

UTILIZATION OF STRUCTURAL EQUATION MODELING FOR THE EMPLOYEE ENGAGEMENT PRACTISES IN HIGHER EDUCATION WITH REFERENCE TO BANGALORE

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ABSTRACT

Background - When we talk about "employee engagement," we're referring to the amount of interest and passion that workers have for the work that they do and the firm that they work for. Higher education refers to a specific degree of cognitive rigor, which is the point at which students begin to challenge the established norms of society and begin to comprehend the underlying concepts of "academic" knowledge. **Aim:** The purpose of this study is to investigate how employee engagement can be predicted in the higher education industry in the city of Bangalore. **Methodology:** It describes the framework for doing research that was used in the study. The study is developed on the basis of the faculty member's perspective of the employee engagement methods that are prevalent in the higher education sector in the city of Bangalore. The researcher chose the "Descriptive" kind of study since the opinions are obtained from primary data. The statistical tests like percentage analysis and SEM equation have been used. **Conclusion:** The bond that exists between an organization and its staff members is directly correlated to the level of employee engagement that exists in that organization. it is concluded that C.R value between self-efficacy and the effectiveness of employee engagement is 10.869, and the p value for this relationship is 0.000. This demonstrates that there is a meaningfully positive association between these two different notions

KEYWORDS: Employee, Engagement, Higher, Education, organization, SEM, etc.

1. INTRODUCTION

In order for us to maintain a workforce that is competitive in the future, it is going to be more important that we have processes in place for

talent management. One of the fields that exemplifies the importance of having effective talent management is the field of higher education. At this point in time, the level of employee engagement is at an all-time low

across all different types of businesses, including the academic sector. It has been shown that the levels of employee involvement at a company may have an effect on other parts of that business.

Employee engagement is one of the subjects that is regularly addressed in the area of human resource management. This topic is not just debated among business people or business actors and industries, but also among organizations like colleges. Employee engagement leads to expressively high outcomes, as well as improvements in employee performance and commitment, and has a favourable association with organizational performance, productivity, profitability, loyalty, and safety. Employee engagement may be broken down into three distinct categories, the first of which refers to engaged workers who make it a priority to do their jobs to the highest possible standard. Employees who are not engaged in their work, employees who only focus on tasks assigned to achieve organizational goals, and employees who actively disengage from their work are the most dangerous employees in an organization because they not only underperform but also influence the work motivation of other employees in the organization to achieve their goals.

Employee performance accomplishment is also defined by how the organization can encourage workers and make strategies for development in order to prevent performance degradation. This is done in order to ensure that employee performance does not decline. In the meanwhile, performance assessment is the process of evaluating a worker's or employee's personality qualities, work behaviour, and the consequences of their job. These factors are thought to assist the worker's or employee's work performance, and they are utilized as a factor in decision making.

1.1 Employee Engagement

Employees that are highly engaged are highly driven, active, and passionate about solving problems and taking on challenges. They are engrossed in their work, give their all to it, are passionate about doing a good job, put forth energy in their work, and provide their staff a competitive edge. Job engagement is described as a happy, contented mental state that is motivated, committed, and absorbed in one's work. High levels of energy and mental flexibility when working, a desire to put effort into one's job, and tenacity even in the face of challenges are all characteristics of vigour. Being deeply involved in one's job and feeling a sense of significance, passion, drive, pride, and challenge are all examples of dedication. Being entirely focused and enjoying one's job as time goes swiftly and it becomes difficult to separate oneself from work is a sign of absorption.

In a knowledge-driven global economy, the higher education sector is becoming a key driver of economic competitiveness. The improvement of job skills stimulated by global economic competition necessitates the use of top-notch, world-class instruction in educational institutions. In the current environment, there is fierce competition in the higher education industry on a global scale, and the importance of motivated professors in this field is undeniable. A highly involved teacher will demonstrate great levels of devotion, commitment, and participation in their work. Teaching is more about dedication than compliance for him or her. For the students to get instruction of the highest calibre in the higher education sector, the professors must be fully committed. As a result, all higher educational institutions place a great priority on instructors' job involvement.

1.2 Employee Engagement in Higher Education Institution

Right now, there is a lot of turmoil in the world. Along with the accelerating growth of higher education, it is anticipated that the needs for more human resources would also rise at an accelerating pace. Due to this, teachers and other university employees must take an active role in and have a strong connection to their schools.

