

**RELATIONSHIP OF HUMAN RESOURCE MANAGEMENT  
PRACTICES WITH JOB SATISFACTION, ORGANIZATIONAL  
COMMITMENT AND TURNOVER INTENTION: A STUDY IN  
THE LIFE INSURANCE INDUSTRY**

**THESIS**

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for the Award of the Degree of

**DOCTOR OF PHILOSOPHY**

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**DELHI SCHOOL OF MANAGEMENT**

*by*

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**DELHI SCHOOL OF MANAGEMENT  
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DELHI**

**2019**

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## DECLARATION

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I hereby declare that the thesis entitled “**Relationship of Human Resource Management Practices with Job Satisfaction, Organizational Commitment and Turnover Intention: A Study In The Life Insurance Industry**” submitted by me, for the award of the degree of *Doctor of Philosophy* to **Delhi Technological University (Formerly DCE)** is a record of *bona fide* work carried out by me under the guidance of **Dr. Shikha N. Khera**.

I further declare that the work reported in this thesis has not been submitted and will not be submitted, either in part or in full, for the award of any other degree or diploma in this Institute or any other Institute or University.

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**Date:**

## **CERTIFICATE**

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This is to certify that the thesis entitled “**Relationship of Human Resource Management Practices with Job Satisfaction, Organizational Commitment and Turnover Intention: A Study In The Life Insurance Industry**” submitted by **Divya** to **Delhi Technological University (Formerly DCE)**, for the award of the degree of “*Doctor of Philosophy*” in Delhi School of Management, is a record of *bona fide* work carried out by her. Divya has worked under my guidance and supervision and has fulfilled the requirements for the submission of this thesis, which has achieved requisite standards to the best of my knowledge.

The results contained in this thesis are original and have not been submitted to any other university or institute for an award of any degree or diploma.

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---

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## **EXECUTIVE SUMMARY**

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India is one of the most populous country in the world after China, it holds fifteenth position in the globalized market in terms of insurance premium volume (IBEF, 2017). The Insurance industry in India has a limited reach as indicated through the insurance penetration rate which was just 3.69 percent in 2017 (IBEF, 2017).

In 2010, SEBI reported to IRDA that Life Insurance companies were violating the investment rules and regulations of the Securities market. ULIP, which is giving the investment opportunities to customers with single plan rules, was acceptable to SEBI. This is why there was a conflict between the regulatory authorities and IRDA has to modify the rule of investment in ULIP plan. The business of the Life insurance industry, which was rising with ULIP, showed a downfall, and the company's profit reduced, which led the organisations to implement the downsizing strategy. This impacted the commitment and satisfaction level of the employee. Hence it led to turnover intention in Life insurance sector. After studying the scenario of Life insurance sector after the year 2010, the question raised due to the change of guidelines of ULIP guidelines by IRDA, Attrition was the main problem arised and the employees started leaving the organisations. This further lead to the decline in the satisfaction level, organizational commitment and increased the turnover intention among the employees. Hence, after this scenario it became necessary to study about this sector.

Numerous researches have in the study have cited that HRM practices have a relationship with job satisfaction, organizational commitment and turnover intention. Therefore, the study examines the relationship with job satisfaction, organizational

commitment and turnover intention. For this purpose, the study included the primary data from 409 employees top ten. The sample captured the data from only senior level and middle level employees.

The analysis of the study has been conducted through Structural equation model (SEM), which explored the extent of relationship that exists between HRM practices, job satisfaction, organizational commitment and turnover intention. The Life insurance industry was witnessing an increase in the employment post nationalization and banking reforms. The increase in the number of foreign collaborations increased the demand for employees both in the banking and insurance industry. According to the annual report of IRDA (2017-18), along with growth of India's potential market, it is estimated that the Life insurance industry will witness a high rate of growth in the coming years. However, there are many factors that can cause hindrance in growth of Life insurance organizations in India. With widening of life insurance market the trends indicate increase in the growth of the job market. The rising employment opportunities offered the employees a variety of options and they no longer relied on their present jobs. The employees have started making comparison in terms of the benefits, rewards and recognitions offered to them. This increased the importance of HRM practices adopted by the organizations. The organizations started framing new HRM practices with the motive to retain their existing employees and attracting expert individuals as their employees from the market. The companies started framing policies, rules and regulations for the employees. In addition to this, the organisations started adopting new HR strategies that can be beneficial for the employees and would motivate them to stay committed with their present organization. These

strategies acted as the main instrument through which the HR departments in these companies competed in the market.

