables, along with the significance level (2-tailed) and the degrees of freedom (df). The correlation coefficients indicate the strength and direction of the relationship between the variables. For instance, the correlation between L1 (Leadership Style Assessment) and Job Position is -.254, indicating a negative correlation. This suggests that as Job Position increases, there is a slight decrease in Leadership Style Assessment. The correlation is statistically significant at p = 0.008, indicating that this relationship is unlikely to have occurred by chance.

Similarly, the correlation between L2 and Job Position is -0.254, also statistically significant at  $p = 0.008$ . L3 exhibits a positive correlation of 0.429 with Job Position, significant at  $p = 0.000$ . L4 and Job Position show a correlation of -0.254, significant at  $p = 0.008$ . Lastly, L5 demonstrates a strong positive correlation of 0.891 with Job Position, highly significant at  $p = 0.000$ . Thus, the result shows position in the bank have a positive correlation on leadership style assessment. As their position increases the leadership style will also modify. This finding contradicts the views of Wang et al. (2011) and Sofi and Devanadhen (2015) who believe that job position has a significant and positive impact on the performance of an employee in an organization.

#### 4.6 Association between Employee Engagement Assessment and Experience in the Bank

The investigator looked at whether or not there was a correlation between the number of years of experience an employee had and their level of engagement in the new generation bank. The results of the investigations are presented in the Table 7 that may be found below (5).

**Table 7: Association between Employee Engagement Assessment and Experience in the Bank**

Variables		Mean	SD	SE	F-Value	.Sig
E1	0 – 2 years	5.00	0.00	0.00	6.852	.000**
	2 – 5 years	4.77	0.43	0.09		
	5 – 10 years	5.00	0.00	0.00		
	More than 10 years	4.60	0.49	0.07		
E2	0 – 2 years	1.92	1.31	0.38	11.634	.000**
	2 – 5 years	1.50	1.10	0.23		
	5 – 10 years	2.57	1.16	0.25		
	More than 10 years	3.04	1.02	0.14		
E3	0 – 2 years	3.08	0.29	0.08	11.162	.000**
	2 – 5 years	1.36	0.79	0.17		
	5 – 10 years	2.43	1.54	0.34		
	More than 10 years	2.00	0.64	0.09		
E4	0 – 2 years	2.08	0.29	0.08	7.206	.000**
	2 – 5 years	2.95	1.29	0.28		
	5 – 10 years	1.95	1.02	0.22		
	More than 10 years	2.18	0.39	0.05		
E5	0 – 2 years	3.08	0.29	0.08	9.424	.000**
	2 – 5 years	1.50	0.86	0.18		
	5 – 10 years	2.43	1.54	0.34		
	More than 10 years	1.98	0.62	0.08		

\*\*=Significant at 1% level

Table 7 presents the association between Employee Engagement Assessment (E1-E5) and Experience in the Bank. The table provides the mean, standard deviation (SD), standard error (SE), F-value, and significance level (.Sig) for each variable. The mean values represent the average score of each Employee Engagement Assessment category based on years of experience in the bank. Standard deviation indicates the variability of scores within each category, while standard error reflects the precision of the mean estimate. An analysis of variance (ANOVA) was conducted to examine the differences in Employee Engagement Assessment scores across different experience groups. The F-value indicates the ratio of the variance between groups to the variance within groups.

The significance level (.Sig) indicates whether the observed differences in Employee Engagement Assessment scores are statistically significant. In this table, all variables (E1-E5) show significant differences across different experience groups, as indicated by p-values less than 0.01 (significant at the 1% level). These findings suggest that there is a significant association between employees' years of experience in the bank and their levels of engagement as assessed by various metrics (E1-E5). This

underscores the importance of considering employees' tenure in understanding and promoting engagement within the organization.

#### 4.7 Regression between Employee Engagement Assessment and Experience in the Bank

To find the relationship between dependent (Experience) and independent factors (Employee Engagement Assessment) multiple regression analysis were used. The following hypothesis were tested from this analysis:

H<sub>0</sub>: There is no regression between Employee Engagement Assessment and Experience

**Table 8: Regression between Employee Engagement Assessment and Experience in the Bank**

Variables	R	R2	F-value	.Sig	T-value	.Sig
E1	.798	.625	7.631	.000	-2.361	.020*
E2					4.747	.000**
E3					3.589	.004**
E4					4.121	.002**
E5					2.986	.015*

Dependent Variable: Experience

The findings of the multiple regression analysis, as depicted in Table 8, elucidate several key relationships. The R value represents the correlation between variables, with the R square value indicating the degree of determination, elucidating the extent to which leadership style assessment is influenced by position in the bank. The observed R value (0.798) and R2 value (0.625) reveal that 62.5% of the variation in employee engagement assessment can be accounted for by years of experience. Consequently, the null hypothesis is rejected, signifying a significant relationship between dependent and independent factors. Examination of the t-values elucidates that employee engagement assessment demonstrates significant relationships at both the 1% and 5% levels of significance. These results underscore a notable association between dependent and independent variables. This finding resonates with prior research by Yao et al. (2022), which posited a relationship between work engagement, years of work, and job performance, albeit potentially nonlinear and exhibiting an inverted U-shaped pattern.

