

Employees' Engagement Practices In Spinning Mills-An Empirical Study

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INTRODUCTION

The extent to which an employee believes in the mission, purpose and values of an organization is demonstrated through his/her commitment as an employee and their attitude towards the employer and customers. Employee engagement is high when the statements and conversations held reflect a natural enthusiasm for the company, its employees and the products or services provided. (Derek Stockley 2005)

Although the term 'employee engagement' is relatively new, the underlying concepts have been around for many years. Cultural change programmes often have a similar focus, as do internal branding programmes.

What exactly is employee engagement? Alpha Measure defines employee engagement as the level of commitment and involvement an employee has towards their organization and its values.

The primary behaviour of engaged employees is speaking positively about the organization to co-workers, potential employees and customers, having a strong desire to be a member of the organization, and exerting extra effort to contribute to the organization's success. Many smart organizations work to develop and nurture engagement. It is important to note that the employee engagement process does require a two-way relationship between employer and employee.

EMPLOYEE ENGAGEMENT

Engagement at work was conceptualized by Kahn, (1990) as the 'harnessing of organizational members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. The second related construct to engagement in organizational behaviour is the notion of flow advanced by Csikszentmihalyi (1975, 1990). Csikszentmihalyi (1975) defines flow as the 'holistic sensation' that people feel when they act with total involvement. Flow is the state in which there is little distinction between the self and the environment. When individuals are in the Flow State, little conscious control is necessary for their actions.

Employee engagement is thus the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. Thus, employee engagement is a parameter that determines the association of a person with the organization.

Engagement is most closely associated with the existing construction of job involvement (Brown 1996) and flow (Csikszentmihalyi, 1990). Job involvement is defined as 'the degree to which the job situation is central to the person and his or her identity' (Lawler & Hall, 1970). Kanungo (1982) maintained that job involvement is a 'Cognitive or belief state of Psychological identification.' Job involvement is thought to depend on both need saliency and the potential of a job to satisfy these needs. Thus, job involvement results from a cognitive judgment about the need satisfying abilities of the job. Jobs in this view are tied to one's self image. Engagement differs from job, as it is concerned more with how the individual employee engages his/her self during the performance of his / her job. Furthermore, engagement entails the active use of emotions. Finally, engagement may be thought of as an antecedent to job involvement. Individuals who experience deep engagement in their roles should come to identify with their jobs.

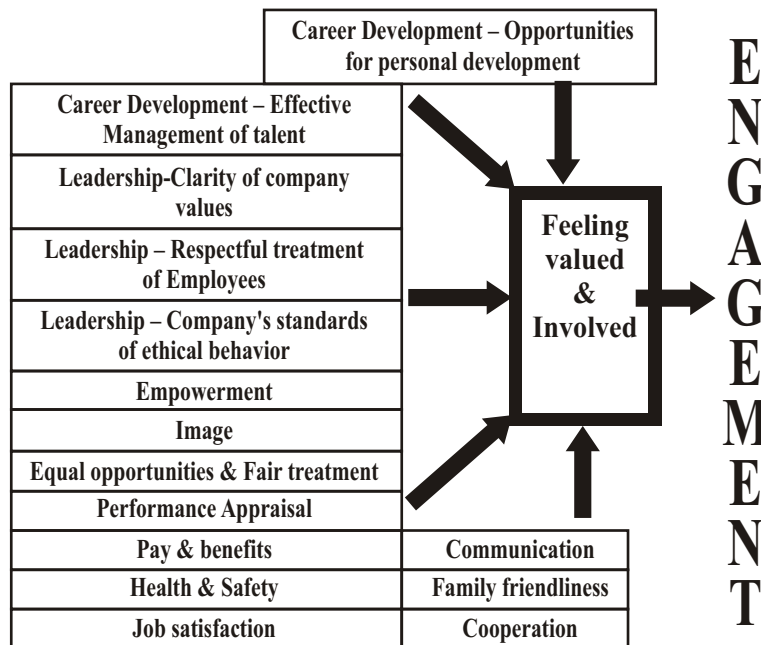
When Kahn talked about employee engagement, he gave importance to all the three aspects-physical, cognitive and emotional. Whereas in job satisfaction, more importance has been given to the cognitive side.