The employees always desire certain type of benefits from the organization for which they are working. The employee's perception about their job determines the intention to be committed and associated with the organization for a long term. Therefore, the employment situation in the insurance industry totally relies upon the factors such as the level of job satisfaction, organizational commitment and turnover intention. Further, these factors depend on the HRM practices adopted by an organization. In the study, results show that HRM practices have a direct link with job satisfaction, organizational commitment and turnover intention. In the Life insurance sector, it is required that more and more effective HRM practices should be used so that attrition rate can be controlled.



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## LIST OF ABBREVIATIONS

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ASV	:	Average Shared Variance
AVE	:	Average Variance Extracted
CFA	:	Confirmatory Factor Analysis
CFI	:	Comparative Fit Index
CI	:	Communication and Interaction
CR	:	Composite Reliability
GD	:	Growth and Development
GFI	:	Goodness of Fitness Index
HCD	:	Human Capital Development
HR	:	Human Resource
HRM	:	Human Resource Management
HRWP	:	HR Work Policies
IRDA	:	Insurance Regulatory and Development Authority of India
JS	:	Job Satisfaction
M	:	Motivation
MSV	:	Maximum Shared Variance
OC	:	Organisational Commitment
RMSEA	:	Root Mean Square Error of Approximation
RPM	:	Reinforcement and Performance Measurement
SEBI	:	Securities exchange Board of India
SEM	:	Structural Equation Modeling
SPSS	:	Statistical Packages for Social Sciences
SS	:	Social Security
TI	:	Turnover Intention
ULIP	:	Unit Linked Insurance Plans
VIF	:	Variance Inflation Factor



*Chapter 1*  
*Introduction*

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# CHAPTER 1

## INTRODUCTION

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India is one of the most populous country in the world after China, it holds fifteenth position in the globalised market in terms of insurance premium volume (IBEF, 2017). The Insurance industry in India has a limited reach as indicated through the insurance penetration rate which was just 3.69 percent in 2017 (IBEF, 2017).

### 1.1 Historical Preview

In India the Life insurance business was begun in 1870, Bombay mutual life assurance society turned into the main Indian guarantor. National Insurance Company, which started to settle down in India in 1906, and still running its business. In the year 2000, IRDA allowed 26 % of FDI in the Indian insurance market. Due to this, many foreign companies entered the Indian market. The increase in competition led to the introduction of innovative products. In 2013-14, the life insurers issued about 408.72 lakh new policies(Agarwal & Mishra, 2017). This growth was supported by an increase in awareness and education among the people, which generated interest in the Life insurance policies. The huge demand from the public led to further innovations in the distribution channels. The increase in the use of internet generated a strong growth potential for the life insurance segment (BCG, 2010).

Post nationalization the entire banking system was in the hands of big industrial houses. As the banking system came under government control, there was a massive expansion of branch networks which led to the mobilization of deposits that led to an increase in overall savings. Following this, the introduction of banking sector reforms

led to the development of new investment products and increased competition. This, in turn, enhanced the role of market forces and led to the expansion of technological tools. These factors led to a huge growth in the financial sector. As more and more people became educated, a need for long-term financial security also emerged in their mind. This incorporated the need to invest their financial resources, which in turn increased the demand for banking and insurance services. Therefore, the insurance industry which is witnessed today is very different from the industry which was witnessed in traditional times (Salman et al., 2016).

The traditional Life insurance policies only provided the sum of the insured amount on maturity. These policies were not meeting the demand of policyholders due to concept of time value of money as money got depreciate at time of maturity. The investors preferred a higher rate of return than just the security of capital. The insurance companies realized that the policyholders desired a rate of return on their investments. Therefore, the insurance companies found it necessary to rethink the expectation of policyholders in order to make them satisfied. A new set of money back and endowment policies were introduced by insurance companies (Mistry & Singh, 2015).

