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A Study on Employee Engagement in Wipro Infrastructure Engineering – Chennai

V. Vijay Anand¹, S. Kanthimathi², J. Swaminathan³, C. Vijaya Banu⁴, Sridevi⁵ and M. Priyadarshini⁶

^{1,4}Faculty Members, School of Management, SASTRA University, Thanjavur – 613 401

²Associate Professor & Head, Dept. of Business Administration, Sri Ramakrishna College of Arts & Science for Women, Coimbatore, - 641 044

³Asst. Professor, Department of Management Studies, AVC College of Engineering, Mayiladuthurai – 609 305

^{5,6}MBA Students, School of Management, SASTRA University, Thanjavur – 613 401

ABSTRACT

Every organization has its own organizational culture and system which offer variety of services by their employees to clients and customers. In the present competitive business environment, Employee engagement which is the familiar determinant plays vital role in a particular organisation towards more productivity. Engaged employees are influenced by different unique factors with more perfection on the results. In this study, the researchers have investigated about the level of employee engagement and its factors. They also examined the relationship between engagement factors and its selected outcomes. Demographic and Independent factors viz., Job, Colleagues, Supervisor, Department, Company, Rewards and Recognition, Opportunities, Team Work, Immediate Supervisor, Communication, Discretionary effort, Intension to stay, Gallup variables were taken in this work. A structured questionnaire was adopted to collect the primary data from the selected 150 respondents. The statistical tools such as Chi-Square test, One-way ANOVA, Correlation and Regression were used for analysis and discussion.

Keywords: Employee engagement, Productivity, Retention, Competitive environment, Recognition.

1. INTRODUCTION

An engaged employee is one who is fully involved in and enthusiastic about their work, and thus will act in a way that furthers their organization interests. Employee Engagement is an emerging topic being

studied with differing conceptualizations and has become an important issue as productivity turnover and employee retention rises. This study attempts to examine the employee engagement of organization. In today's highly competitive era, the firm can attain extraordinary levels of performance only if the HR reveals persistent commitment through higher productivity, Retention and Self-motivation. Every organization wants to enhance profits over others and employee engagement is the only tool for it. Greater the employee engagement, the more possible for he or she to "go the extra mile" hence it results excellent on the job performance. In addition the engaged employees possible to commit and stayed with their current organization. Hence, it's clearly stated that the engagement and commitment are potentially interpreted into valuable business results for an organization.

2. STUDY VARIABLES

Demographic Variable: Age, Gender, Marital Status, Qualification, Position, Experience, Place of living & Family size.

Independent variable: Job, Colleagues, Supervisor, Department, Company, Rewards and Recognition, Opportunity, Team work, Immediate Supervisor & Communication.

Gallup Variables: Materials and equipment, Opportunity to do work best every day, Someone seems care about me as person in work place, opinions seems to count, Company makes me to feel the job is important, Employees are committed to do quality work and Best friend at work.

Outcome variables: Productivity & Retention.

3. STATEMENT OF THE PROBLEM

Man power planning takes a major role in every organization. Wipro employees were chosen to study their engagement level in different dimension. Though the lot of resources and facilities are available in this company, the labour issues are arising in the firm and engaging employees is the difficult task. Employee engagement facilitates the organization towards employees' performance and their services in a better manner. If the Wipro wants to build a good position in the competitive era, it is inevitable to enhance worthy employee engagement strategies. This also meets out the demand and supply of the production process. The study is conducted within Wipro infrastructure at Chennai. This study concerns about the level of the employee engagement and the satisfaction of top level middle level management and lower level management employees. And also it mainly focuses on the labour issues arising in the company. Based on these views, the study was carried out.

4. OBJECTIVES OF THE RESEARCH

- To study the relationship between Demographic factors of respondents and Employee engagement in Wipro infrastructure engineering.
- To understand the variance between Demographic factors of respondents and Employee engagement Wipro infrastructure engineering.
- To understand the relationship between Outcome factor with Employee engagement Wipro infrastructure engineering.
- To study the effect of Independent factors with Employee engagement Wipro infrastructure engineering.

- To study the relationship between Outcome factors viz., Productivity and Retention with Employee engagement in Wipro infrastructure engineering.

5. CONCEPTUAL FRAMEWORK

Based on the literature review, the factors were chosen and conceptual model was framed and presented in the given diagram 1.1.

