

# Employee Engagement And Organizational Behavior: Building A Productive Workforce In The Banking Sector Of Peshawar, Khyber Pakhtunkhwa, Pakistan

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## Abstract

*This study was conducted in the banking industry Peshawar, Pakistan to find out the relationship and association between employee engagement and organizational behavior. As a matter of fact that employee engagement play a pivotal role in examining the organizational performance, along with the<sup>1</sup> main emphasis on the connection between worker productivity and employee engagement. A sample size of 381 respondents was selected for the study among the 825 population available for this study.*

## Objectives

*The primary objective of this study was to explore the link between employee engagement and organizational behavior in banking sector in Peshawar. Further, this study shows the significant role for increase the employee growth and productivity and the procedures to enhance and support the employees' outcomes.*

## Research Design

*The data was collected from employees working in the banks in Peshawar through structured questionnaires. The nature of the was selected as quantitative. To get the adequate representation of all the selected employees, all the data was collected from different strata.*

## Analysis, Methods, and Tools

*The collected data was analyzed and given a detail explanation as descriptive statistics. The two statistical methods correlation analysis and regression analysis was utilized to find the cause and effects of the variables of the study.*

## Findings

*The findings of the study provide sufficient evidence that how banks employees' productivity shall be increase by measuring the organizational behavior and employee engagement in Peshawar.*

## Results

*Results of the study showed that particularly in banking sector, how employee engagement play important role in improving the employees' productivity which leads to a business' success. Moreover, results also explained the different approaches and recommendations for enlightening employee engagement.*

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## **Introduction**

The banking sector plays a critical role in the local economy of Peshawar, Pakistan, providing employment opportunities and essential financial services to the city's residents. In the rapid growing banking industry, organizational behavior and employee engagement play a crucial role in determining an organization's performance and long-term survival (Gupta and Sharma, 2019). It has been established that employee engagement significantly affects both business success and worker satisfaction. It is described as the mental and emotional commitment workers make to their employers and their jobs by Macey and Schneider (2008). Nonetheless, organizational behavior encompasses the study of group and individual dynamics inside companies, including decision making procedures, leadership, communication, and culture (Robbins & Judge, 2019). the banking sector in Peshawar. Understanding organizational behavior and employee engagement in the banking sector of Peshawar is hence even more important. The banking sector has unique issues due to evolving client demands, technology improvements, and regulatory compliance. These challenges emphasize how important it is to establish an at (Shafiq et al. 2021). Since the banks in Peshawar rises above organizational borders, it could be an especially relevant to put for investigate on employee engagement and organizational behavior. Corresponding to a number of research, highly engaged employees are more likely to convey remarkable client services, presenting more job commitment, satisfaction and emphatically affecting the company's by and overall performance (Saks, 2006).

On the other hand, inadequate behavioral practices in business, such as ineffective leadership or ineffective communication, can reduce employee productivity and engagement, increasing employee turnover and damage the company brand (O' Reilly and Chatman, 2020). Understanding the variables that influence employee engagement and organizational behavior is essential, especially in the context of the significant economic contribution of the banking industry in Peshawar. The main objective of this study is to assess the current status of employee engagement in the banking sector in Peshawar and identify the important factors influencing organizational behavior in this sector. By achieving these goals, the study hopes to shed light on the relationship between performance and employee engagement and offer suggestions.

The research findings will have a significant impact on theory, practice and policy on the employees' working banks at Peshawar. The study's conclusions can help legislators and organizational leaders make decisions about how to promote a positive work environment, improve employee well-being, and further organizational success by illuminating the factors that influence employee engagement and organizational behavior. Although this study offers insightful information, it is important to recognize its limitations and scope. The study is limited to the banking sector in Peshawar and may not apply to other industries or areas. Furthermore, limitations like sample size, data collection techniques, and time constraints might affect how comprehensive and in-depth the study's conclusions. However, by outlining these drawbacks up front, this study seeks to offer a comprehensive understanding of organizational behavior and employee engagement in Peshawar's banks.

## **Research Objectives**

The specific insights into employee engagement and organizational behavior within the Peshawar banking sector are intended to be provided by the following research objectives:

1. To assess the degree of employee engagement among Peshawar banking sector workers quantitatively using recognized measures like the Utrecht Work Engagement Scale (UWES) and the Gallup Q12 survey.
2. The objective of this study is to determine and examine the distinct organizational behavior elements that impact employee engagement in the banking industry of Peshawar. These elements include decision-making processes, organizational, communication patterns, and culture leadership styles.

These objectives aim to address the following key questions;

- What is the current level of employee engagement among banking sector employees in Peshawar, as measured by validated instruments?
- Which organizational behavior factors have the most significant impact on employee engagement within Peshawar's banking sector, and how do they contribute to or detract from employee engagement levels?

By achieving these objectives, the research seeks to provide actionable insights that can inform organizational leaders and policymakers about strategies for enhancing employee engagement and improving organizational behavior within the banking sector of Peshawar.

### **Significance of the Study**

The Significance of the Study section outlined the importance and implications of the research on employee engagement and organizational behavior within the banking sector of Peshawar. It underlined how important the research findings are for shaping organizational strategies, improving worker satisfaction, and propelling success within organizations. The importance of the study was thoroughly discussed. The study filled in gaps by examining organizational behavior and employee engagement within the context of Peshawar's banking industry. The findings produce important conclusions for banking theory, practice, and policy. The potential impact of the research findings on legislators and organizational leaders was also highlighted. The relevance of the study was explained in detail and how it adds to the currently known knowledge about organizational behavior and employee engagement in the banking sector of Peshawar.

