

How to Increase Employee Correlation

Mohamed Mohamed AbdElaziz Youssef¹, Mohamed ALFakharany²

¹DBA, RAM Clinics

²TeamX for Trading and Engineering



EXECUTIVE SUMMARY: Amana's procedure relies upon a long haul, maintainable improvement of its work by executing viable activity plans for overseeing and creating business that accomplishes its different objectives. Thus, top administration generally tries to give sound workplace to representatives just to ensure the steadiness of the association. Our exploration examines factors that influence worker relationships to the association. The last decision gives an unmistakable vision for the administration to in like manner foster their arrangements.

KEYWORDS: Amana, Insurance, HR, Employees, Teamwork, Learning and development, Support, Turnover.

INTRODUCTION ABOUT AMANA

Amana was laid out by a union of notable organizations in the locale, as FAL Possessions Arabia Co. Ltd, FALCOM Monetary Administrations and Libano Suisse Insurance Agency, notwithstanding a gathering of trustworthy organizations and significant financial backers. Amana gives different items covering medical coverage, engine protection, travel protection, property protection, fire protection, marine protection, designing protection and other specific protection that covers the exercises of different business areas like industry, exchange, and administration. Amana has set showcasing and deals methodologies that manual for place the organization in a main situation on the lookout. Dealing with its certified and exceptionally experienced staff to cover all areas in KSA, we expect to Help clients in getting the best protection arrangements.

With respect to the workspace Amana offers its representatives and promising the potential up-and-comers a sound workplace that satisfies their requirements and wants to foster them capacities and expand their insight. We answer the requests and needs of clients to convey a tweaked administration that measures up to the assumptions of clients. To guarantee this, the organization doled out the devoted hotline number for client care call focus, where a group of specific staff gives the best arrangements and proposals to accomplish the most elevated level of consumer loyalty. Amana looks to get high trust with clients to accomplish their most noteworthy fulfillment. For this reason, the organization has laid out a specific cases office that oversee for all locales and made it conceivable to get claims at all branches across the Realm. Our central goal doesn't stop with offering clients the reasonable remuneration in briefest pass of time. It is a major guideline of the organization to guarantee congruity of client's action and that the client not experiencing any monetary misfortune, which impact on his day-to-day business.

The organization's vision is to be one of the main insurance companies in Saudi Arabia that gives agreeable protection administrations through offering the best items and arrangements that take care of its client' needs.

The organization's central goal is to give quality protection arrangements and items, give trust and added worth and fabricate a drawn-out connection with its clients across the Saudi Arabia.

Amana's technique relies upon a long haul, feasible improvement of its work by executing viable activity plans for overseeing and creating business that accomplishes its different objectives. This will empower the association to give a different scope of protection arrangements and items that matches the necessities and prerequisites of clients and furnishes them with saving and security for their business through successful gamble the executives.

The exploration will remember all the administration Capabilities for the association:

- **Planning:**

Top Administration setting the organization well defined plans that prompting accomplish organization objectives and coordinating with investors assumptions.

- **Organizing:**

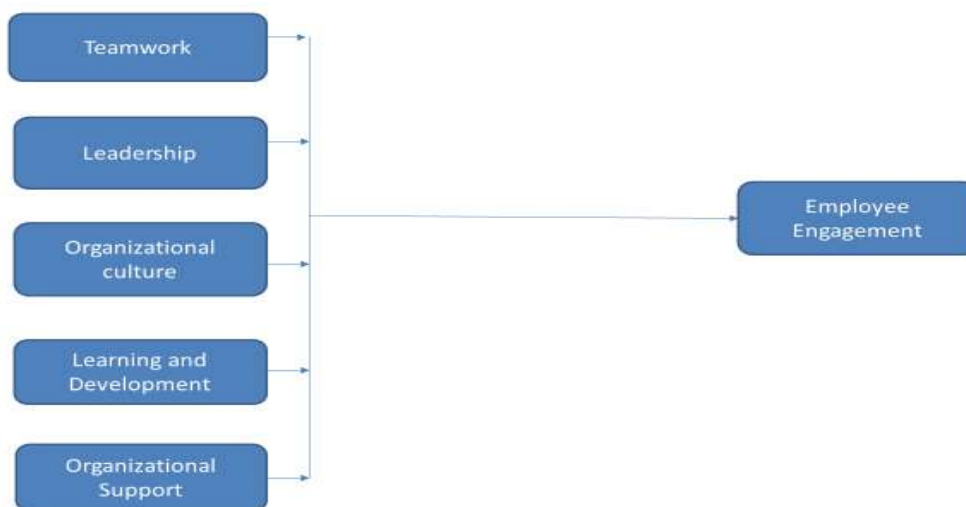
Allotting, appropriating, and orchestrating the fundamental targets for every office lining up with the organization objectives.