HR practitioners believe that the engagement challenge has a lot to do with how employees feel about work experience and how he or she is treated in the organization. It has a lot to do with emotions which are fundamentally related to drive bottom line success in a company. There will always be people who never give their best efforts no matter how hard HR and line managers try to engage them. "But for the most part, employees want to commit to companies because in doing so, they satisfy a powerful and basic need in connection with and contribute to something significant".

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FACTORS LEADING TO EMPLOYEE ENGAGEMENT-

Studies have shown that there are some critical factors which lead to Employee Engagement. Some of them identified are described below:



Career development- opportunities for personal development: Organizations with high levels of engagement provide employees with opportunities to develop their abilities, learn new skills, acquire new knowledge and realize their potential.

Career development–effective management of talent: Career development influences engagement for employees and retaining the most talented employees and providing opportunities for personal development.

Leadership- clarity of company values: Employees need to feel that the core values for which their companies stand are unambiguous and clear.

Leadership–respectful treatment of employees: Successful organizations show respect for each employee's qualities and contribution, regardless of their job level.

Leadership–company's standards of ethical behavior: A company's ethical standards also lead to engagement of an individual.

Empowerment: Employees want to be involved in decisions that affect their work. The leaders of high engagement workplaces create a trustful and challenging environment, in which employees are encouraged to dissent from the prevailing orthodoxy and to input and innovate to move the organization forward.

Image: How many employees are prepared to endorse the products and services which their company provides to its customers depends largely on their perceptions of the quality of those goods and services. High levels of employee engagement are inextricably linked with high levels of customer engagement.

Equal Opportunities and Fair Treatment: The employee engagement levels would be high if their bosses (superiors) provide equal opportunities for growth and advancement to all the employees.

Performance appraisal: Fair evaluation of an employee's performance is an important criterion for determining the level of employee engagement. The company which follows an appropriate performance appraisal technique (which is transparent and not biased) will have high level impact on employee engagement.

Pay and Benefits: The company should have a proper pay system so that the employees are motivated to work in the organization. In order to boost their engagement levels, the employees should also be provided with certain benefits and compensations.

Health and Safety: Research indicates that the engagement levels are low if the employee does not feel secure while working. Therefore every organization should adopt appropriate methods and systems for the health and safety of their employees.

Job Satisfaction: Only a satisfied employee can become an engaged employee. Therefore, it is very essential for

an organization to see to it that the job given to the employee matches his career goals which will make him enjoy his work and he would ultimately be satisfied with his job.

Communication: The company should follow the open door policy. There should be both upward and downward communication with the use of appropriate communication channels in the organization. If the employee is given a say in the decision making and has the right to be heard by his boss, then the engagement levels are likely to be high.

Family Friendliness: A person's family life influences his work life. When an employee realizes that the organization is considering his family's benefits also, he will have an emotional attachment with the organization which leads to engagement.

Co-operation: If the entire organization works together by helping each other i.e. all the employees as well as the supervisors' co-ordinate well, then the employees will be engaged.

STATEMENT OF THE PROBLEM

Human Resource Management is more prominent in the textile industry. The continuous turnover of the employees not only affects production operation but it also affects the quality of the production. The quality objective of management is to provide high quality material at lesser rate. To attain this objective, the management insists the employee retention continually. The absenteeism and labor turnover are the prominent factor, and are highlighted by the human resource management which has to be given much consideration for the smooth functioning of production operation. Hence, the researcher has taken care to identify a solution for solving employee attrition and turnover.

