LIST OF TABLES

Table 1
Kaiser Meyer Olkin (KMO) and Barlett’s Test for Sample Adequacy………………136

Table 2
Distribution of Sample …………………………………………………………………………137

Table 3
Bank Category – Wise Distribution of Respondents …………………………………………149

Table 4
Age Wise Distribution of Respondents …………………………………………………………150

Table 5
Education Wise Distribution of Respondents ……………………………………………………151

Table 6
Years of Experience in Organization Wise distribution of Respondents …………152

Table 7
Autonomy- Validity and Reliability Statistics ……………………………………………………156

Table 8
External Orientation – Validity and Reliability Statistics ………………………………..157

Table 9
Interdepartmental Cooperation – Validity and Reliability Statistics ……………………158

Table 10
Human Resource Orientation – Validity and Reliability Statistics ……………………159

Table 11
Improvement Orientation – Validity and Reliability Statistics ……………………160

Table 12
Organizational Integration – Validity and Reliability Statistics ……………………162

Table 13
Supervisory Communication – Validity and Reliability Statistics ……………………163

Table 14
Personal Feedback – Validity and Reliability Statistics ……………………………………164
Table 15
Corporate Information – Validity and Reliability Statistics ………………….165

Table 16
Communication Climate – Validity and Reliability Statistics ………………….166

Table 17
Coworker Communication – Validity and Reliability Statistics …………………167

Table 18
Media Quality – Validity and Reliability Statistics ……………………………168

Table 19
Subordinate Communication – Validity and Reliability Statistics ………………169

Table 20
Vigor – Validity and Reliability Statistics ……………………………………..171

Table 21
Dedication – Validity and Reliability Statistics ……………………………….172

Table 22
Absorption – Validity and Reliability Statistics ………………………………..173

Table 23
Importance of Organization Culture in Banks ………………………………….175

Table 24
Importance of Organization Culture in Cooperative Banks …………………….177

Table 25
Importance of Organization Culture in Nationalized Banks …………………..178

Table 26
Importance of Organization Culture in Private Banks ………………………..179

Table 27
Importance of Communication – Satisfaction among Bank Employees ………181

Table 28
Importance of Communication – Satisfaction among Cooperative Bank
Employees …………………………………………………………………………………..183
Table 29
Importance of Communication – Satisfaction among Nationalized Bank Employees .................................................................184

Table 30
Importance of Communication – Satisfaction among Private Bank Employees ..............................................................185

Table 31
Employee Engagement among employees of all banks .........................................................186

Table 32
Employee Engagement in Cooperative Banks .................................................................187

Table 33
Employee Engagement in Nationalized Banks .................................................................188

Table 34
Importance of Employee Engagement in Private Banks ..................................................188

Table 35
Correlation Matrix – Organizational Culture and Vigor ................................................194

Table 36
Correlation Matrix – Organizational Culture and Dedication ........................................196

Table 37
Correlation Matrix – Organizational Culture and Absorption .....................................198

Table 38
Correlation Matrix – Organizational Communication and Vigor ..................................203

Table 39
Correlation Matrix – Organizational Communication and Dedication ......................205

Table 40
Correlation Matrix – Organizational Communication and Absorption ......................207

Table 41
Model Summary of Multiple Regressions for all categories of banks ......................210

Table 42
The fit of Regression model through ANOVA for all categories of banks ..............211
Table 43
Development of Regression Equation through Coefficients for all categories of banks .................................................................211

Table 44
Model Summary of Multiple Regressions for Co-operative banks ..................213

Table 45
The fit of Regression model through ANOVA in Cooperative banks ..............213

Table 46
Development of Regression Equation through Coefficients in Cooperative banks.. 214

Table 47
Model Summary of Multiple Regressions for Nationalized banks ................. 216

Table 48
The fit of Regression model through ANOVA in Nationalized banks. ..............216

Table 49
Development of Regression Equation through Coefficients in Nationalized banks..217

Table 50
Model Summary of Multiple Regressions for Private Banks .........................218

Table 51
The fit of Regression model through ANOVA in Private Banks .....................219

Table 52
Development of Regression Equation through Coefficients in Private Banks ......219

Table 53
Comparing Means of Employee Engagement through One Way ANOVA ...........222

Table 54
Multiple Comparisons among bank categories and Employee Engagement levels ..223

Table 55
Employee Engagement in different categories of banks ..............................223

Table 56
Employee Engagement Vs Different Age Categories through ANOVA .............225
Table 57
Multiple Comparisons of Employee Engagement levels for different age
Categories ........................................................................................................226

Table 58
Employee Engagement Vs Different Educational Qualification Categories through
ANOVA ..............................................................................................................228

Table 59
Employee Engagement among employees with different Educational
Qualifications ..................................................................................................228

Table 60
Employee Engagement Vs Different categories of years of work experience in the
current organization through ANOVA ...........................................................230

Table 61
Employee Engagement levels of employees with different years of work experience
in the current organization .............................................................................230

Table 62
Employee Engagement Vs Different Gender through ANOVA ....................232

Table 63
Employee Engagement levels on the basis of Gender Types ....................232

Table 64
The Summary of the Hypotheses Tests ......................................................233
LIST OF FIGURES

Figure 1
Theoretical Construct ................................................................. 108

LIST OF GRAPHS

Graph 1
Age-wise distribution of Respondents ........................................... 150

Graph 2
Education – wise distribution of Respondents ............................. 151

Graph 3
Mean of Organizational Culture Dimensions .............................. 176

Graph 4
Importance of Organizational Communication- Satisfaction of employees in banks ........182
# LIST OF ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANOVA</td>
<td>Analysis of Variance</td>
</tr>
<tr>
<td>B-P-O</td>
<td>Behavior Performance Outcome</td>
</tr>
<tr>
<td>COR</td>
<td>Conservation of Resources</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources</td>
</tr>
<tr>
<td>JDR</td>
<td>Job Demands Resources</td>
</tr>
<tr>
<td>NAFCUB</td>
<td>National Federation of Urban Co-operative Banks and Credit Societies</td>
</tr>
<tr>
<td>NPA</td>
<td>Non – performing assets</td>
</tr>
<tr>
<td>OCB</td>
<td>Organizational Citizenship Behavior</td>
</tr>
<tr>
<td>OCP</td>
<td>Organizational Culture Profile</td>
</tr>
<tr>
<td>RBI</td>
<td>Reserve Bank of India</td>
</tr>
<tr>
<td>SCB</td>
<td>Scheduled Commercial Banks</td>
</tr>
<tr>
<td>S-O-R</td>
<td>Stimulus Organism Response</td>
</tr>
<tr>
<td>TQM</td>
<td>Total Quality Management</td>
</tr>
</tbody>
</table>