The fact is that certain human resources continue to have weak ties to organizations and low levels of commitment to them. This indicates that the three objectives of higher education are not as strongly prioritized by these human resources. Of course, both the development of institutions and the effectiveness of human resources as a whole will be impacted by this. Lecturers and their supporting staff, such as librarians, laboratory assistants, technicians, and educational staff, as well as others who are responsible for achieving the overall quality objectives of the threefold missions of higher education, make up the human resources in tertiary institutions, which also include other educational and non-educational staff. In tertiary institutions, there are additional educational and non-educational staff members in addition to lecturers, therefore academics and their support personnel make up the majority of the human resources in higher education. An employee who is already employed has the capacity to do their best work when they are invested in it and do not feel under pressure to meet the demands of their position. In fact, whether or not they are still in their prime earning years, someone who is already working tends to provide more than what is needed of them by their employment.

2. LITERATURE REVIEW

Kalpna Kirti, Shikha (2022) one of the biggest issues the education industry has is the high employee turnover rate. The study has focused on educational institutions in northern Karnataka's Belagavi region. Schools and universities, along with traditional and contemporary HR practice and policy, have a duty to protect the most precious asset of the company: its workers. Too much staff turnover might impede an organization's growth. I made the decision to examine the reasons behind employee churn at Belagavi's educational institutions as well as potential fixes for the issue. Investigating the attitudes and emotions of various groups of educators working in K-12 and higher education institutions is the goal of the research Employee Turnover and Retention. Investigating the factors that result in low employee turnover and high retention rates is essential given the present staff shortages and increased service demands in the educational sector. This research focuses on the whole staff of a single, rapidly growing private high school and college with a health science focus.

Chaudhary, Mohanty et. al, (2021) The findings suggest that several factors, such as the use of appropriate virtual technologies, communication from corporate authorities, screening for mental health disorders, and online training, may contribute to higher levels of employee participation. It is the responsibility of companies to help workers upgrade their virtual resources like internet connection and computer configuration. Building trust between management and employees demands support and appreciation from management, as well as from employees. Employee engagement was boosted because the organization fostered the interchange of knowledge, expertise, and resources, and it also

gave chance for people to gain new skills and do better at their professions.

Singh, S. (2021) An overview of the historical context of higher education (HE) in India, as well as the many methods for growing the higher education system, as well as the issues that have evolved as a result of these policies. This article takes a look at a number of different policies and commissions that have recently been established in India with the goal of improving the standard of education offered at higher levels. In addition to this, it elucidates the factors that led to the current state of affairs in India's higher education system, which is characterized by a number of flaws.

Lenka (2020) Employee engagement has a favorable relationship with internal corporate communication, knowledge sharing, continual learning, innovativeness, and perceived communication satisfaction, according to the research. Within the study field, employee engagement elements like as leadership style, training and development, remuneration and benefits, organizational fairness and policies, and technology have a substantial influence on representative engagement practices in private banks.

Vijila, Y. (2018) The antecedents of employee engagement at work need to be investigated, particularly in the context of India, in order to determine the degree to which modifications in components would increase the amount of productivity that is a result of employee engagement. This can be done by determining the degree to which modifications in components would increase the amount of employee engagement that would result in increased productivity. It is crucial for organizations to pay attention to the myriad of ways in which employee engagement may be tied to the myriad of ways in which particular

individuals achieve strategic objectives and improve overall performance.

3. PROBLEM STATEMENT

In India, Karnataka was one of the first states to establish a system of high-quality higher education. Because of the quality of its educational institutions, this state is home to a large number of students who hail from other states. It has also been discovered that Karnataka is a place with many opportunities. Particularly notable for its abundance of prestigious educational institutions, Bangalore is sometimes referred to as a "hub." It is often held that the relationship that develops between a teacher and their pupils is a significant factor in the overall success of a graduate. Faculty members that are actively engaged in their work contribute more to the overall achievement of their students in higher education. It is very necessary for the higher education industry to do research on the methods of employee engagement in order to entice the most talented students and to provide them with a great education. The children are likely to suffer from any unhappiness that exists among the teaching staff, since this will have a direct and negative effect on their growth. It is important for the administration and management of higher education institutions to establish employee engagement practices. These practices will make employees more involved, which will allow them to contribute more to the academic and social success of students. The head of the department, the head of the institution, and the policies of the administration all have an influence on the level of faculty participation. Students and faculty members at higher education institutions will be more likely to become potential brand ambassadors for the universities when the institutions spend more resources in engagement strategies. When we examine the organizations who are ranked as the best in their field, we will find that they have

iconic employee engagement policies that are producing greater results.