Following this, the private players entered the market that was offering a range of money back policies, which attracted the attention of policyholders. The private insurers lay focus on offering customized products packed with innovative features to the consumers. This resulted in the creation of favourable demands for other kinds of policies such as pension plans, child plan, Unit linked insurance policies(ULIP), and term insurance(Yadav & Mohania, 2015). In addition to other objectives such as tax

benefits and financial security, the major objectives of opting for policies were investment and savings (IBEF, 2018).

Traditional life insurance policies such as endowment no longer appealed to the customers with the introduction of innovative offerings by the private market players in the segment. The traditional policies failed to keep up with the inclination of the policyholders as they researched that the assured sum upon maturity in nominal terms is same but in real terms it had depreciated due to concept of time value of money which got depreciated with time (IBEF, 2018). The investors were not only content with security of investment being offered under life insurance policies. But they shifted their focus more on higher returns on investment as well as capital appreciation. This compelled the insurance companies to come up with strategies that could meet the expectations of the policyholders. The idea of offering a hybrid policy i.e. hedging against inflation and market boom through insurance policies compelled the insurers to link their policies with the market. This resulted in the emergence and growth of (ULIP) Unit linked insurance policy (SBI, 2017).

The fund options availability, transparency, flexibility, and liquidity with ULIP's made it the preferred choice of clients and bit by bit it changed the pattern of insurance policy (Mannar, 2015). The share of ULIPs expanded from 82.3 % in 2005 - 06 to 90.33 % in 2007- 08 to the extent as private insurers are a concern. LIC too showed a strategic move towards promote linked products and soon the shares of ULIPs ascended from only 29.76 % in 2005 - 06 to 62.37 % in 2007 - 08 (BCG, 2010).

The growth in the number of innovative insurance products has offered customers a variety of options in the market. In modern times, the insurance companies are facing a tough challenge in terms of pricing, marketing, and innovations. This competition had in turn helped in displaying a huge growth potential in the market (Rao, Srinivasulu, & Sri Balaji, 2013). The Indian insurance sector is witnessing an era, which is driven by data; there is an ardent requirement to use the data for trend analysis and personalization so as to plan future packages and schemes. With the increasing intensity of the competition among insurers, service is what clients look for. Also, as customers are becoming increasingly aware, informed and tech-savvy, they expect personalized communication to get an explanation on product features. Building and managing customer relations are very critical and vital for the insurer as with low switching cost and availability of a number of other insurers in the market one can lose the customer with one wrong move. Companies need to apply various tools and techniques via information technology so that data is utilized much effectively. For the same, insurers are required to capture customer information in an integrated system and train its employees to use it effectively (Rao et al., 2013).

The new technological developments have eased the process of data collection. In addition to this, it has enabled instant transfer of information across different branches. This process has shortened the process of documentation and fund transfer. In addition to this, the introduction of new mobile applications provides detailed information to customers about the policies. Following are the different technological innovations that have been adopted by Life insurance companies in India : -

1. MAN: A Metro area network that covers 74 branches was commissioned in Mumbai during 1997. This permits the policyholders to get their status report and pay their premium from any branch in the city. More than 10,000 transactions are done over the system each and every day. These systems have also been implemented in several different urban areas as well (Bazini & Madani, 2015).
2. WAN: All the zonal offices, as well as the MAN centres, which associated with a Wide Area Network. This enables the customers to pay premiums and view their policy data through any MAN center (Nicholas John Lippis, 2009).
3. Information Kiosks: LIC has more than 150 interactive touch screen kiosks in all the major locations of major cities of India for disseminating information to the public about its services and products. These kiosks accept premium payments and provide all the policy details. LIC launched more than 1000 satellite offices which provide easy access to policyholders. These offices are linked to their respective parent branches for rendering quick services to the policyholders. LIC also has a direct marketing channel. Purchasing an LIC policy is just a click away for any prospective buyer (Rajasekar & Kumari, 2014).
4. Interactive Voice Response Systems [IVRS]: This feature is working in all 59 centers located all over the country. An IVRS universal access number 1251 permits the customers to speak to the executives regarding their policies (Yograj Singh, 2014).

