



## HR PRACTICES ON JOB SATISFACTION THROUGH QUALITY OF WORK LIFE AMONG THE INSURANCE EMPLOYEES IN VIJAYAWADA CITY OF ANDHRA PRADESH.

### Management

**P. Sudha Rani** Research Scholar, Acharya Nagarjuna University

**Dr. K. Lalitha\*** Research Supervisor, Acharya Nagarjuna University \*Corresponding Author

### ABSTRACT

The economic development of a nation lies in the improvement of the quality of life of its people. All economic activities are directly or indirectly aimed at achieving better quality of life. People spend a major part of their time in some economic activities viz. agriculture, industry; mining, fishing etc. the efficiency of each activity depends on the quality of work life of the people. The total life space of human beings can be classified into three: family life, work life and social life. These three divisions of human life are interrelated and interconnected. Failure of anyone or two affects the quality of the other/others badly. So, the total quality of life of the people depends on the quality of family life, work life and social life. In order to improve the total quality of life of the people, a balance between these three is essential. Satisfaction in work place is more important as a satisfied person can work more for the development of the organizations. The insurance industry forms an integral part of the global financial market. In recent decades, the insurance sector, particularly the Life Insurance Corporation like other financial services, has grown in economic importance. This growth can be attributed to a number of factors including rising income and demand for insurance, rising insurance sector employment, and increasing financial intermediary services for policyholders. A drastic change can be witnessed while screening the competency of life insurance employees, because of the structural changes over the past two decades in the Insurance sector. To meet the organizational goals and to fortify customer satisfaction the Life Insurance employees are facing maximum work pressures while offering timely service. Quality of work life plays a vital role in improving working conditions, career growth, work atmosphere, interpersonal relationship etc. The result of the study highlights that Life insurance companies should improve the work life policies of bank employees in order to increase their job satisfaction, commitment and efficiency.

### KEYWORDS

Economic Development, Quality of Work Life, Job Satisfaction, Insurance Sector etc.

### INTRODUCTION:

Insurance is a growing sector in India. The changing scenario of speedy changing business insurance has had a very positive impact on India's economic development. This sector is gradually increasing its contribution to the country's GDP. Insurance has boosted the employment scenario in India by providing direct as well as indirect employment opportunities. There are many factors associated directly or indirectly with such employment opportunities and among all factors quality of work life in the organization is considered an important factor. QWL has become very important issue in every organization. It helps in improving working environment, employee performance and productivity and creates secure and healthy environment in the organization. Insurance can be broadly categorized as life insurance, non-life insurance and reinsurance. Life insurance represents the long-term funds whereas the non-life insurance represents short-term funds. Reinsurance can be defined as security of other insurance company against loss. However, existing literatures show that insurance development significantly affect the economic growth (Outreville 1990, 1996, Browne and Kim 1993, Beck and Hebb 2003).

LIC is one of the largest families in India consisting of over 1 lakh employees and 11 lakh agents. LIC as a responsible corporate citizen has been fulfilling its social responsibilities from time to time. In fact, most of their investments are geared towards industrial growth, infrastructure growth and national infrastructure growth and national development. With a view to channelize their social responsibilities and give a formal shape to the same they have formed a public Trust named, "LIC Golden Jubilee Foundation".

A new era has dawned in the relationship between organizations and their employees. People are the primary source for company's competitive advantage and organizational prosperity and survival depends on how the employees are treated (Lawler, 2005). To achieve quality of work life regular efforts are required by organization. They should offer the employees more opportunities for their job effectiveness and collaboration on the overall effectiveness. Therefore every organization is looking for the ways to improve quality of work life of employees to accomplish the goals. Organizational competitive capability largely depends on two things. One is that, how individual employee can perform distinctively. And another is that, how distinct performance of an individual employee portray the overall performance of the organization. Therefore, researchers consider human resource as the main resource for achieving the competitive advantage in a dynamic market (Caliskan, 2010). Dissatisfaction with

the work life arises due to the mismatch between employee expectation and reality, which may affect their performance in the organization.

Today employees expect quality of work life, more than financial benefits from the organization. As they have to spend a considerable portion of their time in the organization, they want to have a quality time in workplace. That will enhance their sense of belongingness and attachment with the organization (Surienty, 2013).