4. RESEARCH METHODOLOGY

4.1 Research Design

The researcher chose the "Descriptive" kind of study since the opinions are obtained from primary data. The purpose of descriptive research is to provide a methodical and precise description of the facts pertaining to a certain population.

4.2 Data collection

The data have been collected through the primary and secondary sources. The primary data have been collected through the questionnaire while secondary data have been collected through the magazines, internet, research papers, thesis, dissertation etc.

4.3 Sample Size

The calculated sample size is 833, and the population being sampled is comprised of 15048 faculty members from 30 different institutions. Using the sample size formula for a population that is already known, one may determine the sample size with a confidence interval of 5%.

4.4 Area of study

Karnataka's state capital is a city that goes by both its English and its official name, Bengaluru. It is India's second largest and fastest expanding metropolitan area. The state capital of Karnataka, Bangalore, is a city that is always buzzing with traffic and people working in the information technology industry. Bangalore is sometimes referred to as the Silicon Valley of India because of its thriving information technology (IT) industry and the large number of IT experts it contains.

4.5 Statistical Tools

➤ Basic Percentage Analysis

A straightforward percentage breakdown is a form of descriptive statistics that demonstrates the frequency with which the respondents made their selections. To put it another way, the term for this is frequency analysis. This analysis is helpful for determining the occurrences because it. It is possible to carry out the procedure using the method in IBM SPSS 20.0. <ANALYZE><DESCRIPTIVESTATISTICS ><FREQUENCIES>.

➤ Modeling with structural equations

In addition to generic linear modeling, structural equation modeling is another type of modeling. A pictorial examination of the regression equation may be carried out through the use of mathematical modeling. Important model fit indices such as RMSEA, GFI, AGFI, and CFI may be generated from the text output part of the model, and these indices describe how well the model fits the data. The SEM method can be carried out utilizing G <IBM SPSSAMOS><ANALYZE><CALCULATE ESTIMATE>.

5. ANALYSIS OF DATA

5.1 Percentage Analysis

Simple percentage analysis is a sort of descriptive statistics that demonstrates the frequency that the respondents selected. It is known as frequency analysis in other words. To learn about the events, this analysis is helpful. Percentage analysis is effective for writing study implications because it best captures the traits and financial profile of the respondents. The respondent's biographical information is categorized using pictures.

Table 1: Age

Age	F	%
18-25	8	1
26-30	86	11
31-35	242	30
36-40	285	35
41-45	95	12
46-50	89	11
Total	805	100

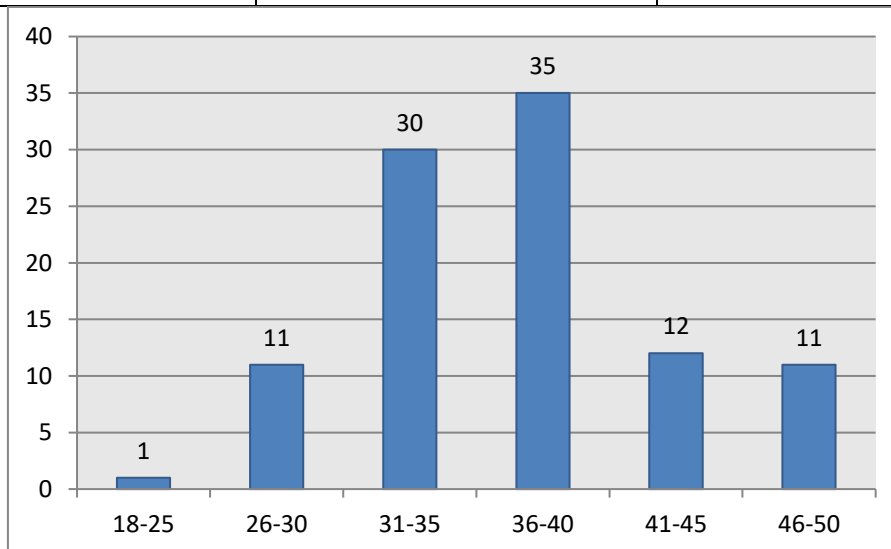


Figure 1: Age

The age distribution of the faculty members employed by higher education institutions in Bangalore were displayed in table and figure.