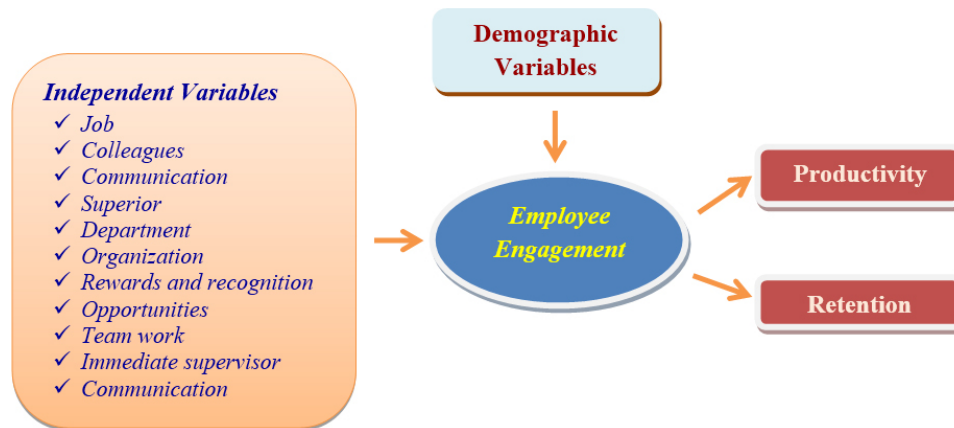


Figure 1: Conceptual Model of Employee Engagement

6. RESEARCH METHODOLOGY

This methodology is based on the basic function of the internal integration, further based on the interaction with employee's aspect. The research study adopts stratified sampling design; firstly, the population is stratified into mutually exclusive sub-groups. Then judgment is used to select the subjects or units from each strata based on a specified proportion. The researcher explained the questions to the participant who were unable to the implications of the given questions and helped in filling up the questionnaire. In Q-ACD department, the researchers met each and every participant personally in the shop floor. The respondents of the study comprised of 150 employees from Wipro infrastructure engineering. To draw employee engagement, respondents were asked to rate employees based on attributes namely: Age, Gender, Marital status, Qualification, Position, Experience, Place of living, Family size, Job, Colleagues, Superior, Department, Rewards & recognition, Company, Opportunity, Immediate supervisor, Team work, Communication. Outcome factors viz., Productivity, Retention and Gallup. The statistical tools such as Descriptive statistics, Chi-square test, Correlation analysis, One-way ANOVA and Multiple Regression were applied with the help of SPSS purposes.

7. HYPOTHESIS STATEMENTS

Based on the review of literature and objectives of the study, the hypotheses were formulated and examined in this study.

- Ho1: There is no association between demographic factors of respondents and the employee engagement.
- Ho2: Independent factor "Independent factors" does not vary with the demographic characteristics of the respondents.

- H03: There is a significant relationship between the intension to stay and the overall employee engagement in the Wipro infrastructure engineering.
- H04: There is no significant relationship between the employee engagement and Independent factors viz., Job, Colleagues, Supervisor, Company, Opportunity, Teamwork, Immediate Supervisor, and Communication.
- H05: There is no significant effect of independent factors on employee engagement.
- H06: There is no significant relationship between the employee engagement and Outcome factors viz., productivity and retention.
- H07: There is no significant effect of employee engagement on Productivity and Retention.

8. LIMITATIONS OF THE RESEARCH

The employee engagement refers to the strategy practiced by the management in order to boost up the involvement and productivity among the employee group. Employee engagement is one of the toughest things to implement in a work culture as you need to think of creative ideas that can make the working experience fun and encouraging and at the same time productive. This study is restricted to Wipro infrastructure employees. Researchers have confined to choose 150 employees in Wipro at Chennai. The results may vary according to the perceptions and opinions of the respondents. The research was confined only to the limited period due to inadequacy of time as the duration of this project was only one month. The responses were dependent on the attitude, opinion and sharing mentality of the employees.

9. LITERATURE REVIEW

Albdour, (2014): This paper revealed that the frontline employees who have high job engagement and organizational commitment and normative commitment. On the other hand, high employees' job engagement also meaningfully affects the employees' continuance commitment in the work place.

Albrecht, (2015): The researcher revealed that there is an inter-relationship between organizational outcomes and job factors. Here the author says the firm need to improve beyond the routine administration of engagement survey and need to implant engagement in HRM policies and practices viz., Personnel selection, socialization, performance management and Training and Development.