- **Leading:**

How to Increase Employee Correlation

Guide the representatives and supporting them to accomplishing the individual and company targets.

▪ Controlling:



Following up, Checking, contrasting, and doing the right activities.

We at Amana our association levels incorporate (Senior Administration, Center Administration, Senior and junior staff... and so on) which incorporates however are not restricted to the accompanying:

1. Executives (Senior Administration), who are answerable for setting vital targets and taking the essential choices in the association.
2. Middle Administration Level, who are answerable for getting the principal targets and flowing down to execution and dealing with the functional work and the specialized staff?
3. Supervisors, who are answerable for driving junior's workers and regulate the day today activity.

At Amana there is the accompanying different division business Improvement: Advertising and Deals, Specialized - Guaranteeing, HR, organization, money, and bookkeeping data innovation and hazard the board. Presently our items are in all districts inside KSA.

The political shakiness in KSA particularly after Yemen war, the progressions in guidelines and giving expenses. Protection field emergency expanded patterns of amusement and way of life which impact on representative relationship factors. The new and refreshed patterns in innovation and consistently to adapt to the most recent advancements in the IT and protection arrangements. KSA regulations including work regulations and SAMA guidelines this multitude of variables are vigorously influencing the exhibition of the organization and its monetary circumstance in an exceptionally terrible manner. This could be the most terrible time since the organization was laid out in November 2015.

PROBLEM DEFINITION

As an OD Supervisor, I accept that the general culture of an association has a great deal to do with worker fulfillment and representative relationship, although accomplishing 100 percent worker connection is unreasonable, low worker relationship can make significant disadvantages an association.

The association deals with an enormous issue: The high turnover rate was seen for non-administrative levels as well concerning administrative positions, particularly with the takeoff of 48 workers left Amana in 2021, bringing about a turnover pace of 40.5% and 5% directors in 2023 YTD alone. I worked with different offices to figure out why there is an exceptionally low worker connection in the association.

Me as an OD Director and the CHRO fostered the accompanying issue explanation: "Deciding the factors that impact on workers' relationship to expanding the representative efficiency".

1. MAJOR QUESTIONS

MjRQ1: What are the factors that impact on representatives' relationship?

2. MINOR QUESTIONS

MinRQ1: Does Authority influence worker relationship?

MinRQ2: Does Correspondence influence worker relationship?

How to Increase Employee Correlation

MinRQ3: Does Culture influence worker relationship?

MinRQ4: Does Proficient and self-awareness influence worker correlation

3. Conceptual Model

The proposed conceptual model of Employee Correlation figure,

4. Claims and Variables

Claim – 1: Further developing the Administration abilities and urge workers to zero in on their objective and accomplish organization objective.

Variable: Trust in pioneers: as a matter of fact, the single most noteworthy indicator of worker responsibility is their associations with their directors. I can't exaggerate this: with regards to connection, great administration is basic.

Claim – 2: Further developing the viable relational abilities and group assembling and playing clear parts, obligations and experts for the workers would work on the hierarchical correspondence.

Variable: Correspondence Start with great correspondence and ensure that the correspondence with representatives transparently, truly, and frequently will expand the drew in of workers.

Claim – 3: Working on the association and inward culture and lay out sound climate.

Variable: Culture - A positive corporate culture brings about blissful representatives who need to come to work each day. That, however, the better the way of life, the more productive the organization.

Claim – 4: Working on the remuneration and advantages strategies and techniques and pay scale.