OBJECTIVES OF THE STUDY

The objectives of the present study are

- To study the employee engagement practices prevailing in textile companies in Coimbatore.
- To study the perception of employees towards employee engagement practices.
- To analyze the significance of the relationships among the engagement practices followed.

METHODOLOGY OF THE STUDY

SAMPLING

The paper studies the employee engagement practice in spinning mills located in Coimbatore. The study covers 500 employees working in spinning mills in and around Coimbatore using simple random sampling method.

The study depended on primary data collected with the help of a questionnaire consisting of personal factors and factors that determine the extent of employee engagement.

The questionnaire was distributed directly to the respondents by explaining the purpose of the study. In order to maintain accuracy, the respondents residing in different places of Coimbatore and working in different mills were identified on trail and error basis.

The data was statistically analyzed in order to ensure that the data obtained was randomly based on age, gender and other parameters.

STATISTICAL TOOLS

In order to determine the parameter that influences the employee engagements in spinning mills, it is important to reduce the relevant parameters so that there is a limited set of parameters representing the total set. For this, the following multivariate techniques were used.

I. Factor Analysis: This helps to reduce the proposed factors into few, which represent a significant amount of the original set.

II. Multiple Regression: This helps to identify the significant factors which determine the employee engagement during spinning mills.

TABLE 1. SOCIO- ECONOMIC FACTORS OF THE RESPONDENTS

Variable	Profile	No. of Respondents	Percentage
Gender	Male	276	55.2
	Female	224	44.8
Age	Less than 20Years	36	7.2
	20 – 30 Years	211	42.2
	30 – 40 Years	143	28.6
	Above 40 Years	110	22.0
Monthly Salary	Below Rs.5000	470	94.0
	Rs.5001 – Rs.10,000	30	6.0
	Rs.10,000 – Rs.15,000	-	-
	Above Rs.15000	-	-

Experience	Less than 5 years	38	7.6
	5 – 10 years	170	34
	10 – 15 years	124	24.8
	Above 15 years	168	33.6
Educational Qualification	SSLC	376	75.2
	+2	107	21.4
	Diploma	9	1.8
	Degree	8	1.6
No. of Members in the Family	Upto 2	11	2.2
	3-5	451	90.2
	Above 6	38	7.6

It can be observed from the Table 1 that 55.2% of the respondents are male and the remaining 44.8% are females. It is understood from the table that 42.2% of the respondents belong to the age group of 20-30, 28.6% are in the group of 30-40, 22% of the respondents are coming under the category of above 40 years and the remaining 7.2% are in the age group of less than 20 years.

As far as the distribution of monthly income is concerned, majority of the respondents (94%) are earning a monthly salary of less than Rs.5000 and the remaining 6% are earning in the range of Rs.5000-10000.

Regarding experience of respondents, 34% of the respondents have 5-10 years of experience, 33.6% of the respondents possess more than 15 years of experience, 24.8% of respondents have 10-15 years of experience and the remaining 7.6% have less than 5 years of experience.

The status of literacy of the employees revealed by the table is that 75.2% of the respondents have SSLC as their qualifications, 21.4% of the respondents completed +2 and remaining respondents have degree and diplomas as their qualifications.

It is also presented by the table that majority (90.2%) of the respondents have 3-5 members in their family, 7.6% of the respondents have more than 6 members and the remaining 2.2% of the respondents have 2 members in their family.