McMullen (2013): This paper examined about the employee engagement is the level of commitment that employees feel toward their organization as well as the level of the employee's discretionary effort and their willingness to go the extra mile for their company. Engaged employees are more passionate about their work and willing to help each other. Leaders must also enable employees to channel their sorts productively.

Banhwa (2014): Here the researcher focus on investigating the influence of employee engagement strategies on organization citizenship behavior within the Retail Banking Industry. Meanwhile, the results of the paper is the employee engagement will enhance the outcome of organizational citizenship behavior of employees and behavioral transformation, which may effect on the employees engagement strategies which includes working conditions, home life balance and wellness among others.

Bullock (2011): The author conducted an internal and external review of how our people feel and developed a plan to address key areas of employee engagement, and found how the employees are approach positively about the working culture. Through the proper communication the positive work culture will be promote and helps organization growth in advance.

Christopher Marquis (2014): In this paper author examined that there is a link between company and employee engagement, if the company has an effects on employee commitment and motivation, new skills and training, and motivation.

Newsire (2012): The author revealed that the company should provide necessary facilities for the employees to work peacefully and enjoy work. it may leads the employees to motivate and do the best work for the organization helps to retain the employees as longer with large volume of productivity.

Dow Scott (2010): The author found that the impact of total rewards-driven employee engagement programs on organization performance and employee and supervisor involvement in the development of pay programs.

Dobsson (2010): In this article the researcher argue that it is to improve the levels of the employee, commitment and employee engagement takes a vital role to achieve. For that the employee expected a good rewards and recognition. From these factors the employee may work sincerely and dedicated more on their task.

C. Balakrishnan (2013): The researcher reveals that the present study conform that the employee retention can be improved by addressing non-financial drivers of employee engagement like communication, recognition, manager/supervisor, work engagement, team work, and role clarity.

Sadri (2014): This paper reveals that the engaged employees are linked with enhanced performance, greater profits, increased financial gains, increased productivity and ultimately with overall organizational performance.

Ghafoor (2011): In this paper the author examined the relationship between transformational leadership, employee engagement and employee performance. With the help of flexible relations between company and the organization the productivity and outcome factors may enhance more to achieve the objectives. Furthermore the results also supported the mediation of psychological ownership in relationship of these variables.

Gill (2014): Here the researcher found that there is a relationship between employee engagement and outcome factor. By engaging the employees the firm has a possible outcome and enriches more resources.

J.M.L (2013): The author inferred that there is a predictive effect of perceived career support and commitment work engagement. The employees can promote employee work engagement by ensuring employee perceives their organization to be supportive for their career and increasing employees level of affective commitment.

Grover (2014): This paper examined that, it is essential for an organization to sustain in the long run have an engaged workforce. The author found in his study that the engagement is linked to three essential forces in the organization - Attrition, Productivity & Profitability. Since, it is important today, the organization should take the employee satisfaction as a needed factor for their success and growth.

Harter (2002): This paper stated that the business-unit level between employee satisfaction–engagement and the business-unit outcomes of customer satisfaction, productivity, profit, employee turnover, and accidents. Hence, the author concludes that changes in management practices that increase employee satisfaction may increase business-unit outcomes, including profit.

Scherrer (2010): This paper examined that the employers engage with corporate physical activity programs to foster employee wellbeing with a view to reducing the costs of absence and recruitment. This study reports the employers providing a supportive context, fostering staff led team formation and considering

motivational readiness of employees. They offer insights into how programs can be supported and constrained by the workplace culture.

Khan (2013): This paper stated that the employee Engagement is vital component for organization's success but it is a complex concept, which aims to explore the Key drivers of employee engagement and their involvement reasons in depth and its sway on Employee Engagement. The mechanisms that work behind an employee's involvement are manifold. Top management's span of control and the freedom level of Decision making for employees all have a profound effect on engagement level. These create strategies for functioning at workplace.