Variable: Prizes and acknowledgment perceiving in a genuine and convenient way representative commitments and steady enhancements, most representatives say they would work harder if they were perceived more. The acknowledgment programs incorporate proper projects like long stretches of administration or worker of the month programs, thoughts settlements as well as casual projects like organization thanks cards. A clear-cut acknowledgment and prize framework permits businesses to really separate among great and terrible entertainers and tie acknowledgment and rewards straightforwardly to the way of behaving that is important for the progress of the association.

Claim – 5: Further developing the abilities stock, planning improvement plans and profession way.

Variable: Expert and self-improvement: The chance to foster new abilities and capacities means a lot to aggressive representatives. Most representative advancement happens hands on as new activities or obligations, however, could likewise incorporate provincial meetings, new understanding materials, or certificate courses. Keep the workers connected by figuring out how they might want to stretch and offering them fitting chances for development that way.

Claim 6: Having a reasonable obligation with strong sets of responsibilities and KPIs.

Variable: Responsibility and execution: Everybody needs to be important for a triumphant group. Individuals who perform well inspirational about themselves — and where they work. Yet, like any group, they need mentors who can give fair input. Quick recognition builds up wanted ways of behaving, and opportune analysis can assist with deflecting future issues, setting KPIs and doing customary development to make sure that the representatives lined up with the fundamental goals.

Claim 7: Having an unmistakable Hierarchical vision and targets that are divided among workers would further develop the representative relationship.

Variable: Vision and values: Drawn in representatives comprehend the 10,000-foot view and how they fit into it. A plainly imparted vision and basic beliefs give representatives something to lift. On the off chance that workers feel like a piece of an option that could be greater than themselves, they are considerably more prone to exceed everyone's expectations to add to that more noteworthy reason.

Claim8: Having viable corporate social obligations which impact on worker connection and increment representative relationship.

Variable: Corporate social obligation: Representative connection levels are high among workers who say they are pleased with the commitments their association has made to the local area. Fruitful organizations will often be profoundly spoken with their networks, focused on friendly exercises, and they urge workers to take an interest.

LITERATURE REVIEW

1. The Impact of Employees Correlation on organizational Performance

The examination paper expresses that it tends to be viewed as that representative connection has turned into a top business need for senior chiefs and directors. 75% of those reviewed said that most workers in their associations are not exceptionally locked in.

How to Increase Employee Correlation

A significant hole appeared in the perspectives on chief directors and center supervisors around here. Pioneers know that having a high-performing labor force is fundamental for development and endurance. They concede that a profoundly drawn in labor force can increment improvement, development, efficiency, and primary concern execution while lessening costs connected with recruiting and maintenance in exceptionally cutthroat ability markets. (Execution, 2013)

2. What creates employee correlation?

The exploration paper expresses that workers'- relationship factors manage association, professional success, clearness in correspondence, movement of assumptions, compelling administration, carrying out learning and Advancement, congrats or acknowledgment commitments.

The previously mentioned ten representative connection factors are components inside the work environment that "keep, draw in and center the most gifted representatives", it ought to be the mission of HR to establish a workplace that supports representative relationship as well as draws in likely representatives.

(Morris M. L., The Effect of Representative Commitment Factors and Occupation Fulfillment On Turnover Goal, 2008)

3. Exploring perceptions around employee correlation

The paper expresses that larger part accept that representatives need to assume a sense of ownership with their own relationship and as per concentrate on which tries to investigate discernments around worker connection, the importance of representative reviews and post-employment survey examiners and how these are probably going to come to fruition later. The review surveyed 133 of India's top associations, senior administration, and HR pioneers. However high as 86% respondents accept that representative connection seems to be an essential need and assumed a vital part in their association and see it as an urgent contribution to assess administrative execution. Nonetheless, just 49% of businesses accept this is really occurring in their organization. (Willis, Top administration's job significant in driving representative commitment, 2016).

4. Role of leadership and accountability as a main driver in employee correlation

The exploration paper expresses that examining position of authority in creating, supporting, and sustaining relationship, the concentrate again tracked down a particular hole among discernment and reality. It was seen that as 75% of the respondents concurred that worker relationship drives are driven from top administration including the President to entre levels. Over 94% of respondents feel that worker connection scores ought to be a piece of the administration key outcome regions and main consideration in key execution markers, yet just 38% concur this happens in their association. 14% of respondents were in outright understanding that representative relationship disseminations (Sapna Popli, 2016).