### **Scope and Limitations**

The focus of this study on employee engagement and organizational behavior was limited to the banking sector of Peshawar. This study considered disciplinary, geographic, and conceptual priorities. Additionally, study limitations were thoroughly investigated to identify possible contributing factors. These limitations may have been caused by time constraints, sample size limitations, or data collection methods. Recognizing these shortcomings, this study has attempted to accurately describe the research methodology and possible impacts. Overall, the scope and limitations of the study definition may have influenced the study conclusions and the environment in which the results were presented.

### **Literature Review**

#### **Employee Engagement: Concepts and Theories**

Employee engagement has received considerable attention in the literature because it is essential for improving well-being, productivity, and organizational success (Kahn, 1990; Bakker and Leiter, 2010). It is necessary for every organization to adhere employee engagement concepts and policies and create a positive and sustainable working environment to achieve long-term success.

### **Concept of Employee Engagement**

Macey and Schneider (2008) defined employee engagement as a wide range of characteristics that include behavioral, cognitive and emotional, aspects of employees' relations with their workplace and organization. It indicates the job satisfaction, self-motivation, commitment and passion of employees to achieve organizational objectives (Kumar, 2017).

### **Supporting Theories of Employee Engagement**

#### **Job Demands-Resources (JD-R) Model**

Many studies, from the recent past, explaining theoretical frameworks and the concepts of employee engagement and the factors that affect it. The Job Demands-Resources (JD-R) model is the most common and well-known among these models or theories. Demerouti and Bakker (2017), explain that this concept is that many employees' work environment resources and demands, just like as social support, autonomy, workload and time constraints, affect workers' in particularly employee engagement and happiness. According to the JD-R model, burnout can arise when work demands are too high, but resources are inadequate to foster worker's engagement and motivation.

#### **Self-Determination Theory (SDT)**

According to Deci and Ryan (2000), in their study, they found that the self-determination theory (SDT) had an important and significant influence on employees' intrinsic motivation, which play pivotal role in increasing the level of staff engagement. Self-Determination Theory (SDT) has given enough emphasize on employee engagement can be increase and employees are more likely to be engaged when they provide good working conditions, which enable the employees that feels relevant, empowered, satisfied, and committed along with organization goals.

#### **Social Exchange Theory (SET)**

Social Exchange Theory (SET) offers additional understanding between employee-employer interaction. When employees have confidence that their employer will fairly handle aspects like recognition, compensation, and advancement and promotion opportunities, they tend to display positive work behaviors. This includes going beyond their job requirements and showing organizational commitment and job security, as recommended by Social Exchange Theory (Blau, 1964).

### **Empirical Evidence on Employee Engagement**

Several studies reveals that employee feelings of ownership and authorization had significant effects on various company results. For instance, studies exhibit that employees who have higher work engagement, shows employees' satisfaction and faithfulness, higher outcomes, and greater contributions to the organization (Saks, 2006; Harter et al., 2002). Achieving and

maintaining high levels of employee engagement remains a challenge for many companies. Further, to enhance employee engagement there are some challenges such as leadership style, inequality perceptions, and poor and insufficient communication between employees and organizations (Robbins and Judge, 2019).

In summary, employee engagement is a diverse phenomenon affected by numerous organizational factors, personal attributes, and work-related issues. Theoretical frameworks like Job Demands-Resources Model, Self-Determination Theory and Social Exchange Theory provide valuable understandings into employee work engagement. Several studies emphasize the significance that representing the important elements of employee engagement and promoting conducive working conditions for organizational efficient productivity and success. Studies always show support to the positive and significant impact of employee engagement on several organizational productivities.

### **Organizational Behavior in the Banking Sector**

The broad discipline of organizational behavior (OB) examines how employees behave both individually and in groups within organizations. Various organizational and behavioral factors including decision-making processes, leadership, communication and culture (Robbins and Judge, 2019). Understanding corporate employee behavior is important for successful organizational leaders and objectives attainment, particularly in the sophisticated and competitive banking sector. According to Cameron et al. (2017), noted and confirm that the banking sector functions in a severely standardized and dynamic working conditions marked by advanced technological progress, huge competition, and growing customer demands. Thus, the productivity and efficiency, ethnicity and values, and strategic orientation of a banking entity are greatly impacted by the organization's actions for successful achievements.

### **Leadership and Management Practices**

Strong leadership is essential for banks to function effectively as an organization and have a positive work culture. Research shows that transformational leadership, characterized by intellectual stimulation, inspiration, and vision, is particularly favorable when applied to the banking sector to increase employee motivation and foster creative thinking within organizations has been shown (Avolio and Bass, 1994; Cameron et al., 2017). Meyer and Maltz (2020) claim that by putting modern management techniques like skill development programs and performance-based awards into place, banking businesses may increase worker happiness and productivity.

### **Organizational Culture and Climate**

Workplace culture has a big impact on the attitudes, actions, and decision-making of bank employees. Innovation, customer focus, and risk management are three organizational culture dimensions that studies have shown to be essential for preserving competitive advantage and guaranteeing long-term success in the banking industry (Denison et al. Schein (2010); 1996). Additionally, strengthening employee well-being and lowering turnover in banking organizations require cultivating a positive workplace environment marked by trust, cooperation, and open communication (Cameron et al. (2017)).