Earlier, the process of underwriting involved large classes of standardized underwriting with a lot of unstructured text and data (Joshi, 2016) The process of risk

evaluation took a lot of time and did not provide accurate estimates. The development of artificial intelligence helped the underwriters to find new kinds of risk attributes. The use of soft robotics and machine learning has led to the development of new predictive models (BCG, 2010). This, in turn, helps the insurance companies in decision-making and building effectiveness. Further, the system dynamics model has also led to the development of deep casual models of risk that has improved the level of products offered (PWC, 2017).

Further, the process of developing predictive models through artificial intelligence techniques has helped in identifying the bottlenecks and improvement of effectiveness with the standardized claim processes. The new operations intelligence techniques are based on the frequency and severity of accidents that are being insured. In addition to this, the graph analysis has helped the experts to identify the pattern of fraud in claims. Further, these models help in the prediction of losses and costs in the future (PWC, 2017).

Due to the rapid growth of IT sector that has led to innovation in decision-making, the life insurance is witnessing an increase in the demand technical experts. Further, the rapid growth in the number of insurance policies and financial products have generated more employment opportunities in the Insurance industry (Suneja, 2008). The increase in employment opportunities have forced the Insurance companies to compete in terms of HRM practices that can offer huge benefits to the employees. In this study, the researcher makes an attempt to understand how HRM practices of Life insurance organizations affect the level of commitment and satisfaction which further reduces the quitting intention.

## 1.2 Industry Overview in the Country

In India, there are 63 Insurance organizations, in which 24 players are of Life insurance sector and 39 are of Non-life insurance. LIC is the sole Public company of the Life insurance sector where as 7 other public companies are of the Non-Life insurance business (IBEF, 2017). Following are Life insurance organizations in Indian market:

- Birla Sun Life
- Life Insurance Corporation (LIC).
- Canara HSBC OBC Life
- Future Generali India Life
- ICICI Prudential Life
- Kotak Life
- Bharti AXA Life
- Max Life
- Shriram Life
- AEGON Life
- Tata AIA Life
- Bajaj Allianz Life
- PNB MetLife
- Edelweiss Tokio Life
- SBI Life
- Reliance Life
- India First Life Insurance Company Limited.
- Sahara Life
- DHFL Pramerica Life



- HDFC Standard Life
- IDBI Federal Life
- Aviva Life
- Star Union Dai-ichi Life
- Exide Life

### **1.3 Impact of New IRDA Regulations**

ULIP (Unit Linked Insurance Plans) is a Life insurance policy, which gives a blend of Life risk cover and Investment. The following are the controlling authority in India:

- I. SEBI is market controller of financial securities in India.
- II. IRDA regulates Insurance business in India.

In 2010, SEBI reported to IRDA that Life insurance companies were violating the investment rules and regulations of the Securities market. ULIP, which is giving the investment opportunities to customers with single plan rules, was acceptable to SEBI. This is why there was a conflict between the regulatory authorities and IRDA has to modify the rule of investment in ULIP plan. The business of the Life insurance industry, which was rising with ULIP, showed a downfall, and the company's profit reduced, which led the organisations to implement the downsizing strategy. This impacted the commitment and satisfaction level of the employee. Hence it led to turnover intention in Life insurance sector.

In year 2000, when the market was open for private players, the Life insurance sector showed a boom and it became the sunrise for every youngster aiming for the career growth. With the year 2011, was a turning point for Indian Life insurance industry. The initial years were challenging for the Life insurance industry in India after the

opening of the part by legislature of IRDA. From the period 2000-2008, India's quick rate of financial development also impacted the Indian Life insurance industry, due to the new amendments of the IRDA. The Industry in India has been facing the crisis. The market size of the Life insurance industry has been reduced. Life insurance markets have been tapping on the lower sides. The adaptability, straightforwardness, liquidity and store alternatives accessible with ULIP's settled on it the favored selection of clients and step-by-step it changed the pattern of protection arrangement in the industry (Mannar, 2015). LIC, too, demonstrated a strategic move towards advancement and offered ULIPs, which ascended from 29.76 % in 2005-06 to 62.37 % in 2007-08(BCG, 2010). New guidelines of the IRDA have authorized by insurance organisations to control the extent of the ULIP, which is in turn somewhat in charge of the extension of the Industry.