An individual's perception of quality of work life has significant influence in explaining the level of job satisfaction (Sirgy, 2001). Satisfied employees are more committed to the organization's development. Hence, assuring quality of work life is essential for organization to make the employee satisfied and organization oriented (Lambert, 1999, Jaramillo, 2005).

Quality of work life is the quality of the relationship between employees and their total working environment. Thus it includes, human dimensions and also with technical and economic environment. And it is one of the most important factors for motivation and improving of job satisfaction. The current study was carried out to determine the relationship between quality of work life and job satisfaction in insurance industry.

### Review of Literature:

Though not much has been contributed by the academicians and researchers about the quality work life and employee's job satisfaction in Life insurance, some related studies on the same type of problem have been undertaken in the past.

### These include:

**Baitul Islam Mohammad (2010)**, "Factors Affecting Quality of Work Life: An analysis on Employees of Private Limited Companies in Bangladesh", concluded that an appropriate organization cultures, compensation policy, career growth and relative facilities can lead to a satisfied employee mindset which ensures the overall organizational productivity. The companies can focus on their employee's welfare by providing them a better and attractive compensation policy, optimum work load and by providing a superior work environment.

Rita Goyal (2010), "Quality of working life in Insurance sector", concluded that employees of LIC are happy with the working conditions in LIC but the level of dissatisfaction arises where there is less growth opportunities with them. They are not provided with extra care like health camps etc. Poor work life balance leads to many

disastrous things like tardy, bad performance, lack of motivation, more errors, absence of work and so on.

**Hosmani A.P. and Shambhushankar, Bindurani. R. (2014)** a study has been made to measure the impact of quality of work life on job performance amongst employees of Secunderabad division of south central railway. A number of QWL aspects have analyzed like working conditions career development opportunities, welfare practices, safety measures. Quality of work life is an important variable. A good quality of work life in an organization build strong employee commitment, improves workplace learning, attract and keep talented staff, create trust between managers and employees

**OBJECTIVES OF THE STUDY:**

The study was carried out with the intention to work on the following objectives:

1. To determine the effective HRM practices of insurance companies.
2. To investigate the impact of job analysis practices on quality of work life of the insurance sector employees.
3. To examine the impact of HR planning on quality of work life of the insurance sector employees.
4. To check the impact of recruiting patterns on quality of work life of the insurance sector employees.
5. To assess the impact of selection of employees on quality of work life of the insurance sector employees.

**Sampling Frame:**

The researcher collected the required samples from Vijayawada city. The concerned samples are drawn from eight different organizations i.e. 4 public sector and 4 private sector insurance companies. The detailed samples are presented in the following table:

S.No	Insurance Company	Sector	No of Samples
1	United India Insurance Company	Public	62
2	The Oriental Insurance Company Ltd	Public	59
3	Life Insurance Corporation of India	Public	55
4	The New India Assurance Co. Ltd	Public	54
5	Birla Sun Life Insurance Co. Ltd	Private	52
6	Bharti AXA Life	Private	56
7	Bajaj Allianz Life Insurance Company Limited	Private	54
8	Birla Sun Life Insurance private insurance India	Private	58
<b>Total Samples</b>			<b>450</b>

**RESULTS OF THE STUDY:**

1. Job analysis, HR planning, recruitment, selection, training and development, compensation, performance management and employee relations are considered as the determinant factors which affects the job satisfaction through HRD climate in the Indian insurance sector.
2. The effect of job analysis on quality of work life was found to be significant at 5% alpha i.e.  $p=0.000$ , regression coefficient is 0.608 and standard error is 0.042. The regression results also revealed that the predictor variables contribute significantly and had moderate impact on the quality of work life ( $R^2= 0.323$ ). The corresponding ANOVA value ( $F = 213.596, p=0.000$ ) for the regression models had indicated the validation with quality of work life.
3. The effect of HR planning on quality of work life was found to be significant at 5% alpha i.e.  $p=0.000$ , regression coefficient is 0.561 and standard error is 0.050. The regression results also revealed that the predictor variables contribute significantly and had moderate impact on the quality of work life ( $R^2= 0.470$ ). Hence it was proved that there is a significant effect of HR planning on quality of work life in the Indian insurance sector employees
4. The effect of recruiting on quality of work life was found to be significant at 5% alpha i.e.  $p=0.000$ , regression coefficient is 0.532 and standard error is 0.054. The regression results also revealed that the predictor variables contribute significantly and had moderate impact on the quality of work life ( $R^2= 0.180$ ). So, the effect of recruitment on quality of work life was confirmed in the results discussions of previous researchers of **Petric and Backman (2002)**. Hence it was proved that there is a significant effect of recruitment on quality of work life in the Indian insurance sector employees.
5. The effect of selection on quality of work life was found to be