PERCEPTION TOWARDS FACTORS INFLUENCING THE EMPLOYEES' ENGAGEMENTS

The employees were asked to give their perceptions towards the factors influencing the engagement practices using a 5 point scale. The result is presented in the Table 2 below:

Table 2: Perception towards factors influencing employees' engagement

Factors		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Training given by the management is adequate (V1)	No.	5	33	34	248	180	500
	%	1.0	6.6	6.8	49.6	36.0	100
Pleasant working environment (V2)	No.	3	14	88	253	142	500
	%	0.6	2.8	17.6	50.6	28.4	100
Remuneration/salary package is adequate (V3)	No.	66	156	136	94	48	500
	%	13.2	31.2	27.2	18.8	9.6	100
Employees' welfare is protected (V4)	No.	22	110	127	181	60	500
	%	4.4	22.0	25.4	36.2	12.0	100
Proper system of dealing employees' Grievances (V5)	No.	64	154	166	88	28	500
	%	12.8	30.8	33.2	17.6	5.6	100
In case of accident, management is making adequate compensation (V6)	No.	10	79	154	203	54	500
	%	2.0	15.8	30.8	40.6	10.8	100
Encouraging the workers' participation in management (V7)	No.	44	68	113	199	76	500
	%	8.8	13.6	22.6	39.8	15.2	100
Good Supervisor-Employee relationship (V8)	No.	10	13	38	188	251	500
	%	2.0	2.6	7.6	37.6	50.2	100
There are always chances for career development (V9)	No.	46	91	174	75	114	500
	%	9.2	18.2	34.8	15.0	22.8	100
Quality food is provided in the canteen (V10)	No.	34	84	65	162	155	500
	%	6.8	16.8	13.0	32.4	31.0	100
Management recognizes the trade union (V11)	No.	45	85	135	135	100	500
	%	9.0	17.0	27.0	27.0	20.0	100
Employee's suggestions are encouraged/ accepted (V12)	No.	29	94	149	150	78	500
	%	5.8	18.8	29.8	30.0	15.6	100
Management gives adequate bonus (V13)	No.	24	56	60	133	227	500
	%	4.8	11.2	12.0	26.6	45.4	100

Present incentive scheme is good (V14)	No.	47	44	43	187	209	500
	%	3.4	8.8	8.6	37.4	41.8	100
No work pressure from the management side (V15)	No.	33	56	80	193	138	500
	%	6.6	11.2	16.0	38.6	27.6	100

The above Table 2 shows that 50.2% of the respondents strongly agree with good supervisor- employee relationship, 45.4% of respondents strongly agree with the fact that the 'management gives adequate bonus'. 41.8% of the respondents strongly agree with the present incentive scheme.

50.6% of the respondents agree with the pleasant working environment and above 40% of the respondents agree with the fact that adequate training is given by the management to deal with accident cases and adequate compensation is also provided to the victim of the mishap.

34.8% of the respondents are neutral with the proper system of dealing with employees' grievances and 34.8% of respondents are neutral with the chances provided for career development.

31.2% of the respondents disagree with the adequacy of remuneration / salary package and 30.8% of respondents disagree with the practice of dealing with employees' grievances.

13.2% of the respondents strongly disagree with the adequacy of remuneration / salary package and 12.8% of respondents strongly disagree with the system of dealing with employee grievances.

I. FACTOR ANALYSIS

In order to determine the parameter that influences the employee engagement, it is important to reduce the parameters that represent the sample. For this purpose, factor analysis is used to analyze the structure of the interrelationship among a large number of variables by defining a set of common underlying dimensions.

The factor analysis process is carried out through the following stages.

1. Purpose

The factor analysis is used to identify the structure through data summarization and data reduction.

2. Designing

To achieve the objective of the summarization and data reduction, the correlation matrix is obtained by computing the correlation between the parameters selected for the study.

3. Assumption in factor analysis

A basic assumption of factor analysis is the existence of some underlying structure in the parameters selected.

The Bartlett test of Sphericity provides statistical probability that the correlation matrix has significant correlation among the variable. As there is reasonable size of sample, it proves that there exists significant correlation among the variables.

In this study, the Kaiser-Meyer-Olkin (KMO) measure is found to be 0.575 which is well above the screening limit 0.5. Hence, it is also validated for factor analysis.