Vijay Anand, et. al., (2016): Employee Engagement is an important factor in the organization to achieve the success and increase its productivity. The authors found that there was an association between certain demographic factors with the Employee Engagement. An engaged employee is always more reliable, self-motivated and loyal to strengthen the organization towards sustainable position

10. DATA ANALYSIS & DISCUSSION

Table 1
Demographic profile of the respondents

	20-25	26-30	31-35	36-40	41 & above
Age (Yrs) %	31	30	73	13	3
	20.7	20.0	48.7	8.7	2.0
	<i>Male</i>		<i>Female</i>		
Gender %	139			11	
	92.7			7.3	
	<i>Married</i>		<i>Unmarried</i>		
Marital Status %	87			63	
	58.0			42.0	
	<i>Diploma</i>	<i>UG</i>	<i>PG</i>		<i>Others</i>
Qualification %	34	81	25		10
	22.7	54.0	16.7		6.7
	<i>High</i>		<i>Middle</i>		<i>Low</i>
Position %	24			111	15
	16.0			74.0	10.0
	<i>0-5</i>	<i>6-10</i>	<i>11-15</i>		<i>16-20</i>
Experience %	70	74	1		5
	46.7	49.3	.7		3.3
	<i>Urban</i>		<i>Rural</i>		
Place of living %	81			69	
	54			46	
	<i>1-2</i>	<i>2-3</i>	<i>3-4</i>	<i>4-5</i>	<i>5 & above</i>
Family Size %	23	47	64	11	5
	15.3	31.3	42.7	7.3	3.3

Source: Primary Data

The above table shows that 48.7% of respondents were in the age group of 31-35 years. The table also shows that 92.7% of respondents were male and the rest of respondents were female. 58% of respondents were married and 54% of respondents did UG, 74% of the respondents were in middle level position others are in the category of higher and low. 46.7% and 49.3 % of respondents have more experienced such as 0-5 and 6-10 years. Around 54% of the respondents were in urban and rest in rural areas.

Table 2
Chi-Square Test between Demographic factors and Employee Engagement

<i>S.No</i>	<i>Factors</i>	χ^2 <i>Value</i>	<i>Sig.</i>	<i>Decision</i>
1.	Age	28.846	0.000	Reject
2.	Gender	1.912	0.591	Accept*
3.	Marital status	22.770	0.001	Reject
4.	Qualification	22.820	0.007	Accept*
5.	Position	31.472	0.000	Reject
6.	Experience	7.730	0.562	Accept*
7.	Place of living	44.118	0.000	Reject
8.	Family size	29.442	0.003	Reject

* = H_0 accepted at 5% significance level

* If the sig. of p is less than 0.05, and it indicates that the concerned factor is significant in the model.

Source: Primary Data

Hypothesis (H_0): There is no association between demographic factors of respondents and the employee engagement.

From this table, the researchers have inferred that there is no association between the demographic factors viz., gender, qualification and experience with employee engagement, since the null hypothesis were accepted ($p > 0.05$). The result also revealed that there is an association between the demographic factors such as age, marital status, position, place of living and family size with employee engagement, since the null hypothesis were rejected ($p < 0.05$).

Table 3
One way ANOVA between the factor Employee engagement and the Demographic characteristics of the respondents

<i>S.No.</i>	<i>Demographic Factors</i>	<i>F</i>	<i>Sig.</i>	<i>Decision</i>
1.	Age	4.042	0.009	Accept*
2.	Gender	0.628	0.598	Accept*
3.	Marital status	6.942	0.000	Reject
4.	Qualification	2.171	0.094	Accept*
5.	Position	4.095	0.008	Accept*
6.	Experience	2.091	0.104	Accept*
7.	Place of living	7.288	0.000	Reject
8.	Family size	3.432	0.019	Reject

* H_0 accepted at 5% significance level

Source: Primary Data

Hypothesis (H_0): Employee engagement does not vary with Demographic characteristics of the respondents.

From the above table, the researcher found that the Employee engagement does not vary from the demographic factors Viz., Age, Gender, Qualification, Position, Experience, Place of living and Family size, since the null hypothesis were accepted ($p > 0.05$). The result also shows that the Independent factor Employee engagement does vary from the demographic factors viz., Marital status, Place of living and Family size, hence the null hypothesis were rejected ($p < 0.05$).

Table 4
Correlation of Independent factors and Employee engagement

S.No	Predictors	R	Significance	Relationship
1.	Job	0.448	0.000	Positive
2.	Colleagues	0.343	0.000	Positive
3.	Supervisor	0.389	0.000	Positive
4.	Department	0.556**	0.000	Positive
5.	Company	0.459	0.000	Positive
6.	Rewards and Recognition	0.065	0.000	Positive
7.	Opportunity	0.388	0.000	Positive
8.	Team work	0.304	0.000	Positive
9.	Immediate supervisor	0.411	0.000	Positive
10.	Communication	0.366	0.000	Positive

**Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data

From this table, the researcher found that there is a positive correlation between independent factors and employee engagement. Further the researcher also found that there is statistically strong correlation between employee engagement and Department r value is (0.556), whereas the rest of the factors viz., Job (0.448), colleagues (0.343), supervisor (0.389), company (0.459), opportunity (0.388), teamwork (0.304), immediate supervisor (0.411), communication were moderate correlation, since the r value lies between (0.3 to 0.5).