Since teaching requires a high level of qualification, this has had to be significantly reduced in recent years.

Table 2: Gender

Gender	F	%
Male	473	59
Female	332	41
Total	805	100

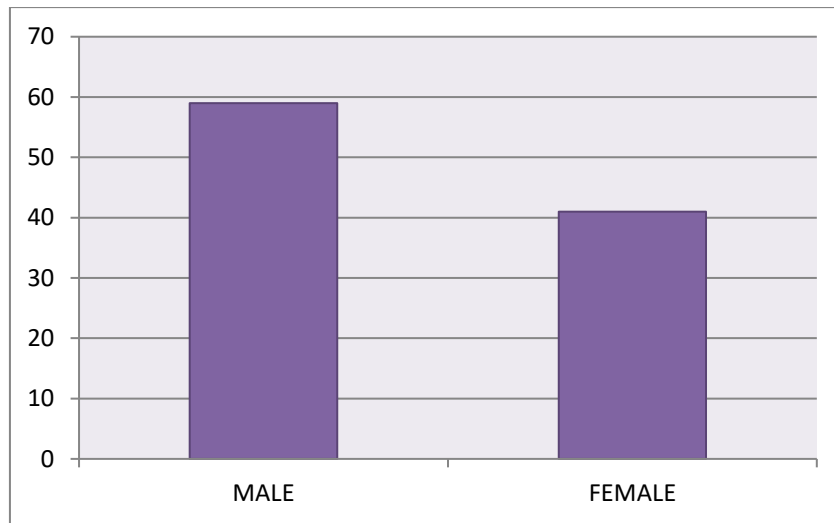


Figure 2: Gender

The gender distribution of the professors employed by higher education institutions in Bangalore was displayed in table and figure for comparison.

Table 3: Designations

Designation	F	%
Director	6	1
Professor	39	5
Associate Professor	120	15
Assistant Professor	640	80
Total	805	100

Both the bar chart and the table provided more explanation for the distribution of the designation classifications held by the faculty members.

Table 4: Statistical Descriptive Information Regarding the Questionnaire Construct

Questionnaire Construct	Mean	Std. Deviation	Variance	Skewness	Kurtosis
Organizational Support	3.902	0.808	0.653	-0.023	-1.167
Higher Officials Support	3.547	0.682	0.465	0.528	0.278

Organizational Commitment	3.906	0.577	0.333	0.402	-0.439
Distributive Justice	3.727	0.881	0.777	-0.431	-0.157
Procedural Justice	4.056	1.170	1.370	2.552	9.518
Workload	3.759	0.817	0.667	-0.198	-0.311
Time Pressure	3.908	0.690	0.475	-0.200	-0.189
Physical Environment	4.032	0.724	0.524	-0.141	-1.176
Self-Efficacy	3.942	0.688	0.473	0.045	-0.755

Table provides a summary of the independent variables that pertain to faculty members working in higher education institutions. Statistical methods such as mean, standard deviation, variance, skewness, and kurtosis were utilized in order to provide an explanation for each of the independent variables. The data summary that quantifies the central tendency is called descriptive statistics. A normal distribution is a symmetric distribution that will have a skewness value of zero or one that is much closer to zero.

A complement to generic linear modelling is structural equation modelling. Mathematical modelling may be used to evaluate the regression equation visually. The key model fit indices that may be calculated from the text output section and describe how well the model fits are RMSEA, GFI, AGFI, and CFI. The text output option included in the IBM SPSS AMOS software will produce the covariance and model fit index. The findings produced and the model fit indexes were interpreted accurately in the research.