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.575
Bartlett's Test of Sphericity	Approx. Chi-Square	646.146
	Df	105
	Sig.	.000

TOTAL VARIANCE EXPLAINED

The table defines the percentage of variance by each component to take the most important representation. The components whose eigen value is greater than 1.00 are considered for the reduction. Accordingly, the first 6 components have been taken as factors. It is understood that by using the 6 factors, 57.493% of the variance of the parameters can be defined.

Table 4: Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.945	12.965	12.965	1.945	12.965	12.965	1.485	9.900	9.900
2	1.831	12.207	25.173	1.831	12.207	25.173	1.475	9.834	19.734
3	1.464	9.763	34.935	1.464	9.763	34.935	1.474	9.830	29.564

4	1.228	8.188	43.124	1.228	8.188	43.124	1.414	9.424	38.988
5	1.099	7.327	50.451	1.099	7.327	50.451	1.411	9.407	48.395
6	1.056	7.042	57.493	1.056	7.042	57.493	1.365	9.098	57.493
7	.945	6.297	63.790						
8	.908	6.053	69.843						
9	.812	5.416	75.259						
10	.781	5.205	80.464						
11	.696	4.640	85.104						
12	.621	4.141	89.245						
13	.582	3.881	93.126						
14	.544	3.625	96.751						
15	.487	3.249	100.000						

Extraction Method: Principal Component Analysis.

ROTATED COMPONENTS MATRIX

It shows the various parameters which fall under each factor. It can be seen that the factor loading for each parameter against each factor is significant enough to set under any of the factor and none of the parameters are disqualified for the same.

Table 5: Rotated Component Matrix (a)

	Component					
	1	2	3	4	5	6
V1	.348	.593	-.082	-.089	.082	-.206
V2	.629	-.138	.182	-.044	.037	.229
V3	.783	.080	-.114	.035	-.062	-.184
V4	-.137	.575	.224	.290	.070	.230
V5	-.082	.709	.040	-.052	.013	-.060
V6	-.164	-.047	.027	.040	.139	.764
V7	.012	-.244	-.149	.766	.070	-.185
V8	.011	.234	.237	.702	.095	.095
V9	.430	.086	-.221	.306	.489	-.025
V10	-.074	.087	.627	.085	-.095	.201
V11	.071	.297	-.604	.284	-.275	.387
V12	.096	.164	.071	.144	.714	.134
V13	.217	.102	.299	.070	-.700	.139
V14	.073	.081	.588	.033	-.134	.064
V15	.213	-.046	.211	-.158	-.142	.566

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a Rotation converged in 11 iterations.

Based on the above, the factors and the parameters under each factor are defined below.

Factor 1:

V2	.629
V3	.783

This factor defines parameters like pleasant working environment, adequacy of remuneration / salary package that determine the employee engagement. Hence, it can be named as “Working environment and salary package”.

Factor 2:

V1	.593
V4	.575
V5	.709

This shows that welfare measures and grievances handling dominate the employee engagement. This factor can be named as “Welfare measure and grievances handling”.

Factor 3:

V10	.627
V11	-.604

The next factor represents the parameters like quality food provision, recognition of trade union that discriminate the employee engagement.

This factor can be called “Recognition of trade union” based on quality trade provision and recognition of trade union.

Factor 4:

V7	.766
V8	.702

Like wise, this factor can be named as “Workers' participation management”.

Factor 5:

V9	.489
V12	.714
V13	-.700

Here, a correlation exists between career development, suggestion accepted and adequate bonus is the main preference of the management. This factor can be named “Career development” as these two are representing the factor more closely.

Factor 6:

V1	.764
V5	.566

It is observed that the training and handling of employee grievance is independent of any other factor. So this factor can be named as “Adequacy of training”.

II. REGRESSION ANALYSIS

Multiple regression is basically a predictive tool. The result is obtained by analyzing a set of independent variables to predict a dependent variable. The general equation for multiple regression can be written as below:

$Y = B_0 + B_1 * X_1 + B_2 * X_2 + B_3 * X_3 + \dots + B_n * X_n + E$, where B_0 is constant, the value of Y and all X values are zero.