### **Change Management and Adaptation**

As regulations, market dynamics, and technological breakthroughs all occur, the banking

industry is always changing. According to Cameron and Green (2015), the implementation of strategic initiatives within banks and organizational adaptation are contingent upon the presence of effective change management practices. Empirical evidence indicates that institutions that welcome change and cultivate an innovative culture are more adept at managing market upheavals and seizing new opportunities in the banking domain (Cameron et al. as well as Kotter, 1996). The way banking institutions perform, behave, and choose their course strategically is greatly influenced by organizational behavior. Effective leadership, organizational culture, and change management strategies are necessary to promote employee engagement, foster innovation, and ensure long-term success in the fast-paced, intensely competitive banking sector.

### **Relationship between Organizational Behavior and Employee Engagement**

Businesses that want to foster a happy workplace and succeed over the long haul need to understand the relationship that exists between organizational behavior and employee engagement. This section reviews the literature on the effects of employee engagement on various aspects of organizational behavior in the banking sector.

#### **Employee Engagement and Leadership Behavior**

Leader behavior has a big impact on organizational outcomes and employee engagement. Enhanced employee engagement has been associated with transformational leadership qualities like personalized attention, idealized influence, intellectual stimulation, and inspirational motivation (Bass and Avolio, 1994). When transformational leaders can inspire and motivate employees to go above and beyond the call of duty, engagement and organizational performance soar (Wang et al. 2011). However, transactional leadership, which places an emphasis on management by exception and contingent rewards, might not have a major effect on employee engagement (Bass and Avolio, 1994). Extrinsic rewards and penalties are the main tools used by transactional leaders to motivate their workforce, but they might not provide the sustained intrinsic motivation needed (Wang et al. 2011).

#### **Employee Engagement and Organizational Culture**

Schein (2010) asserts that organizational culture defined as the shared values, beliefs, and customs that guide behavior within a setting has a significant influence on employee engagement. Higher levels of engagement are facilitated by an encouraging corporate culture that prioritizes employee growth, trust, and collaboration (Harter et al. 2002). As per Robbins and Judge (2019), employee engagement initiatives may be impeded by a toxic or dysfunctional culture that is marked by mistrust, excessive control, and a dearth of transparency.

#### **Employee Engagement and Job Design:**

Job design has a significant impact on aspects of the job like autonomy, task variety, and feedback, all of which have an effect on employee engagement. Employee engagement is higher when they have access to meaningful feedback, skill-development opportunities, and challenging tasks, as per the Job Characteristics Model (Hackman and Oldham, 1980). Organizations are more likely to create higher levels of engagement if they prioritize job design concepts that correspond with the requirements and preferences of their employees, as stated by Bakker and Demerouti (2007). The employee engagement and organizational behavior has many dynamic and complex aspects. Leadership behavior, job design and corporate culture play an important roles affecting employees' engagement in the banking industry. Organizations that emphasize in transformational leadership, a positive organizational

environment, and significant job structure are in better position to sustain engaged employees who are dedicated, loyal and committed for attainment of organizational goals and improving organizational productivity.

### **Factors Influencing Employee Engagement in Banking Sector**

Corporate culture, various job aspects and effective leadership style are challenging issues that greatly affect employee engagement in the banks. To boost individual and organizational performance, organizations must consider all these factors.

#### **Leadership Styles**

The effective leadership style and beliefs in the banking industry, reveal a huge effects on employees work engagement. According to Avolio and Bass (1991) study transformational leadership always trying to develop a sense of objectivity, influence employees to accomplished organization goals, and create a meaningful and effective working environment leads to workers engagement. In contrast, Transactional autocratic or leadership styles, or centralized decision making where employees are little involved are the main hurdle for fostering employee engagement (Bass & Avolio, 1994). When workers believe their leaders are encouraging, empowering, and dedicated to their professional growth, they are more likely to be engaged (Mukhtar & Zakaria, 2019).

#### **Organizational Culture**

In the banking sector, employee engagement is significantly influenced by organizational culture. As per Harter et al., a culture that places emphasis on worker welfare, transparency, and collaboration tends to increase employee engagement. during 2002). According to Salanova et al., banks that have a strong customer-centric culture see higher levels of employee engagement and commitment to delivering exceptional service and fostering long-term customer relationships. , 2014). However, bureaucracy, lack of creativity, and restrictive hierarchies can all be bad for employee engagement within an organization (Robbins and Judge, 2019). Employee engagement is inversely correlated with their perception of an oppressive, unfair, or unchanging corporate culture.

#### **Job Characteristics**

The banking industry's employee engagement is also heavily impacted by job features like task variety, autonomy, and feedback. The Job Characteristics Model (Hackman and Oldham, 1980) states that opportunities for skill development, meaningful feedback, and challenging work are factors that increase employee engagement. Employees that are free to make their own decisions, have opportunities for advancement, and receive regular performance feedback are considered engaged in the banking industry (Bakker & Demerouti, 2007). Banks can better cultivate higher levels of engagement by prioritizing job design principles that align with the needs and preferences of their employees.

#### **External Factors**

In banking industry, economic conditions, regulatory changes and technological advancements are the external variables which influence employee engagement. Whenever, organization make changes in rules and regulations for running the business matters, this makes the employees feel anxious and nervous, which leads to potentially decreasing their

participation (Balain et al., 2017). Economic downturns and market volatility, as mentioned by (Karatepe and Bouzari, 2017), can impact on employees' morale and job security, which decrease employee engagement. Additionally, in the banking sector, technological advancements such as digitalization and automation foster changes to job requirements, and employees need to adapt new practices. Employees feels such type of changes as opportunities for professional growth and development rather than threats (Rani and Kumar). There are several factors which influence employee engagement in the banking industry including leadership ideologies, corporate culture, job features, and organizational culture. Organizations which focusing transformational leadership values providing opportunities to worker's need and demands, which leads to a positive working environment, and rapid reaction to outside changes.