5. The Hierarchy of correlation model:

The exploration paper expresses that representatives need to work in the associations in which they track down importance at work. Scientists have likewise concocted another model they called "Order of relationship" which looks like Maslow's need progressive system model. In the reality there are fundamental necessities of pay and advantages. When a representative fulfilled these necessities, then the worker trying to advancement open doors and individual improvement, the opportunities for advancement and afterward authority style will be acquainted with the blend in the model.

At last, when all the above referred to ally level desires have been fulfilled the representative looks to an arrangement of significant worth importance, which is shown by a genuine feeling of association, a typical explanation, and a common feeling of significance at work. (Schooling P. b., December 2010)

6. The relationship between burnout and employee correlation

The exploration paper expresses that burnout has animated research on worker connection. We could characterize burnout as a disintegration of relationship with the gig. The perspective on these creators is that worker relationship is described by energy, inclusion, and viability. Contrary to this view, different creators see that connection is adversely connected with burnout, it is an autonomous and idea described by three aspects, to be specific power, commitment, and digestion at work.

(Psychol. vol.36 n.2 Johannesburg, Jan. 2010).

7. Internal Communications that creating organizational culture.

"The paper utilizes discoveries from interviews with advertising leaders that is connected with the job of inside correspondence in expanding and improving the representative relationship". The interior correspondence is vital in the association's prosperity, and it is considered as corporate interchanges capabilities which illuminates representatives about corporate changes. The inner correspondence fabricates culture of straightforwardness and trust among the board and workers. It characterizes representative connection as how much an individual is mindful and consumed in the presentation of their jobs.

How to Increase Employee Correlation

The leaders recognized that up close and personal correspondence is best correspondence channel since it incorporates non-verbal signs that is non-verbal communication and looks and verbal signals that is Voice Tone. (Mishra, 2014).

8. Factors that are positively linked with correlation.

The paper talks about the essential ideas of worker connection and main considerations explained two factors that are emphatically connected with relationship in particular, power sharing, correspondence, the executives, and coaching ways of behaving, for example, giving certainty to devotees, giving job explanation and enunciation of vision which could be portrayed as motivational, visionary, unequivocal and group situated. Although reviews have uncovered significant impacts of noteworthy authority on worker connection, these impacts are normally interceded by elements like representative inspiration, work fulfillment, inner standing, worker association connections, and straightforward correspondence. (K.A.J., Jan. 2016.)

9. Relationship between employee satisfaction-correlation and the business-unit outcomes

The paper analyzes that worker connection and the specialty unit results referenced that considering 7,939 specialty units in 36 organizations, the review utilized meta-examination to check the relationship at the specialty unit level between representative fulfillment connection and the specialty unit results (return for capital invested) of consumer loyalty, efficiency, benefit, and representative turnover. Generalizable connections adequately enormous to have significant functional worth were found between unit-level representative fulfillment relationship and these specialty unit results. (The American Mental Affiliation, 2002)

10. COSTS OF EMPLOYEE CORRELATION

- Direct Expenses: Preparing, Publicizing, interview time, work testing, direction cost, absence of efficiency, new representatives handling, and foundations checks.
- Opportunity Expenses: lose open doors; postpone the running activities, staying at work longer than required with more significant salary rates to convey the venture on time, organization picture.

11. MANAGING EMPLOYEE CORRELATION

One administration choice for resolving the issue of representative relationship is further developing through taking on specific working environment conduct wellbeing rehearses that address administrative correspondence, work plan, asset support, working circumstances, corporate culture, and initiative style. Additionally highlighted are a few contextual investigations from bosses who measure and use representative connection information to further develop their work culture, hold representatives, and increment business monetary achievement.

12. THE IMPLEMENTATION OF AN EFFECTIVE RETENTION MANAGEMENT PROGRAM

The administration of representative relationship will have the best authoritative advantage when it focused on at empowering the connection of esteemed workers and works with the supplanting of less powerful representatives with more viable staff. A few basic rules ought to be considered to further develop fulfillment and consequently decrease the degree of worker relationship:

1. Plan a preparation and improvement plan for the representatives in the association at all work levels
2. Audit the association plan of the association to ensure that all positions are planned
3. Fabricate an administration improvement program to fortify the seat and incorporate the high potential workers that could be remembered for the undertaking and hold them
4. Working on the remuneration and advantages approaches and strategies and pay scale.
5. Plan exercises and group building programs and urge representatives to cooperating to accomplish organization goals.