The new IRDA regulations exposed the Life insurance sector with new challenges of competition and struggle for survival. This led to the closing down of many branches of Life insurance organizations. Hence it became difficult for the organisations to retain the employees. Life insurance organization had witnessed declined in the past few quarters due to new amendments and regulatory changes. These amendments have impacted the whole sector adversely which led to high attrition, posing gigantic challenges to the whole HR fraternity. Such a critical environment possessed questions on the performance of HRM functions. In such a scenario, the top level of any organization is dependent on the effective HRM practices that need to be designed in such a manner so as to enhance the level of satisfaction and organizational commitment.

## 1.4 HRM practices

In the Insurance industry, human resource practices continuously focus upon the development of learning culture. In India, large-scale public and private insurance players have their own HRD departments that are responsible for all the activities related to employees. Apart from recruiting, the HR department plays a major role in training and development and framing suitable policies for the welfare of the employees (Shahnawaz, 2006). The HR department is responsible for aligning all the employees in a team and which brings the feeling of trust towards the organization. In addition to this, the members of the HR department should possess effective leadership skills in order to guide and motivate the employees. Further, the HR department sets the performance targets for the employees and provide them with suitable rewards and recognition (Chandan, 2017).

Achievement of organizational objectives depends on how the employees perform their respective jobs. For achieving the success, the organizations often consider that HRM practices affect the performance of employees (Shahnawaz, 2006). For successful organizations, skilled and capable employees are considered as asset because they can frame a successful path for organizational success. Such organisations implement all possible strategies to make their employees satisfied. Therefore HRM practices act as the main route through which employees can deliver their best performance. Effective HRM practices that aim at the development of both employees as well as organization, lead to the achievements for the organization (Silva & Shinyashiki, 2016).

## **1.5 Job satisfaction**

Anita (2012) highlighted that the employers perceive the level of employee satisfaction. Employees always perceive certain benefits from their job and compare it with their peers. The job satisfaction depends upon the expected benefits of a job and the perceived level of fulfillment of these benefits. An employee level of job satisfaction is based on three characteristics comprising of employees behavior, work environment, and the task allocated. The benefits offered to the employees are provided by the organisations in the form of higher pay, fringe benefits, and rewards. The work environment of the organization can be defined in terms of the behavior of the superiors, leadership style and informal networks that are developed within the organization. The job task assigned to the employees also determines the satisfaction level. If employees are allocated tasks according to their willingness and interest, they will develop greater motivation to execute the particular task (Balachandar, Panchanatham, & Subramanian, 2010).

Apart from these characteristics, the personal views and issues of the employees indicate the level of job satisfaction an individual receives. If the employees feel that they are allocated a task, which is degraded as compared to his/her skills and capabilities, then they feel dissatisfied with their present job. Further, the individual's personal characteristics like family barriers and the person's emotional state affect the person's evaluation of the job (Shaukat, H., Ashraf, M., Ghafoor, 2015).

## **1.6 Organizational commitment**

The levels of commitment at the workplace consist of elements that come from within the organization. These elements include the job, career, work team and the

commitment of the supervisor (Suneja, 2008). The commitment of the employees depends upon the way they perceive their future in any particular organization. In addition to this, the leadership of the supervisors and coordination among the employees determines the attitude of the employees (Sofat, Kiran, & Kaushik, 2015).

The study conducted by Belete (2018) revealed that if the employees feel satisfied, it is very often that the employees will develop commitment. The employees are committed towards the organization are characterized by high level of attentiveness and absorption while executing the actions for the organization. Likewise, highly committed employees work more hard to improve their performance. For organizations, it is necessary to identify the employees with greater commitment towards the organization as a greater level of commitment among the employees can have spillover benefits. This can act as a driving force for improving the firm's performance (Chandan, 2017).

