

# Work Engagement: A Comparative Study of Bank, Education and Health Professionals

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## Abstract

Work engagement is defined as experiencing high levels of vigor, dedication and absorption (Bakker, 2011). **Objectives:** To explore whether the level of work engagement differs in professionals working in different working sectors in Bhopal (M.P), India. The present study compares work engagement among bank, education and health professionals working as government employees. **Methods:** A sample of 300 professionals (bank=100, education=100 & health professionals=100) working in different government organizations viz. Bank, education or health sector. Utrecht Work Engagement Scale was used to measure work engagement in various work situations (Schaufeli & Bakker, 2004). After collecting responses on work engagement for all the three groups, ANOVA and Post Hoc Analysis were applied to explore the difference among the three groups. **Results:** The findings of the study showed that there is a significant difference in work engagement among the three working sectors. Moreover, the Post Hoc analysis explained that health professionals have highest level of work engagement among the three groups. While as, bank professionals showed lowest level of work engagement when compared with health and education professionals working in Bhopal. **Conclusion:** It can be concluded that work engagement differs among professionals of different organizations. The findings support the statement that type of working sector has a significant role in determining work engagement of its professionals. **Implications:** Working sectors can enhance the quality of work engagement by developing and maintaining supportive and positive work experiences (e.g. control, reinforcements, and recognition) consistent with effective human resource management services.

**Keywords:** Work engagement, working sector, vigour, dedication and absorption.

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## Introduction

**Work engagement:** The term engagement stands for participation, interest, zeal, dedication and obsession and energy. This definition of engagement is the everyday understanding about the term engagement. Some dictionaries define the term engagement as the emotional investment and commitment and begin in gear. This paper is concerned but engagement at work. The phrase work engagement is often used as synonymous to employee engagement. This paper will prefer to use the phrase work engagement instead of employee engagement. The phrase work engagement stands for an employees' involvement in his/her work. The term work engagement may also mean the person's association with the body he/she is working in (Schaufeli, 2013). This

concept has been widely taken into consideration by the various researchers across the world. As per Lockwood (2007), the concept of work engagement has been "a positive, fulfilling, work-related state of mind, most commonly characterised by vigour, dedication and absorption (Schaufeli, Salanova, GonzálezRomá & Bakker, 2002)".

One of the earliest descriptions of engagement as a psychological concept focused on personal engagement and the degree of investment of the self in work (Kahn 1990). Subsequent research largely remained focused on burnout and illness and researchers were called upon to include positive outcomes as well (Seligman and Csikszentmihalyi, 2000). The concept of engagement was then revisited and adopted into the

broader operationalization of work engagement as a distinct and positive form of well-being alongside burnout (Schaufeli et al. 2002). Work engagement is defined as experiencing high levels of vigor, dedication and absorption (Bakker 2011)

Work engagement deserves more attention in bank, education and health professionals because of its positive relations with personal well-being and performance at work (Berg, Mastenbroek, Scheepers & Jaarsma, 2017).

**Objective:** To compare the levels of work engagement among bank, education and health personnel working in Bhopal.

**Hypothesis:** There will be a significant difference in the mean scores of work engagement among bank, education and health personnel working in Bhopal.

**Sample:** The sample for the present study consists of 300 subjects which are divided into three equal groups on the basis of working sector. Group-1 consists of 100 bank personnel (State Bank of India); Group-2 consists of 100 education personnel (government lecturers); and Group-3 consists of 100 personnel of health sector (permanent doctors) working in Bhopal. The sample was selected following deliberate sampling procedure. The maximum age limit for participants was fixed to 45 years.

*The Inclusion Criteria were:* 1) Bank, education and health professionals posted in Bhopal (M.P.), India, at the time of the survey. 2) Government employees were included. 3) Both male and female subjects were taken into consideration for the study. 4) Employees of 25 to 45 years of age group. 5) Employees from State bank of India (SBI), government lecturers and doctors employed in government hospitals of Bhopal were included in the study as well.

*The Exclusion Criteria were:* 1) Bank, education and health professionals posted in other areas of

Madhya Pradesh at the time of survey were not part of the present study. 2) Private or contractual employees were excluded. 3) Employees below 25 years and above 45 years of age were excluded. 4) Bank employees from banks other than SBI.

**Tool Description:** Utrecht Work-Engagement Scale (UWES) (Schaufeli & Bakker, 2004) is a 17 items scale measuring the feelings experiencing in various work situations. Respondents rate the items on a scale from 'never'=0 to 'everyday'=6. The total score is achieved by adding up the scores on all the items and greater score indicates higher work engagement. Three dimensions of vigor, dedication and absorption combine to form work engagement. The Cronbach's alpha for the scale is equal to .70 (Nunnally & Bernstein, 1984). The reliability coefficient for all the three sample groups was calculated for the present study. The Chronbach's alpha for the present study was calculated as .73, .78 and .72 for bank, education and health professionals respectively.