There is a statistically significant positive correlation between independent factor and employee engagement and Rewards and recognitions since $r = 0.065$ and $P = 0.000$ which also means weak correlation employee engagement with rewards and recognition. R value lies between (0.1 – 0.3).

Table 5
Unstandardized Coefficients of Regression Model – Independent factors and Employee engagement

S.No.	Predictors	Unstandardized Coefficients		Sig.
		B	Std. Error	
	(Constant)	0.417	0.329	0.207*
1.	Job	0.223	0.083	0.008*
2.	Colleagues	0.074	0.066	0.269*
3.	Supervisor	0.051	0.076	0.504
4.	Department	0.205	0.079	0.010*
5.	Company	0.268	0.068	0.000*
6.	Rewards and Recognition	0.187	0.072	0.010*
7.	Opportunity	0.030	0.079	0.706

S.No.	Predictors	Unstandardized Coefficients		Sig.
		B	Std. Error	
8.	Team work	0.253	0.072	0.001*
9.	Immediate supervisor	0.075	0.087	0.390*
10.	Communication	0.131	0.065	0.046*

R = 0.721 R² = 0.519

Hypothesis (H₀): There is no significant effect of independent factors on employee engagement.

The above table shows that the predictor variables such as Job, Colleagues, Company, Department, Rewards and Recognition, Team work, Immediate Supervisor, Communication ($p < 0.05$) are statistically significant towards employee engagement. The table also shows that the variable, i.e., Supervisor, Opportunity are not significant ($p > 0.05$). The table also depicted the R and R² values of the model. The R value represents the simple correlation and is 0.721, which indicated a high degree of correlation between the individual factors and employee engagement. The R² value indicated that 51.9% (0.519) of variance in dependent variable “employee engagement” is explained by the independent variables.

From the above table, it can be inferred that there are significant effects of independent factors viz., Job, Colleagues, Company, Department, Rewards and Recognition, Team work, Immediate Supervisor, Communication on employee engagement. The researcher also inferred that there is no significant effect of factor viz., Supervisor and Opportunity on employee engagement.

Table 6
Chi-Square Test between Employee Engagement and Outcome factors

S.No	Factors	χ^2 Value	Sig.	Decision
1.	Productivity	54.132	0.000	Reject
2.	Retention	74.177	0.000	Reject

* = H₀ accepted at 5% significance level

Hypothesis (H₀): There is no significant relationship between the employee engagement and Outcome factors viz., productivity and retention.

From the table, it is found that there is a significant relationship between employee engagement and outcome factors viz., Productivity & employee retention, since ($p < 0.05$). Hence null hypothesis is rejected and alternate hypothesis is accepted.

Table 7
Unstandardized Coefficients of Regression Model –
Employee engagement and output

S.No	Predictors	Unstandardized Coefficients		Sig.
		B	Std. Error	
	(Constant)	2.188	0.271	0.000
1.	Productivity	0.242	0.073	0.001
2.	Retention	0.194	0.048	0.000