### **1.7 Turnover Intention**

While the organizations are doing their part by having employee-friendly policies, however, the growing turnover rate reflects that policies may not be sufficient to work. From seeking after change the employees to inner occupation postings and directing all the more learning and advancement programs, organizations are doing all that they can to improve their picture before the unsatisfied workers. After the financial downturn of 2007-08 in India, IRDA put stringent guidelines to Insurance organizations which lead to the high turnover rate (A. Singh & Ahlawat, 2016).

In addition, individuals concede that selling extra security isn't exciting; one needs to get items and every family's needs. At first, underperformer employees deals with

protection plans was not connected with the brand and could have sold some other item, be that as it may, presently organizations need to concentrate on maintenance, give appealing profession openings and better remuneration. The majority of the organizations have begun growing new modules of progress the board, having important vocation exchanges, making a chiefs' toolbox and having interior occupation postings to contract more workers through references. Also, a few associations are utilizing pay as a motivator to drive representatives to secure more capabilities, all the while, advancing learning and improvement (Vispute, 2013a).

Life insurance organizations in India are confronting 70% to 100% performance edge whittling down rate, 30% center level weakening rate and 20% steady loss rate at senior administration level. The Industry has 55% down rate and hence lead to attrition rate. Employees turnover in general insurance companies is very much lower in Life insurance organizations (Verma& Aggarwal, 2012).

### **1.8 HRM challenges linked to the Indian Life insurance industry**

HRM department has a decisive role in the organisations. HR department should manage HRM practices in an efficient manner because the practices are responsible for recognizing the talent that will bring success to the organization (Stumpf, Doh, & Tymon, 2010). In addition to this, these practices should be framed by considering the employees' response to such practices. The practices that favour and support the employees have a positive impact on the performance(Ernst & Young LLP, 2015).

The HR department should function in a manner to ensure that the employees are assisted and motivated at all points of time and they contribute to the organizational goals. The business world is undergoing a huge transformation, as the employees now

demand new opportunities and growth in employment. Due to this, the Insurance industry is witnessing a huge turnover rate and talent crunch. For this purpose, the HR department needs to achieve work efficiency in order to improve the employees. However, HRM practices in Insurance sector is challenging (A. K. Singh & Singh, 2014). Followings are some difficulties faced by the insurance industry in India:

### **1. Training and development**

Training and development enhances skill and ability for the purpose to improves the employees' existing abilities for their enhanced performance. The process of training makes an employees fit for delivering better job performance. The process of imparting training to the employees is an essential function of HR department. In this context, the main responsibility of HRM is to identify training needs of the employee, developing a set of training programs for them and examine the effectiveness and efficiency of these training programs (Backhander, Panchanatham, & Subramanian, 2010).

The research done by (Salman et al. ,2016), employees do not develop any interest in the training practices in the Insurance industry. In addition to this, the HRM department has not taken any type of initiatives to develop new training programs. They are hardly any type of training policies that are prevalent in big insurance companies like LIC. Moreover, these insurance companies hardly offer any incentives or promotional benefits for the employees to attend training programs. Further, the employees are not involved in any decisions nor they have updated any type of information in the training programs.

## **2. Compensation**

A competitive level of compensation is very essential to attract qualified workforce for any industry. Career development opportunities that provide financial benefits itself act as a motivator. Therefore organizations should focus on the development of competitive compensation and reward strategies. These strategies should provide various monetary and non-monetary benefits that can help in sustaining the challenging environment. The compensation strategy should be framed in such a way that ensures the welfare of the employees. In addition to this, the compensation policy should make the employees realize that there is a scope of achieving high growth and overall development in the working with the organization (Singh, 2012).

The research done by Shaukat, Ashraf, & Ghafoor (2015) stated that the pay package and the growth opportunities are the factors which have an influence on employee performance. As there is less scope of training and development opportunities in the insurance sector, there are few chances of getting performance appraisal. Due to this, there are few chances of promotion, which in turn develops dissatisfaction among the employees.