5.2 Structural Equation Modeling

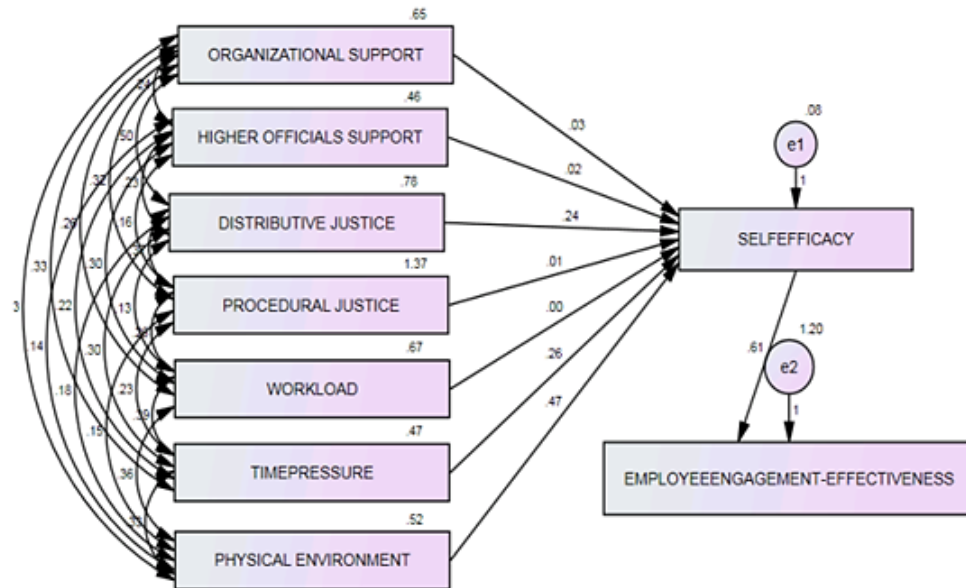


Figure 3: Structural Equation Modeling for Hypothesized Model

Table 5: Summary of Model Fit

GFI (Goodness of Fit) Expected ≥ 0.9	AGFI (Adjusted Goodness of Fit) Expected ≥ 0.9	RMSEA (Root Mean Square Error of Approximation) Expected ≤ 0.08	Chi Square/Df
Derived	Derived	Derived	Derived
0.989	0.928	0.079	42.467

The fact that the proposed route model has a goodness-of-fit index value that is closer to the target of 0.9 than the average value of 0.9 indicates that the model is accurate. The value of the adjusted goodness of fit index is 0.928,

which is higher than the score of 0.9 that was anticipated to be obtained. The value of the Root Mean Square Error of Approximation is 0.079, which is less than 0.08 the value of the chi square that was obtained is 42.467.

Table 6: Weights Used in the Regression: (Group Number 1 - Default Model)

Construct		Construct	Estimate	S.E.	C.R.	P
Self-Efficacy	←	Organizational Support	0.035	0.022	1.609	0.108
Self-Efficacy	←	Higher Officials Support	0.018	0.02	0.909	0.363
Self-Efficacy	←	Distributive Justice	0.243	0.018	13.39	***
Self-Efficacy	←	Procedural	0.007	0.01	0.749	0.454

		Justice				
Self-Efficacy	←	Workload	0	0.021	0.023	0.982
Self-Efficacy	←	Time Pressure	0.256	0.026	9.89	***
Self-Efficacy	←	Physical Environment	0.469	0.022	21.083	***
Employee Engagement Effectiveness	←	SELF EFFICACY	0.611	0.056	10.869	***

We can see the path coefficients' significance and critical ratio for the proposed model in the table. A value greater than 1.90 is required for the critical ratio (C.R). Considering that the p value for Distributive Justice is 0.000, the C.R. Value of 13.39 is noteworthy. With a C.R value of 9.89 and a 0.000 p value, time pressure is measured.

A C.R value of 21.083 and a p value of 0.000 are both present in the built physical

environment. This demonstrates that each of these constructs—Distributive fairness, time pressure, and physical environment are important determinants of self-efficacy.

The C.R value and p value for the relationship between self-efficacy and employee engagement are 10.869 and 0.000, respectively. This demonstrates that these two notions have a strong positive relationship with one another.