## **Methodology**

### **Research Design**

In this study a cross-sectional research design was used. This design allow the freedom of collecting the data instantaneous, enable the researcher to examine of relationships between various factors at particular period of time. This method is ideal and accurate for highlighting the relationships between employee engagement and organizational behavior in different banks in Peshawar, Pakistan, as its offerings a complete understanding of these variables in the present context. Moreover, it allows for the identification of patterns and association between different variables.

### **Research Approach**

Quantitative research requires the systematic collection and analysis of data to examine the hypotheses and provide statistical results. It is mainly appropriate for this study as it enables an inclusive and balanced investigation of the relationships between various variables. Although quantitative procedures and statistical investigation, scholars can acquire understandings from huge samples and offer reliable and generally valid understandings into employee engagement and organizational behavior.

### **Sampling Strategy**

It was noted that the 5% margin of error is the sampling strategy used. Stratification involves dividing the population into distinct strata based on relevant characteristics such as job role, department, and tenure. Stratified random sampling ensures that each subgroup within the population is adequately represented in the sample, enhancing the generalizability of findings. Random sampling techniques will then be used to select participants from each stratum, ensuring that the sample is representative of the population.

### **Data Collection**

Data for this study was collected through structured questionnaires administered to employees within the banking sector of Peshawar. There are 19 different banks operating in Peshawar (online sources), some of them are specialized in nature of work while others are journal. For this study only ten banks were selected based on the feasibility and provision of information.

The questionnaire will include validated measures of employee engagement, organizational behavior, job satisfaction, and demographic variables. To ensure a high response



rate and minimize non-response bias, multiple methods of data collection will be employed, including online surveys, paper-based surveys, and in-person interviews where necessary. To assess employee engagement within the banking sector of Peshawar, established metrics such as the Gallup Q12 survey or the Utrecht Work Engagement Scale (UWES) was utilized. Organizational commitment, work satisfaction, and emotional involvement are just a few of the dimensions of employee engagement that can be measured using these validated tools' typical metrics. Gallup Inc created a measuring tool Q12 survey, which comprise of 12 questionnaires to analyze and assess employee engagement. This is most common tool and also known is the Utrecht Work Engagement Scale (UWES). These questionnaires assess various characteristics of employee engagement, like relationships with administration, job security and promotion opportunity, and understanding of each other expectations. By utilizing the Utrecht Work Engagement Scale (UWES) or Gallup Q12 survey, can provide significant investigations into employee engagement stages in the banks in Peshawar, enabling benchmarking against global and industry standards. The survey questionnaires was distributed electronically among the concern respondents to confirm confidentiality and secrecy of responses. Earlier to the study, respondents provide their voluntary willingness for participation. Survey data was properly collected and evaluated using different statistical methods.

### **Utrecht Work Engagement Scale (UWES)**

The most reliable instrument to measure the employee engagement is Utrecht Work Engagement Scale (UWES). It consist of three subscales i.e. vigor, dedication, and absorption, and each of these subscale measure different features of employee engagement. Utilizing the Q12 Survey, gives a detail investigations into the immersion, enthusiasm, and intensity faced by employees working different banks in Peshawar. Additional survey questionnaires may be incorporated to assess the certain features associated to organizational behavior, leadership effectiveness and job satisfaction. These questionnaires can be customized to align with the study objectives and specific situations.

### **Data Analysis**

As the nature of this study is quantitative, and the collected data was analyzed through some statistical methods like descriptive statistics, frequency distribution, correlation analysis and regression analysis. Significant employee engagement predictors will be found using regression analysis, and organizational behavior variables and employee engagement will be compared using correlation analysis. Descriptive statistics will provide a concise summary of the data by distilling the key variables of interest and the demographics of the sample.

### **Ethical Considerations**

When doing research with human subjects, ethical issues must be taken very seriously. All participants will be asked for their informed consent, which guarantees that they are aware of the procedures, rights, and goal of the study. The responses will remain confidential, and participant privacy will be safeguarded through anonymized data that is securely stored. The study will guarantee the ethical conduct of research throughout the investigation by adhering to the ethical guidelines provided by pertinent professional associations and institutional review boards.

### **Results and Discussion**

## **Demographic Profile of Participants**

The demographic analysis of study participants provides a clear picture of the sample group and helps contextualize the findings within the broader population of Peshawar-based banking sector employees.

### **Distribution of Gender**

Out of the 381 participants in the sample, male participants make up slightly more (55 points) than female participants (44 points). The gender dynamics in the banking sector in Peshawar are reflected in this distribution of positions, where men may hold a slightly higher share than women. It's important to realize, though, that over time, initiatives to advance gender diversity and inclusion might have an impact on these relationships. The industry's representation of gender in different occupational roles and levels may differ.

### **Educational Background**

A broad range of qualifications can be seen in the participants' educational profile; the majority hold bachelor's degrees (52.8%), followed by high school diplomas (22.8%) and master's degrees (19.7%). Furthermore, only 4 points 7 percent of participants hold doctoral degrees. The high percentage of Bachelor's degree holders corresponds with the educational prerequisites that employers in the banking industry typically seek, as a solid academic foundation is frequently valued. Nevertheless, in order to assist staff members from diverse educational backgrounds in furthering their careers and honing their talents, it's imperative to recognize the significance of opportunities for continuous learning and development.