**Demographic Data Sheet:** The researcher constructed a demographic data sheet keeping in view the sample of the study on variables: age, gender, organisation and nature of the job.

**Statistical Techniques Used:** The data for the present study was analysed by using Mean, SD, One-Way ANOVA and Tukey-HSD Post Hoc Analysis.

Tables 1: Showing descriptive statistics of work engagement among bank, education and health professionals.

Variable	Organisat ion	N	Me an	SD	Mi n.	Ma x.
Work engagem ent	Bank	100	68.16	9.274	48	89
	Educatio n	100	73.01	9.112	48	98
	Health	100	81.36	8.978	52	99

It can be observed from the table 1 that the mean score of bank professionals on work engagement is 68.16 with SD of 9.274, the mean score of Bhopal is 81.36 with SD of 8.978.

education professionals is 73.01 with SD of 9.112 and the mean score of health professionals of

Table 2: Presenting Analysis of Variance (ANOVA) of work engagement among bank, education and health professionals.

Variable		Sum-of-Squares	Df	Mean Square	F	Sig.
Work Experience	Between Groups	1916.167	2	781.280	12.484	.000**
	Within Groups	10963.702	297	58.341		
	Total	12879.869	299			

\*\*Significant at 0.01 level of significance

The table 2 showed the F-ratio of work engagement among bank, education and health professionals of Bhopal. The results explained that there is a significant difference of mean scores of work engagement among the three sectors. The F-ratio ( $F = 12.484$  with  $df = 2, 297$ ) is significantly greater than the critical value at 0.01 level of significance. Thus the hypothesis, which states that there will be a significant difference in the mean scores of work engagement among bank, education and health personnel working in Bhopal, is accepted. It can be suggested that professionals working in different sectors have different levels of work engagement.

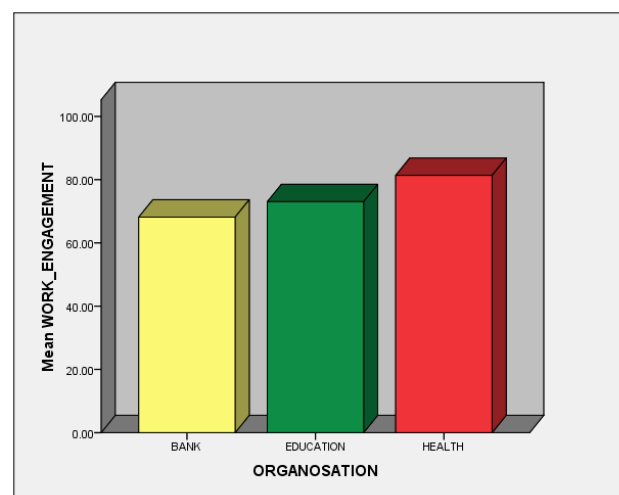


Figure 1: Presenting means scores difference on work engagement among bank, education and health professionals working in Bhopal.

Table 3: Presents Post Hoc analysis (Tukey-HSD) of work engagement among bank, education and health professionals:

Dependent Variable	Working-Sector (I)	Working-Sector (J)	Mean Difference (I-J)	Sig.
Work Engagement	Bank	Education	-4.850	.000**
		Health	-13.200	.000**
	Education	Health	-8.350	.000**

\*\*Significant at 0.01 level of significance

It has been explained by the Post Hoc analysis shown in the table 3 that there is a significant difference in the mean scores of work engagement between the bank and education; bank and health; and education and health professionals at 0.01 levels of significance. The observations showed that the health professionals have significantly highest level of work engagement among the three sectors. On the other hand, the bank professionals have scored lowest on work engagement among the three sectors. Hence, it can be concluded that the health professionals have higher levels of work engagement among the three sectors of working professionals; and the bank sector professionals have lower levels of work experience than the defense and private sector professionals working in Bhopal. The results of the current study are consistent with the results of many studies such as El-Kot and Burki (2010) conducted a study to find work engagement among managers and professionals in Egypt. The findings of the study showed that the levels of work engagement vary significantly among different work sectors. Moreover, engagement, particularly dedication, predicts various work outcomes.

**Implications:** Working sectors can enhance the quality of work engagement by developing and maintaining supportive and positive work experiences (e.g. control, reinforcements, and recognition) consistent with effective human resource management services.

## Appendix

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