R = 0.696 R² = 0.476

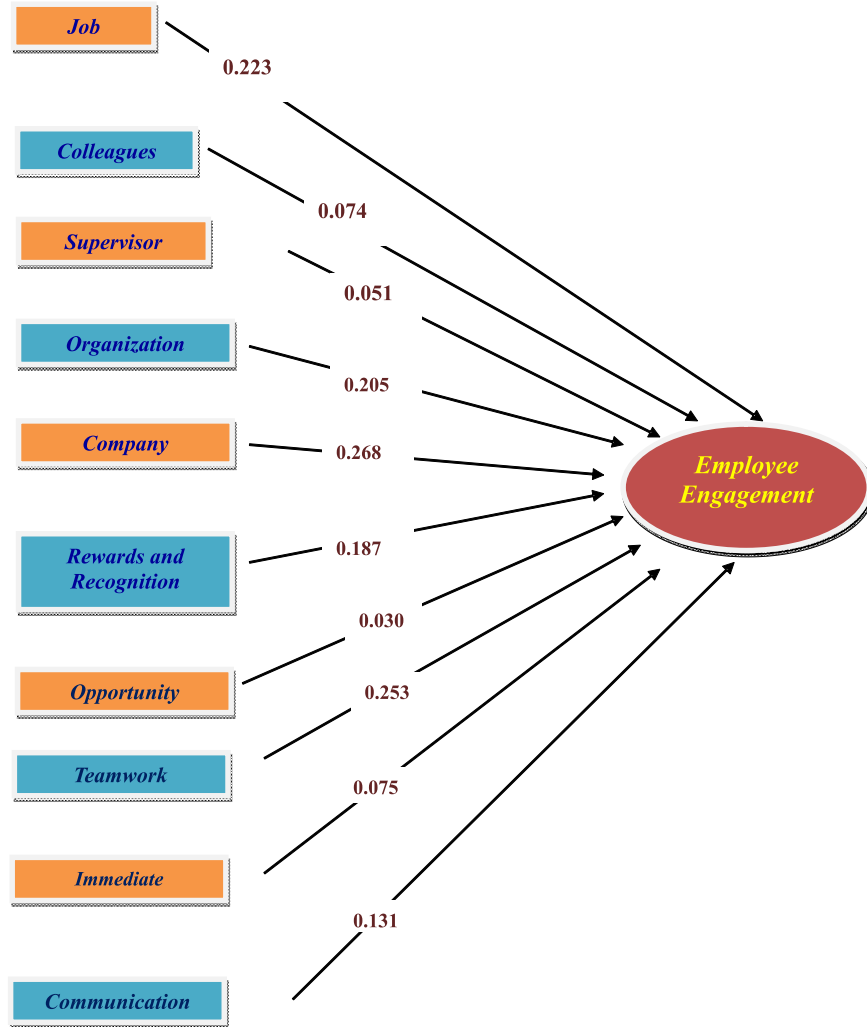


Figure 2: Regression Model - Individual Factors and Employee Engagement

Hypothesis (H₀): There is no significant effect of employee engagement on Productivity and Retention.

The above table shows that the R value which represents the simple correlation and is 0.696 which indicated a Moderate degree of correlation between the study factors and employee engagement. The R² value indicated that 47.6% (0.476) of variance in dependent variable “Productivity and Retention” is explained by the independent variable viz., employee engagement.

From the table, it can be inferred that there is ($p < 0.05$) statistical significant effect of employee engagement on Productivity and Retention.

11. FINDINGS

It is found there is an association between Demographic factors and Employee engagement. The researcher found that there is significant relations between the demographic factors viz., Gender, Qualification, Position, Experience, Place of living, and Family size are significant with independent factor “Independent factor”. The researcher found that Independent factors viz., Job, colleagues, supervisor, company, opportunity, Teamwork, immediate supervisor, communication are positively correlated with employee engagement and there exists

a strong significant relationship between department with employee engagement. The researcher found that there is a significant relationship between Independent factors viz., Job, Colleagues, Company, Department, Rewards and Recognition, Team work, immediate supervisor and Communication with employee engagement. It is found that there is statistical significant correlation effect of Productivity and Retention with employee engagement.

12. RECOMMENDATIONS

According to the study, the researchers have suggested that the independent factors Viz., Job, Colleagues, Company, Department, Rewards and Recognition, Team work, Immediate supervisor, Communication have to be properly maintained to enhance the productivity and Retention in Wipro infrastructure engineering.

13. CONCLUSION

“To win in the marketplace you must first win in the workplace.”

– Doug Conant, CEO of Campbell’s Soup

Communication is an important factor for the development of Wipro. It is main factor that leads to Job, colleagues, Supervisor, Company, Rewards and Recognition, Opportunity, Team work, Immediate Supervisor, Communication. So the Wipro should maintain Department which is important factor for creating employee engagement. From the study it is found that Retention and Productivity is one of the most important factors for employee engagement. Job, Colleagues, Supervisor, Department, Company, Rewards and Recognition, Opportunity, Team work, Immediate Supervisor and Communication leads to employee engagement and Retention. So the company must take interest in these factors for enhance the productivity.

“The only way to do great work is to love what you do.”

– Steve Jobs

Thus the employee engagement is the important driver towards the organizational success. Unless the employee engaged in company, there may not get Productivity and Retention in the organization. Only if there is employee engagement in company can sustain in the current competitive business era.

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