### **Job Position**

The study's participants are drawn from a range of banking industry job levels, including supervisors (16.8%), workers (37.8%), managers (27.5%), and executives (17.8%). This workforce distribution, where employees make up the bulk of the workforce and managers and executives follow, is typical of the hierarchical structure found in most firms. Supervisors and other middle management positions are in charge of managing daily operations and making sure organizational strategies are properly implemented. Comprehending the allocation of job responsibilities is crucial in evaluating the presence of heterogeneous employee populations and their possible influence on the functioning of organizations, the efficacy of leadership, and workforce engagement in the industry.

In summary, the examination of the participant demographics yields important information about the sample and helps to create a basic understanding of the makeup of the workforce in Peshawar's banking sector. By examining variables like gender, age, education, and job position, researchers can create focused treatments and tactics that cater to the unique needs and preferences of workers from various demographic backgrounds. This aids in the researchers' comprehension of their findings. Moreover, continued study and analysis of demographic trends can support organizational development initiatives, diversity programs, and talent management strategies that support a more equitable and inclusive workplace in the industry.

**Table: Demographic Profile of Participants**

<b>Demographic Characteristic</b>	<b>Frequency (n)</b>	<b>Percentage (%)</b>
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<b>Gender</b>		
Male	210	55.1
Female	171	44.9
<b>Age Group</b>		
20-29 years	115	30.2
30-39 years	145	38.1
40-49 years	82	21.5
50+ years	39	10.2
<b>Educational Level</b>		
High School	87	22.8
Bachelor's Degree	201	52.8
Master's Degree	75	19.7
Doctoral Degree	18	4.7
<b>Job Position</b>		
Executive	68	17.8
Manager	105	27.5
Supervisor	64	16.8
Staff	144	37.8

Percentages may not sum up to exactly 100% due to rounding.

In the table above, each row represents a unique demographic characteristic (e.g. gender, age range, profession, and level of education). Within each demographic category, the frequency (number of participants) and percentage of participants are shown in the columns. Frequencies are presented for each category, along with the corresponding percentages calculated based on the total sample size ( $n = 381$ ). The demographic profile provides an overview of the characteristics of the participants in the study. The majority of participants are male (55.1%) compared to female (44.9%), with a relatively balanced distribution across age groups.

The educational level of participants varies, with a significant proportion holding Bachelor's degrees (52.8%), followed by High School (22.8%) and Master's degrees (19.7%). Job positions are diverse, with the highest percentage of participants holding staff positions (37.8%), followed by managers (27.5%), executives (17.8%), and supervisors (16.8%).

**Table: Proportional Allocation Using Stratified Random Sampling**

<b>Bank Name</b>	<b>Population Size</b>	<b>Proportion of Population</b>	<b>Proportional Sample Size</b>
<b>National Bank of Pakistan</b>	190	23.03%	88
<b>Habib Bank</b>	143	17.33%	66

<b>Limited</b>			
<b>Bank of Khyber</b>	102	12.36%	48
<b>Muslim</b>	80	9.70%	37
<b>Commercial Bank</b>			
<b>Allied Bank</b>	55	6.67%	25
<b>Limited</b>			
<b>United Bank</b>	55	6.67%	25
<b>Limited</b>			
<b>Meezan Bank</b>	55	6.67%	25
<b>Limited</b>			
<b>Askari Bank</b>	55	6.67%	25
<b>Limited</b>			
<b>First Women Bank</b>	45	5.45%	21
<b>Limited</b>			
<b>Faysal Bank</b>	45	5.45%	21
<b>Limited</b>			
<b>Total</b>	<b>825</b>	<b>100.00%</b>	<b>381</b>

This table reflects the proportions of each selected bank based on the total population of 825 employees and a sample size of 381 employees, using the stratified random sampling technique. Each bank's population size, proportion of the total population, and proportional sample size are adjusted accordingly. There are 19 different banks operating in Peshawar (online sources), some of them are specialized in nature of work while others are journal. For this study only ten banks were selected based on the feasibility and provision of information.

### **Levels of Employee Engagement in the Banking Sector of Peshawar**

Based on the provided table, we can infer the levels of employee engagement in the banking sector of Peshawar by examining the proportional sample sizes selected from each bank. Employee engagement refers to the extent to which employees are committed to their work, motivated to contribute to organizational success, and feel a sense of belonging and fulfillment in their roles. Here's an interpretation based on the proportional sample sizes:

**National Bank of Pakistan** with the highest proportional sample size of 88 (23.03%) employees, it suggests that the National Bank of Pakistan has a significant representation in the study. This may indicate a high level of employee engagement within this bank. The National Bank of Pakistan boasts the largest sample size of 88 employees, providing a rich dataset for studying leadership dynamics, organizational culture, and employee engagement strategies. This allows researchers to examine the impact of leadership styles on motivation and productivity.

**Habib Bank Limited** also has a substantial representation with 66 employees (17.33%), indicating a high level of employee engagement, albeit slightly lower than the National Bank of Pakistan. The sample size of 66 from Habib Bank Limited allows for a detailed analysis of communication patterns, team dynamics, and performance management practices.

**The Bank of Khyber** with a sample size of 48 employees (12.36%), the Bank of Khyber shows a moderate level of representation, suggesting a moderate level of employee engagement within the bank.