significant at 5% alpha i.e.  $p=0.000$ , regression coefficient is 0.525 and standard error is 0.052. The regression results also revealed that the predictor variables contribute significantly and had moderate impact on the quality of work life ( $R^2= 0.188$ ). So, the effect of selection on quality of work life was confirmed in the results discussions of previous researchers of **Petric and Backman (2002)**. Hence it was proved that there is a significant effect of selection on quality of work life in the Indian insurance sector employees.

**Suggestions of the Study:**

The findings of this study hold specific suggestions for insurance sector in India. These suggestions are summarized below:

1. The results highlight job analysis practice of HR management's one key driver that influences the quality of work life of the insurance sector employees. The HR managers and HR practices could develop and perform job analysis strategies based on employees' quality of work life.
2. The results demonstrate that HR planning is one of the important practices of human resource management influencing quality of work life of insurance sector employees. HR managers could develop and perform HR planning strategies based on different techniques. Thus, HR managers are advised to focus on the effective HR planning to generate the positive feelings among the insurance sector employees towards the quality of work life.
3. The results indicated that recruitment policy of the organizations one of the important practices of human resource management influencing quality of work life of insurance sector employees. HR managers could develop and perform various recruitment strategies. Thus, HR managers are advised to focus on the effective recruitment strategies to generate the positive feelings among the insurance sector employees towards the quality of work life.
4. The results depicted that employee selection process of the organizations one of the important practices of human resource management influencing quality of work life of insurance sector employees. HR managers could frame and perform different selection procedures and strategies. Thus, HR managers are advised to focus on the effective selection strategies to generate the positive feelings among the insurance sector employees towards the quality of work life.
5. The results exhibited those compensation policies of the organizations one of the important practices of human resource management influencing quality of work life of insurance sector employees. HR managers could frame and perform better compensation strategies to encourage the employees. Thus, HR managers are advised to focus on the effective compensation strategies to generate the positive feelings among the insurance sector employees towards the quality of work life.
6. The results revealed that performance management of the organizations one of the important practices of human resource management influencing quality of work life of insurance sector employees. HR managers could frame and perform better performance management strategies to encourage the employees. Thus, HR managers are advised to focus on the effective performance management strategies to generate the positive feelings among the insurance sector employees towards the quality of work life.
7. Proper implementation of stress coping measures within the organization like counseling, meditation.
8. Should give more attention to retain star performer employee, for consistent growth of the corporation.
9. LIC should opt for transparent performance appraisal system, where employees can be given detailed feedback on their performance.
10. Harmonious Industrial relationship between employer & employee.

**CONCLUSION:**

In today's highly competitive scenario in Indian insurance sector, developing and managing job satisfaction among the insurance sector employees has become a top priority for many insurance companies. The effective HRM practices will enhance the quality of work life and then will turn into job satisfaction. Hence, the HRM practices and their impact over job satisfaction. In fact, the insurance companies will rely on the human forces of the organisation, so it is the major responsibilities to the insurance companies to frame the good HRD practices and the better implementation of the HRM practices which in

turns to Job satisfaction. The literature review mentioned that job analysis, HR planning, recruiting, selection, training and development, compensation, performance management and employee relations are HRM prime practices. In this context, the study examined the relationships among the constructs underlying HRM practices towards quality of work life and job satisfaction in the insurance sector in India. In this context, this study attempted to provide an important insight in to the perspective about the HRM practices in the insurance sector.

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