THEORETICAL FRAMEWORK AND RESEARCH DESIGN

1. INTRODUCTION

1.1. SCOPE OF THE STUDY

This examination is assessing the variables influencing representative relationship, it is an applied quantitative exploration, the extension is to decide the elements contributing to this issue, and information will be gathered from our organization, which is a Protection firm.

1.2. SIGNIFICANCE OF THE RESEARCH

For a supervisory crew, it would be important to check and approve the presence of representative connection issue and the factors cause this issue.

2. THEORETICAL FRAMEWORK

Factors influencing worker relationship today have become progressively complicated. The factors influencing worker connection are various and complex corresponding to one another. By the by, among every one of the potential variables influencing

How to Increase Employee Correlation

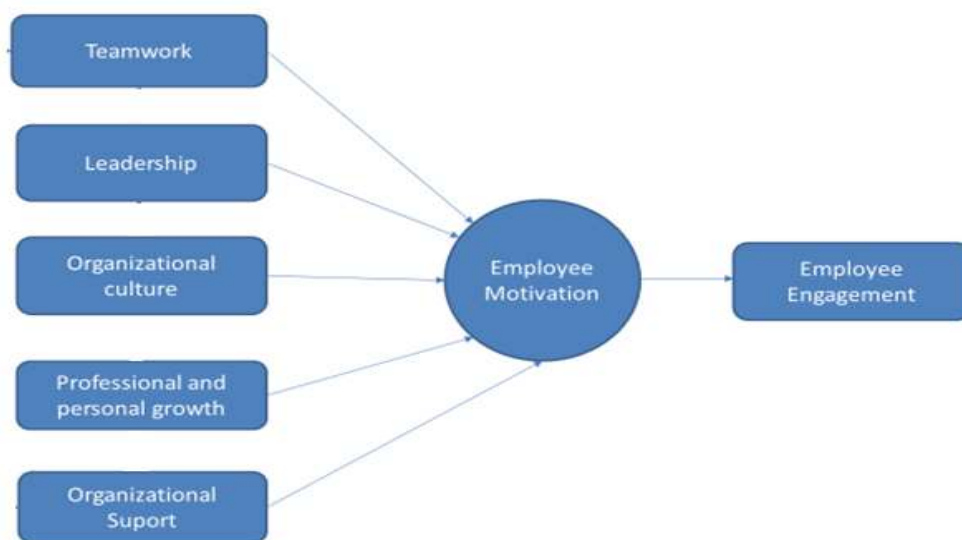
representative connection, the chose model recommends that factors Authority, Correspondence, Culture, Prizes and acknowledgment, Expert and self-awareness, Responsibility and execution, Vision and values and corporate social obligation. The proposed model for this Proposition delineated in the following figure.

3. Organizational Employee Correlation Model

Authoritative Worker Connection Model presented hierarchical cycle and factors affected on representative relationship. I pick the underneath proposed structure through which understanding, anticipate and control factors influencing worker connection in the public area in UAE (Singh, 2016)

The dependent variable "Employee Correlation":

An intricate cycle requires incorporation of different elements, every one of them has a special interaction, functionalities, culture, objectives information and business process. I consider representative connected with execution as "an outcome that is accomplished by invigorating workers' excitement for their work and guiding it toward association achievement. This outcome must be accomplished when bosses offer a certain agreement to their representatives that inspires explicit positive ways of behaving lined up with association's goals..."



The independent variables:

1. **Teamwork:** urge representatives to cooperate and line up with organization approaches and strategies to accomplish targets and planning teambuilding exercises and setting group goals notwithstanding private targets.
2. **Leadership:** Defining clear targets and Shrewd objectives by AMANA top administration and track down strategies for following up as indicated by time span and energy the representatives.
3. **Organizational Culture:** A positive corporate culture brings about blissful representatives who need to come to work each day. That, yet the better the way of life, the more productive the organization and establishing sound climate.
4. **Professional and personal growth:** Setting advancement programs for representatives and further developing the abilities stock, planning improvement plans and vocation way.
5. **Organizational support:** Movements of every sort carried out inside or remotely ought to be covered by authoritative help. Association ought to work with and deal with all of exercises that help the representative connection and expanding their relationship.