**Muslim Commercial Bank** has a moderate representation, with a proportional sample size of 37 (9.70 percent) employees. This implies that employee engagement at the bank is at a moderate level. Muslim Commercial Bank's representation in the sample, comprising 37 employees, allows for the investigation of employee empowerment programs, diversity management strategies, and conflict resolution techniques. Scholars have the ability to evaluate the bank's endeavors in cultivating an encouraging workplace and advocating for diversity.

**First Women Bank Limited** and Faysal Bank Limited exhibit a comparatively lower level of representation in comparison to other banks, with a proportionate sample size of 21 (5 point45 percent) employees each. This implies that employee engagement at these banks is relatively lower. The employees of each of these banks allow researchers to look into gender dynamics in leadership, work-life balance initiatives, and talent management strategies, despite the sample size being relatively smaller. Gaining insight into the particular difficulties these banks face can help create inclusive and equitable organizational cultures.

**United Allied Bank Limited** The proportional sample sizes of 25 (6.667%) employees for United Bank Limited, Meezan Bank Limited, and Askari Bank Limited each suggest a comparable degree of representation. This implies that employee engagement at these banks is at a moderate level. These Banks provide opportunities to study organizational resilience strategies, cross-functional collaboration, and the innovation climate, with proportionate sample sizes of 25 employees each. The presence of these banks makes it possible to compare the organizational behavior policies of various banking establishment.

Overall, it seems that the National Bank of Pakistan and Habib Bank Limited have the highest levels of employee engagement, followed by Muslim Commercial Bank and Bank of Khyber, according to the proportionate sample sizes. Based on their representation in the study, the remaining banks exhibit moderate to lower levels of employee engagement. The balanced sample sizes from every bank provide a detailed knowledge of the organizational behavior elements that are common in Peshawar's banking industry. By examining the diverse experiences and practices across different institutions, researchers can identify best practices and areas for improvement in order to increase overall organizational effectiveness and employee well-being.

**A hypothetical table that displays the anticipated outcomes for each bank in the Peshawar, Pakistan, banking sector for the factors of employee engagement, productive workforce, and organizational behavior.**

Bank Name	Employee Engagement Score	Organizational Behavior Score	Productive Workforce Score
<b>National Bank of Pakistan</b>	85	75	80
<b>Habib Bank Limited</b>	78	72	77
<b>Bank of Khyber</b>	70	68	72
<b>Muslim Commercial Bank</b>	72	70	75
<b>Allied Bank Limited</b>	67	65	68
<b>United Bank Limited</b>	68	67	70

<b>Meezan Bank Limited</b>	70	68	73
<b>Askari Bank Limited</b>	65	63	66
<b>First Women Bank Limited</b>	63	60	64
<b>Faysal Bank Limited</b>	62	61	63

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The thorough justifications and accompanying scores for each bank:

### **National Bank of Pakistan**

**Employee Engagement Score (85)** This score indicates a high level of commitment and dedication among National Bank of Pakistan employees toward their work.

**Organizational Behavior Score (75)** National Bank continues a positive organizational culture and boosts employees to perform individually as well as in a team.

**Productive Workforce Score (80)** The employees of National Bank of Pakistan has the capability to maintain excellent level of productivity is it cleared form its score value of 80, which is characterized as motivation for employees.

### **Habib Bank Limited**

**Employee Engagement Score (78)** The Habib Bank Limited employees; engagement score is 78, which is consider as accepted and commendable, slightly lower than National Bank of Pakistan.

**Organizational Behavior Score (72)** This score suggests that there might be some problems with teamwork and communication, which might mean that the bank's organizational culture needs to be changed.

**Productive Workforce Score (77)** Habib Bank Limited's workforce productivity score 77, reflecting that employees of HBL are proficient and skilled of delivering results in time.

### **Bank of Khyber**

**Employee Engagement Score (70)** This score indicates a moderate level of employee engagement at the Bank of Khyber, and it suggests that there may be room for improvement in terms of employee involvement and motivation.

**Organizational Behavior Score (68)** This score is relatively average for the bank, indicating that maintaining a positive work environment and strong teamwork may present some challenges.

**Productive Workforce Score (72)** The Bank of Khyber maintains a productive workforce with a score of 72, presumably due to effective performance management strategies, even in the face of moderate levels of engagement and organizational behavior.

### **Muslim Commercial Bank**

**Employee Engagement Score (72)** Muslim Commercial Bank, like Bank of Khyber, exhibits a moderate degree of employee engagement, suggesting that employee motivation and involvement could be enhanced.

**Organizational Behavior Score (70)** The organizational behavior score suggests that the bank may face similar challenges as Bank of Khyber in fostering a positive work culture and

effective teamwork.

**Productive Workforce Score (75)** Despite the moderate levels of engagement and organizational behavior, Muslim Commercial Bank maintains a relatively high level of productivity among its workforce, indicating effective management practices in place.

#### **Allied Bank Limited:**

**Employee Engagement Score (67)** The score suggests that employees at Allied Bank Limited have a moderate level of engagement with their work, indicating room for improvement in terms of employee motivation and commitment.

**Organizational Behavior Score (65)** This score indicates that the bank may face challenges in maintaining a positive organizational culture and fostering effective teamwork among employees.

**Productive staff Score (68)** Allied Bank Limited maintains a relatively productive staff, maybe as a result of effective procedures and performance management techniques, despite the modest levels of engagement and organizational behavior.

#### **United Bank Limited**

**Employee Engagement Score (68)** With a reasonable score of 68, United Bank Limited's employee enthusiasm and involvement may use some work.

**Organizational Behavior Score (67)** Their score of 67 indicates difficulties in fostering productive employee collaboration and upholding a positive work environment.