Table 7: Covariances constructs (Group Number 1 - Default Model)

Construct		Construct	Estimate	S.E.	C.R.	P
Organizational Support	↔	Physical Environment	0.334	0.024	14.08	***
Higher Officials Support	↔	Physical Environment	0.135	0.018	7.518	***
Distributive Justice	↔	Physical Environment	0.184	0.023	7.859	***
Procedural Justice	↔	Physical Environment	0.15	0.03	4.951	***
Workload	↔	Physical Environment	0.362	0.024	14.822	***
Organizational Support	↔	Time Pressure	0.33	0.023	14.474	***
Higher Officials Support	↔	Time Pressure	0.219	0.018	12.008	***
Distributive Justice	↔	Time Pressure	0.301	0.024	12.627	***
Procedural Justice	↔	Time Pressure	0.227	0.029	7.695	***
Organizational Support	↔	Workload	0.258	0.025	10.341	***
Higher Officials Support	↔	Workload	0.296	0.022	13.328	***
Distributive Justice	↔	Workload	0.131	0.026	5.079	***
Organizational Support	↔	Procedural Justice	0.324	0.035	9.221	***
Higher Officials Support	↔	Procedural Justice	0.165	0.029	5.737	***
Organizational Support	↔	Distributive Justice	0.495	0.031	16.226	***
Time Pressure	↔	Physical				

		Environment	0.334	0.021	15.79	***
Workload	↔	Time Pressure	0.385	0.024	16.037	***
Procedural Justice	↔	Workload	0.265	0.035	7.588	***
Distributive Justice	↔	Procedural Justice	0.366	0.039	9.512	***
Higher Officials Support	↔	Distributive Justice	0.232	0.023	10.253	***
Organizational Support	↔	Higher Officials Support	0.241	0.021	11.404	***

The covariance between all of the constructs is displayed in the table and is indicated by an arrow that points in both directions. The p value is 0.000, and the CR Value is 16.037; nevertheless, the workload and time constraint are significant factors. Because the CR Value is higher than 1.96, all of the constructs are exhibiting a satisfactory level of covariance.

The p-value for the covariance between organizational support and distributive justice is zero, giving the CR value for this relationship a value of 16.226. In terms of the covariances between organizational support and physical environment, the CR value comes in at 14.08 points.

Higher authorities' assistance and the physical environment both contribute 7.51 points to the total CR rating. The CR Value for the interaction between physical environment and workload is 14.822. A ratio of 10.253 is considered to be the critical ratio between support for higher officials and equitable distribution. The total workload and procedural justice both account for 7.588 of the CR score.

6. FINDINGS

- The age range of "36-40" makes up the largest proportion of respondents in this survey, accounting for 35% of the total.
- There were 805 people who participated in the survey, and 59% of those people, or 473 people, identified as "Male." There are 332 female

responses, which accounts for 41% of the total.

- The socio-demographic factor known as "Designation" received the highest possible mean score of 4.7 out of a possible 5.
- The model fit summary and the results obtained demonstrate that the hypothesized model is fit, where the GFI (GOODNESS OF FIT), AGFI (ADJUSTED GOODNESS OF FIT INDEX), and RMSEA (ROOT MEAN SQUARE ERROR OF APPROXIMATION) values are fit and shows that the model is suitable for its purpose. Constructs that measure employee involvement can accurately predict self-efficacy.
- Given that the p value is 0.000, the fact that Distributive Justice has a C.R Value of 13.39 indicates that it is important.
- There is a time pressure that has a C.R value of 9.89, yet the p value is just 0.000.
- The build physical environment has a C.R Value of 21.083, and its p value is 0.000. This means that the environment cannot be trusted.
- This demonstrates that all of these concepts, namely time pressure,

physical environment, and distributive justice, are important determinants of one's level of self-efficacy.

→ The C.R value between self-efficacy and the effectiveness of employee engagement is 10.869, and the p value for this relationship is 0.000. This demonstrates that there is a meaningfully positive association between these two different notions.

7. CONCLUSION

When it comes to involvement, there are significant differences between manner, behaviour, and outcomes. An engaged worker experiences a variety of feelings, including occupation fulfillment, hierarchical responsibility, job contribution, and feelings of approval. When considering the exact relevance of employee engagement, there are three things that come to mind: first, that it can be quantified; second, that it can be correlated with performance; and third, that it may range anywhere from terrible to amazing. First and foremost, companies have a great deal of power to influence the level of engagement exhibited by individuals. As a tool for achieving success in business, this is the aspect that gives it its immense significance. The bond that exists between an organization and its staff members is directly correlated to the level of employee engagement that exists in that organization. A great deal of attention was paid to analyzing in depth higher education institutions and their effect on economic growth, as well as issues in the higher education sector and the role that professors play in HEI institutions.

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