The moderating variable "Employee Motivation":

Is extremely basic variable as it is collected and aftereffects of all past exercises that assumes vital part in expanding worker relationship and furthermore decrease the turnover rate that leads organization acquiring benefit.

4. HYPOTHESIS

In the first place, there is a need to clarify understanding with the term of Speculations. It signifies "A formal testable assertion" or "any presumption, guarantee and proclamation about populace's qualities are called Theory".

Here we have created speculation explanation on the foundations of our hypothetical structure, and afterward we will attempt to confirmation these assertions.

How to Increase Employee Correlation

H1: Whether there is positive connection among Administration and worker relationship expectations.

H2: Whether there is positive connection among Correspondence and worker relationship expectations.

H3: Most associations in all actuality do have clear new ability procurement systems. In any case, they need representative relationship systems.

H4: Representative relationship requires initiative responsibility through laying out clear mission, vision, and values.

H5: Whether there is positive connection among Culture and worker relationship aims

H6: Whether there is Positive connection among Remunerations and acknowledgment and representative relationship goals.

H7: Whether there is Positive connection among Expert and self-improvement and representative relationship aims.

H8: Upgrade worker relationship through two-way correspondence: Supervisors ought to advance two-way correspondence.

H9: Whether there is Positive connection among Responsibility and execution and worker relationship aims.

H10: Whether there is Positive connection among Vision and values and worker relationship goals.

H11: Whether there is Positive connection between corporate social obligation and representative relationship aims.

DISCUSSION AND ANALYSIS

Creating worker connection survey, with test size of 78 of 135 populace, thinking about the accompanying basis:

- Junior or senior level worker.
- Works in Riyadh, Jeddah, and Khobar branches.

That finished to 42 % of workers are happy with referenced 5 ward factors.

Post employment surveys considered by existing representatives to be an indication of positive association climate.

CONCLUSION

This exploration presents a reasonable system that workers relationship can be expanded through representatives' inspiration, which is straightforwardly relies upon Cooperation climate, initiative style, association culture, proficient and self-awareness through the make profession way and backing given by the association for its workers to accomplish objectives.

Post employment surveys give significant data about how to further develop enrollment interaction and it is considered as primary wellspring of maintenance plan.

Nonetheless, we should consider that our exploration is restricted to KSA Market. A few variables hadn't been covered through this examination, can be explored in additional investigations, as the impact of firm's size and the development rate, strict accepts on the gift based projects,

REFERENCES

- 1) Crawford, E. R. (2010). Linking job demands and resources to employee correlation and burnout: A theoretical extension and meta-analytic test. *Journal of Applied Psychology*, , 95(5), 834-848.
- 2) Education, C. C. (December 2010). Employee Correlation: The Key to Improving Performance . *International Journal of Business and Management* , Vol. 5, No. 12; .
- 3) Education, P. b. (December 2010). Employee Correlation: The Key to Improving Performance . *International Journal of Business and Management* , Vol. 5, No. 12; .
- 4) Esther Sanchez-Peinado, J. P.-B. (2007). Strategic Variables That Influence Entry Mode Choice in Service Firms. *Journal of International Marketing*, pp. 67-91.
- 5) Gannon, F. B. (2000, July). Does the Firm's Technology and Marketing Profile Affect Foreign Market Entry? *Journal of International Marketing*, pp. 12-36.
- 6) K.A.J., I. &. (Jan. 2016.). A CRITICAL REVIEW OF LITERATURE ON EMPLOYEE CORRELATION CONCEPT . *International Journal of Research In Social Sciences*, Vol. 6, No.3 .
- 7) K.Sivakumar, I. E. (2004, July). The Impact of E-Commerce on entry-mode strategies of service firms .Aconceptual framework and research proposition. *Journal of international marketing*, pp. 46-70.
- 8) Karanges, E., Beatson, A., Johnston, K., & Lings, I. (2014). Optimizing employee correlation with internal communication: A social exchange perspective. *Journal of Business Market Management (Freie Universitaet Berlin)*., 7(2), 329-353.
- 9) Lorraine Eden, L. D. (2010, winter). International Business,International Management, and International Strategy What's in a Name? *Int. Studies of Mgt. & Org.*, vol. 40,, pp. 54-68.
- 10) Mary Welch (Lancashire Business School, U. o. (2011). The evolution of the employee correlation concept: communication implications. *An International Journal*, Issue: 4, pp.328-346, .
- 11) Marylène Gagné, F. O. (2014, Feb 01). Employee Correlation From a Self-Determination Theory Perspective.