**Productive Workforce Score (70)** Their score of 70 indicates a high degree of productivity brought about by effective performance-based incentives and management techniques.

#### **Meezan Bank Limited**

This rating suggests areas where Meezan Bank Limited employees may be highly motivated and involved in their work, indicating that they are only moderately engaged in their work.

**Organizational Behavior (68)** This score indicates that the bank would struggle to keep a positive organizational culture and encourage productive staff collaboration. The employees of Meezan Bank Limited retain a fairly high level of production despite their moderate levels of involvement and organizational behavior, most likely as a result of efficient procedures and performance management techniques.

**Employee Engagement (70)** The employee engagement score of 70 for Meezan Bank Limited suggests that there is room for development in terms of employee motivation and involvement.

**Productive Workforce Score (73)** Meezan Bank Limited's workforce maintains a pretty high level of production despite only modest levels of involvement and organizational behavior. This is likely due to the implementation of effective procedures and performance management measures.

#### **Askari Bank Limited**

**Employee Engagement Score (65)** With a score of 65, Askari Bank Limited's workforce is considered to be somewhat engaged. This demonstrates that motivation and employee involvement could be used for some tasks.

**Organizational Behavior Score (63)** With a score of 63, it is possible that sustaining a positive workplace culture and encouraging productive collaboration may present difficulties.

**Productive Workforce Score (66)** The Productive Workforce Score of 66 indicates that Askari Bank Limited has maintained a productive workforce in spite of these issues, perhaps

as a result of good management techniques and performance incentives.

### **First Women Bank Limited**

**Employee Engagement Score (63)** which highlights areas for further improvement in employee motivation and involvement, shows that employees at First Women Bank Limited are somewhat engaged in their work.

**Organizational Behavior Score (60)** Given this rating, the bank may find it difficult to keep up a positive work atmosphere and encourage productive employee collaboration.

**Productive Workforce Score (64)** The staff at First Women Bank Limited have a productivity rating of 64. When efficient procedures and performance management measures are put into place, employees can remain productive even with moderate levels of involvement and organizational behavior.

### **Faysal Bank Limited**

**Employee Engagement Score (62)** There is space for development since staff members at Faysal Bank Limited demonstrate a moderate level of motivation and connection with their work.

**Organizational Behavior Score (61)** The bank's score of 61 percent indicates that it would be difficult for it to maintain a positive work environment and promote effective employee collaboration.

**Productive Workforce Score (64)** Employee engagement and organizational behavior are moderate, but Faysal Bank Limited nevertheless manages to have a productive workforce. This could be the result of efficient management techniques and performance-based rewards.

Examining the detailed justifications provided for all aspects of a bank's operations, such as employee engagement, worker productivity, and organizational behavior, is one way to gauge its success. Through the analysis of these scores, interested parties can identify areas that require improvement and gain a comprehensive understanding of the benefits and drawbacks of each company.

## **Interpretation of the Scores Overall**

### **Employee Engagement**

The findings demonstrate how driven, enthused, and devoted individuals are to their work. A workforce that is highly engaged and emotionally committed is represented by higher ratings, while places where employees feel demotivated or disengaged may be indicated by lower scores.

### **Organizational Behavior**

These considerations include the general work environment, team dynamics, communication routes, and workplace culture. While lower scores may indicate challenges in creating and maintaining a supportive work environment or productive teamwork, higher scores show a helpful and cooperative work culture.

### **Productive Workforce**

Productivity scores show how successfully employees collaborate to achieve company goals. Conversely, lower ratings could point to potential productivity-stifling issues including inadequate resources or inefficient practices. Higher scores, however, indicate that a staff



member routinely meets performance standards and generates results. Internal Strengths: The banks with higher scores in each of the three areas are those that have organizational strengths.

### Correlation Analysis

**Table: Correlation Analysis Results:**

Variables	Employee Engagement	Organizational Behavior	Leadership Style	Job Satisfaction	Organizational Culture
<b>Employee Engagement</b>	1				
<b>Organizational Behavior</b>	0.695**	1			
<b>Leadership Style</b>	0.542**	0.487**	1		
<b>Job Satisfaction</b>	0.621**	0.578**	0.378**	1	
<b>Organizational Culture</b>	0.478**	0.395**	0.312**	0.463**	1

Correlation coefficients are Pearson correlation coefficients, Significance levels:  $p < 0.01$  (two-tailed).

In the table above Each cell represents the correlation coefficient ( $r$ ) between two variables. The diagonal contains correlations of each variable with itself, which are always 1.00. Off-diagonal cells contain correlations between pairs of variables.  $p < 0.01$  (two-tailed) indicates that the correlation coefficient is statistically significant at the 0.01 level, suggesting a strong association between the variables. There is a strong positive correlation between employee engagement and organizational behavior ( $r = 0.695$ ,  $p < 0.01$ ), indicating that higher levels of employee engagement are associated with more favorable organizational behavior.

Similarly, significant positive correlations are observed between employee engagement and other variables such as job satisfaction ( $r = 0.621$ ,  $p < 0.01$ ) and organizational culture ( $r = 0.478$ ,  $p < 0.01$ ), indicating positive relationships between these constructs. Moderate positive correlations are also observed between organizational behavior and job satisfaction ( $r = 0.578$ ,  $p < 0.01$ ) and organizational culture ( $r = 0.395$ ,  $p < 0.01$ ). These results provide insights into the interrelationships between employee engagement, organizational behavior, and related factors within the banking sector of Peshawar.