#### 4.8 Correlation between Employee Engagement Assessment and Experience in the Bank

In order to identify if there is any correlation between employee engagement assessment and their years of experience in the bank the investigator has used correlation and the result can be seen in the following Table 9 and it is done to find out the acceptance level of the hypothesis.

H<sub>0</sub>: There is no correlation between Employee Engagement Assessment and Experience

**Table 9: Correlation between Employee Engagement Assessment and Experience in the Bank**

Control Variables			E1	E2	E3	E4	E5
Experience	E1	Correlation	1.000	-.045	.345	.153	.259
		Significance (2-tailed)	.	.646	.000	.113	.006
		df	0	107	107	107	107
	E2	Correlation	-.045	1.000	.079	-.176	.098
		Significance (2-tailed)	.646	.	.416	.067	.311
		df	107	0	107	107	107
	E3	Correlation	.345	.079	1.000	.145	.888
		Significance (2-tailed)	.000	.416	.	.133	.000
		df	107	107	0	107	107
	E4	Correlation	.153	-.176	.145	1.000	.191
		Significance (2-tailed)	.113	.067	.133	.	.047
		df	107	107	107	0	107
	E5	Correlation	.259	.098	.888	.191	1.000
		Significance (2-tailed)	.006	.311	.000	.047	.
		df	107	107	107	107	0

A Pearson product-moment correlation was run to determine the correlation between employee engagement assessment and their years of experience in the bank. E1 is positively correlated with E3 and E5. E3 is positively correlated with E1 and E5, E4 is correlated with E5 and E5 is correlated with E1, E3

and E4 at 1% and 5% level of significance. Thus, the result shows employee engagement is based on the years of experience in the bank. As their year of experience increase the engagement assessment will also improve. Work engagement is a positive and complete emotional and cognitive state related to work, associated with the characteristics of persistence and dispersion (Li and Ling, 2007; Aldabbas et al., 2021) And the year of experience has association with the employee engagement and job satisfaction in an organization

## 5. CONCLUSION

The digitalized economy places a premium on concepts like leadership style and workforce engagement. In the current study, it was observed that competent leaders are able to maintain the new generation's bank employees' healthy involvement in the company. Based on the comprehensive analysis conducted in this study, several key findings have emerged regarding the relationship between leadership style, employee engagement, and socio-demographic factors within the context of next-generation banks. Firstly, the socio-demographic analysis revealed that the majority of respondents were aged between 21 to 40 years old, indicating a younger population with distinctive leadership styles and levels of employee engagement. Additionally, the study found a predominance of male respondents, with assistant managers comprising the largest portion of the sample group. In terms of leadership style assessment, the research identified a significant presence of transformational leadership, with approximately 60% of respondents exhibiting this style. Transformational leadership was positively correlated with employee engagement, indicating its effectiveness in fostering a positive work environment and enhancing employee commitment. Employee engagement assessment revealed that the majority of respondents were highly engaged in their work, with work-life balance being the most significant factor contributing to engagement. Moreover, there was a positive correlation between years of experience and employee engagement, suggesting that as employees gain more experience, their engagement levels tend to increase. The association between leadership style assessment and job position indicated that certain leadership styles were more prevalent among different job roles within the bank. Furthermore, regression analysis confirmed a significant relationship between leadership style and job position, emphasizing the importance of effective leadership in various organizational roles. Similarly, regression and correlation analyses demonstrated a significant relationship between employee engagement assessment and years of experience, highlighting the role of experience in shaping engagement levels.

In conclusion, this study contributes valuable insights into the dynamics of leadership style, employee engagement, and socio-demographic factors within next-generation banks. The ultimate goal of this research is to enhance organizational effectiveness and employee satisfaction by identifying effective leadership practices and promoting employee engagement. Based on these findings, it is recommended that banks focus on nurturing transformational leadership qualities among managers, prioritize initiatives that support work-life balance, and provide opportunities for career growth and development to enhance employee engagement. Additionally, ongoing training and development programs can help cultivate effective leadership skills and promote a positive organizational culture conducive to employee engagement and retention. By implementing these recommendations, banks can strive towards creating a supportive and engaging work environment that fosters employee well-being and organizational success.

## SUGGESTION OF THE STUDY

The main suggestion is to prioritize the development of transformational leadership qualities among managers. This can be achieved through structured leadership development programs aimed at enhancing skills such as communication, empathy, and empowerment. By cultivating transformational leadership, organizations can create a positive work environment that fosters employee engagement, improves job satisfaction, and drives overall organizational success.

## IMPLICATIONS OF THE STUDY

Understanding the significance of leadership in fostering a positive work environment and enhancing employee engagement is crucial for the success of these institutions. Based on our analysis, we propose several improvement strategies..

- To foster effective leadership abilities, extensive programmes that are customised to the particular requirements of new-generation banks should be put into place.

- A culture of participation can be created by supporting models of collaborative leadership that emphasise diversity, empowerment, and teamwork. To make sure that workers feel appreciated and acknowledged, leaders should place a high priority on developing open lines of communication and trust.
- Establishing strong feedback channels, such as frequent performance reviews, employee surveys, and suggestion boxes, can be a great way to learn about the opinions and worries of then staff.

### Conflicts Of Interest

The authors declare no conflicts of interest.

### Data Availability Statement

Not Applicable

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