How to Increase Employee Correlation

- 12) Mishra, K. B. (2014). Driving employee correlation: The expanded role of internal communications. . *Journal of Business Communication*, 51(2), 183-202.
- 13) Morris, M. L. (2008). *The Impact of Employee Correlation Factors and Job Satisfaction On Turnover Intent*. Mary Lynn Berry & Michael L. Morri.
- 14) Morris, M. L. (2008). *The Impact of Employee Correlation Factors and Job Satisfaction On Turnover Intent*. 2008 Mary Lynn Berry & Michael L. Morris .
- 15) Morris, M. L. (2008). *The Impact of Employee Correlation Factors and Job Satisfaction On Turnover Intent* . Mary Lynn Berry and Michael L. Morris .
- 16) Morris, M. L. (2008). *The Impact of Employee Correlation Factors and Job Satisfaction On Turnover Intent* . Mary Lynn Berry and Michael L. Morris .
- 17) Morris, M. L. (2008). *The Impact of Employee Correlation Factors and Job Satisfaction On Turnover Intent* . Mary Lynn Berry & Michael L. Morris .
- 18) MURPHY, M. J. (n.d.). COMPETING FOR EMERGING MARKETS: A RESOURCE DEPENDENCE MODEL OF FOREIGN MARKET ENTRY MODE.
- 19) Nikolov, B. V. (2016, February). MARKET ENTRY STRATEGIES TO EMERGING MARKETS: A CONCEPTUAL MODEL OF TURNKEY PROJECT DEVELOPMENT. *Serbian Journal of Management*, pp. 291-310.
- 20) Performance, T. I. (2013). *a report by harvard business review analytic services* . England: harvard business review analytic services report.
- 21) Psychol. vol.36 n.2 Johannesburg Jan., S. j. (2010). Factors associated with employee correlation in South Africa. *SA Journal of Industrial Psychology*, Print version ISSN 0258-5200.
- 22) Psychol. vol.36 n.2 Johannesburg, S. j. (Jan. 2010). Factors associated with employee correlation in South Africa. *SA Journal of Industrial Psychology*, On-line version ISSN 2071-0763 .
- 23) Rao, M. K. (1993, July). Service Firms' International Entry-Mode Choice: A Modified Transaction-Cost Analysis Approach. *Journat of Marketing*, pp. 19-38.
- 24) Sapna Popli, I. A. (2016). *Drivers of Employee Correlation: The Role of Leadership Style* . Sapna Popli,Irfan A. Rizvi.
- 25) Singh, N. A. (2016). Competing through employee correlation: a proposed framework. *International Journal of Productivity and Performance Management*, Vol. 65 Iss 6 pp. 831 - 843.
- 26) Tadas Šarapovas, M. H. (2016). THE IMPACT OF MARKET-RELATED FACTORS ON THE CHOICE OF FOREIGN MARKET ENTRY MODE BY SERVICE FIRMS. *ORGANIZATIONS AND MARKETS IN EMERGING ECONOMIES* , pp. 34-49.
- 27) The American Psychological Association, I. (2002). Business-Unit-LevelRelationshipBetweenEmployeeSatisfaction, EmployeeCorrelation,andBusinessOutcomes:AMeta-Analysis . *Journal of Applied Psychology*, No.2,268–279 .
- 28) Willis, T. W. (2015). *Top management’s role crucial in driving employee correlation* – . India: Towers Watson and Willis.
- 29) Willis, T. W. (2016). *Top management’s role crucial in driving employee correlation* . India: Towers Watson and Willis.



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.