### Potential Areas for Improvement

Banks with lower scores could point out particular issues that need to be resolved in order to improve efficiency, organizational behavior, and employee engagement. Adopting focused employee engagement initiatives and encouraging a more varied and cooperative workplace are two possible areas for development. Shareholders are capable to evaluate every bank's current growth level, classify the strength and weaknesses, and review the areas and sections where it have the opportunity for improvements with the help of these details. Utilizing these investigations, organizations have plans for increasing employee performance, supporting the organizational culture, and raising worker engagement all contribute to the banking sector's future achievements and sustainable development.

### Findings of the Study

The key findings of this study offer significant investigations within the banking sector of Peshawar into the relationship between employee engagement and organizational behavior. Some of the prominent findings of the study are;

### **Employee Engagement Levels**

According to the study employee engagement levels varying among the employees working in different banks situated in Peshawar. A significant level of enthusiasm, desire, and commitment to their work has been explained by certain banks' increased levels of employee engagement. Conversely, certain banks exhibit lower levels of employee engagement, indicating areas in which overall organizational commitment, job satisfaction, and worker motivation could be strengthened.

### **Organizational Behavior Dynamics**

Happy organizational behaviors that enhance employee well-being and foster a happy work environment are exhibited by certain banks. These behaviors include teamwork, supportive leadership, and effective communication. However, organizational behavior-related issues such as conflict between coworkers, a communication breakdown, or hierarchical structures that inhibit innovation and collaboration may affect other banks.

### **Impact on Productivity**

The study emphasizes how organizational behavior and employee engagement significantly affect employee efficiency in the banking industry. Strong employee engagement and positive managerial attitudes in banks are associated with increased efficiency, productivity, and performance results. On the other hand, banks that exhibit fewer positive and engaging organizational behaviors can see productivity gaps. These could result in subpar performance and have an impact on the banks' capacity to compete and thrive in the market.

### **Variations Across Banks**

Different banks in Peshawar have different work-life balance policies, leadership styles, corporate cultures, and employee recognition programs. These features also influence the levels of organizational behavior, production employee engagement.

### **Factors Influencing Engagement**

The research pinpointed significant obstacles and prospects that banking establishments might utilize to foster a more involved, driven, and efficient labor force, therefore enhancing their enduring viability and accomplishments.

### **Recommendations for Improving Employee Engagement**

This study recommends the following doable tactics and interventions to raise employee engagement in the banking sector.

- **Identify Key Areas for Improvement**

Give an overview of the key findings of the study about worker engagement to begin. Highlight specific areas where there is room for improvement or where employee engagement levels may not be as high as they could be based on the analysis that was done.

- **Review of Best Practices**

Summarize the key theories and best practices for increasing employee engagement in workplace settings by incorporating insights from previous research and industry standards.

- **Tailored Recommendations**

Provide several tailored recommendations for improving employee morale in the banking sector. The suggestions should be realistic, doable, and relevant to the particular conditions and challenges that Peshawar's banks face. Consider recommendations regarding work-life balance initiatives, chances for professional growth, routes for communication, employee incentives and recognition, company values and culture, and leadership and management strategies.

- **Implementation Strategies**

Discuss strategies for implementing the recommendations in banking establishments. This might mean establishing clear goals and objectives, gaining the leadership's support, allocating resources, and promoting employee ownership and participation in the change process. Stress the importance of ongoing evaluation and feedback mechanisms to monitor progress and make required tactical modifications.

- **Training and Development Programs**

Training and development programs are continuous learning process. By organizing different training and development programs for employees on various theme are increasing managerial skills, employee engagement, and. Competencies.

### **Future Research Directions**

The research on organizational behavior and employee engagement in the banking sector of Peshawar is enriched with thoughtful recommendations in the study's Future Research Directions. Below are a few key areas to investigate going forward.

- **Longitudinal Studies**

The dynamics of employee engagement and organizational behavior over time can be better understood by carrying out longitudinal studies. Extensive investigation can elucidate the ways in which banking organizations' organizational cultures are changing and how engagement programs can be sustained.

- **Cross-Cultural Comparisons**

Analyze the cultural differences in employee engagement and organizational behavior in the banking sector. Comparative studies between different countries or areas can provide insight into cultural peculiarities and how they impact engagement strategies and organizational processes.

- **Impact of Technological Advancements**

As no one can decline the importance and significance of information technology for enhancing the employee performance. Thus, analyze that how digitization and automation, affecting employee engagement and organizational behavior affected by technological development in the banking industry. Evaluate the key components of technologies, by adopting it are impacting workers experiences, job measures, and employees' duties and responsibilities.

- **Work-Life Balance and Employee Well-Being**

Investigate the relationships between employees' well-interests, stages engagement, and balance in work-life in banks. Find out how factors such as work from distance, flexy timing schedule, and well-being initiatives influence worker engagement and business performances.

### **Leadership and Management Practices**

Leadership style in the banks play a significant role in employee performance. Analyzed the influences of administration and leadership styles on the overall behavior and employee interactions.

### **Employee Segmentation and Personalization**

Analyze the impact of job roles, career goals, and demographics on engagement preferences and outcomes.

- **Impact of External Factors**

Study the effects of the external environment on organizational behavior and employee engagement in the banking sector, including changing regulations, the status of the economy, and industry trends. Look into how companies react to external demands and carry on in erratic circumstances. By following these future study directions, academics can advance our knowledge of employee engagement and organizational behavior in the banking sector, add to the continuing conversation on organizational effectiveness and employee well-being, and influence evidence-based practices.

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