



Employee engagement in the banking industry

Abstract/Management Summary

Problem statement: The main issue in today's banking industry is that, on the one hand, employees lack engagement and, on the other hand, the banking sector faces challenges in maintaining employee engagement. This study assess why the younger employees are less engaged and what are the factors influencing the employee engagement.

Research question / Objective: This study aims to identify the factors that influence the employee engagement of the younger generation and gain a better understanding of why the identified factors drive their engagement. The research question of this study is "What are the key factors that influence the employee engagement of younger employees in the banking sector in Switzerland?" The purpose of the literature review is to analyze various studies and grasp what is the concept of employee engagement. This study explains the expectations of younger employees in a company and the gaps in their jobs. This will help the employers to develop strategies to enhance employee engagement and to detect prevailing issues. Management does not always comprehend the issues of younger employees. However, it is crucial for every organization to analyze the factors that could influence employee engagement levels to better understand the needs of the employees and fulfil them. This would enable the organization to maintain good employee engagement levels resulting in a good image for the company. The target audience of this study are banking sector professionals, young employees (Generation Z) and managers in an organization. The findings from this research could contribute not just to enhancing the attractiveness of banks as workplaces for emerging talents but also to fortifying the future success of the Swiss banking sector

Method : This study follows a qualitative approach. Qualitative-semi-structured interviews were used as a data collection method. The purposive sampling strategy was used with a predefined structure (bank type, employee age, gender, etc.). Eight individuals between aged 20-35 were recruited from different departments and based on their experience level at UBS.

Findings: The study revealed different perspectives of the employees on the engagement issue. The main findings are that the younger employees are not willing to stay long in an organization or on their current role due to poor leadership, leaders' unwillingness to encourage the goals of the employees and lack of mistake acceptance attitude, insufficient programs for career and personal development, duration of the promotion process, and inadequate recognitions and rewards. Job performance and Job satisfaction are key for a company success, To enhance engagement, organizations should invest in understanding employee needs, implementing development initiatives, and ensuring fair rewards. Trusting and challenging employees fosters engagement, and future research could explore the correlation between income levels and factors influencing employee engagement.

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