B_i = the slope of the regression surface of the response surface, and B represents the regression coefficient associated with each X_i and E = an error term, normally distributed about a mean 0. For the purpose of computation, E is assumed to be 0.

The regression coefficient is either stated in raw score units (the actual X values) or as standardized coefficients. In either case, the value of regression coefficient states the amount that Y varies with each unit change of the associated X variables, when the effects of all other X variables are being held constant. When the regression coefficient are standardized, they are called Beta weights (B), and their values indicate the relative importance of the associated X values, which are particularly unrelated.

The above equation can be built either with all variables, specific combinations or a selected method that sequentially adds or removes variables. Forward selection starts with the constant and adds variables that results when the largest R square increases. Backward elimination begins with a model containing all independent variables and removes the variables and changes R square the least. The independent variable that contributes the most in explaining the dependent variable is added first. Subsequent variables are included based on the incremental contribution over the first variables and whether they meet the criterion for entering the equation. Care should be taken to ensure that the independent variable must not be correlated among themselves, as it highly

affects the overall result. This situation is called multicollinearity.

The factor analysis shows that some of the variables are highly correlated among each other. This leads to multicollinearity. The highlighted parameter under each factor is used to run the multiple regressions and all the parameters are statistically significant.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.471(a)	.222	.199	1.04989

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.441	.511		.864	.388**
	V1	.206	.057	.154	3.589	.000*
	V2	.244	.062	.164	3.961	.000*
	V4	-.128	.048	-.117	-2.667	.008*
	V5	-.043	.046	-.039	-.930	.353**
	V6	-.256	.052	-.207	-4.943	.000*
	V7	-.029	.044	-.028	-.647	.518**
	V8	-.001	.061	.000	-.011	.992**
	V9	.211	.042	.224	5.035	.000*
	V10	-.083	.040	-.089	-2.057	.040*
	V11	.095	.040	.099	2.385	.017*
	V12	.092	.046	.087	2.011	.045*
	V13	.166	.043	.171	3.862	.000*
	V14	.061	.046	.056	1.316	.189**
	V15	.037	.042	.037	.872	.384**

a Dependent Variable: V3 (Remuneration)

*: Significant at 5 % ** : Significant at 1% level.

Here, using the B value of the unstandardized coefficients, the following regression equation is formed:

Preference toward a particular brand = 0.441+0.206 V1+0.244 V2-0.128 V4-0.043 V5-0.256 V6-0.029 V7-0.001 V8+0.211 V9-0.083 V10+0.095 V11+0.092 V12+0.166 V13+0.061 V14+0.037 V15

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	152.187	14	10.871	9.862	.000
Residual	534.605	485	1.102		
Total	686.792	499			

b. Dependent Variable: (V3) Remuneration

The analysis of variance of multiple regression models for V3 indicates the overall significance of the model. The coefficient of determination-R² value shows that the parameters put together explain that the variations of remuneration / salary package is adequate (V3) to the extent of 38.8%.

Thus, it is concluded that the step wise multiple regression analysis (Partial Model) for the variable Y, (the remuneration / salary package is adequate (V3)) has estimated a functional relation between Y (remuneration / salary package is adequate (V3)) and all the predictor parameters have significantly contributed to remuneration / salary package is adequate (V3) to the extent of 98.5%.

CONCLUSION

In the present scenario of hectic competition, the level of commitment and involvement of employees is of value

to any organization. The present study indicates the fact that remuneration package and grievances' handling are the areas which need the attention of the management. This fact is also supported by the evidence of analysis with help of statistical tools that all the parameters have significantly contributed to remuneration. Moreover, the employer can concentrate his/her attention on the selected factors as revealed by the factor analysis to improve the level of engagement of the workers in any manufacturing industry.

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