## **3. Emerging skills gap**

The HR departments in the Insurance industry are facing a major problem of finding the required skills that are prerequisites to execute the tasks. Only about one-third of the companies in the insurance sector consider that they have a type of employees that can fulfil the required business needs (Deloitte, 2016). This is mainly due to the new emerging trends of adopting data sciences in taking the major decisions. The



traditional managers are struggling to adopt big data analytics as a new type of pricing technique (Catlin & Lorenz, 2017).

In order to achieve excellence in the competitive market, the Insurance sector organisations have to update with latest technologies. With the immense customer base and increase in customer expectations, it is vital for the Insurance companies to apply learning and development practices or would lose its competitiveness (Rao et al., 2013).

#### **4. Organisational culture**

Organisational culture has a dominant role on the employees level of satisfaction. Though technology is now playing a mandatory factor in the insurance organisation, interaction among the employees act as a major source of knowledge expansion. In addition to this, social interaction and community involvement can increase creativity which can in turn lead to generation of innovative ideas Bazini & Madani (2015).

Das & Vijayalakshmi (2015) revealed that culture is a decisive variable through which employees decide to continue their work in the organization. The development of unhealthy competition has created a non conducive culture in the Insurance companies. This non conducive culture may be considered as the main reason for the high attrition rate in the Life insurance industry.

#### **5. Employee Engagement**

Employee engagement is the prominent problem which the Indian Life insurance sector is confronting. Employee engagement is an intrinsic feeling, which determines the employees enthusiasm towards their job. Silva & Shinyashiki (2016) stated that employee enthusiasm can be increased if a leader or the supervisor is able to develop

an interactive and open minded discussion amongst the employees which further leads to the positive attitude development and enhancement of job satisfaction and organisational commitment.

## **1.9 Chapterization plan**

**Chapter 1- Introduction-** The chapter sees the general foundation data and ideas including related definition, certainties, and figures with regards to Life insurance organization in India.

**Chapter 2 Literature review-** The chapter includes both the narrative and systematic review. The narrative review explains the HRM practices and its relationship with satisfaction level, commitment and turnover intention in Life insurance sector in India. Systematic review has been used to identify the HRM related factors. The second part of chapter presents systematic review through which the HR Practices related factor have been identified which will be utilised further to achieve the objective of the study.

**Chapter 3 Research Methodology –** The chapter focuses on quantitative data has been gathered by primary research methods in the form of questionnaires. The primary data included in the study is collected from the employees of Life insurance companies in Delhi. To collect the primary data for the research study a close-ended questionnaire has been used. In addition to this, the CFA in SEM modeling has been used to serve the purpose of multiple regressions.

**Chapter 4 Data Analysis-** The chapter explains the SPSS-Amos results The first section of the chapter describes demographic analysis of the respondents through

cross tabulation and pie charts. The second part gives the CFA results of the hypothesis testing which determine the relationship of the HRM practices factors on the level of JS, OC and TI.

***Chapter 5- Conclusion-*** The chapter elaborates findings supported from past researches, recommendation of the study, limitations and the further scope of research.

*Chapter 2*  
*Literature Review*

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## **CHAPTER 2**

### **LITERATURE REVIEW**

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The major objective of research is to examine the relationship of HRM practices with JS, OC and TI in the select Life insurance organizations. It is mandatory to capture insights from the previous studies about the HRM practices strategies which are being implemented by the organization have clarity about the relationship level of JS, OC and TI among employees.

The first section captures the HR department of the organizations. Further in this part, the importance of organizational commitment with performance of employees is being explained. Subsequently, the next section comprises the discussions pertaining to the JS, OC and TI. The third section explains the relationship between HRM practices with JS, OC and TI. In the Fourth section, systematic review presents how the HRM practices factors are identified for the study.

Several organizations in India are cutting down work forces following greater competitiveness and financial crisis that persists in the global business segment. (Balachandar et al., 2010) pointed out that organizations would employ strategic downsizing, which mainly involves cutting down labor costs while facing any economic downturn. This move can significantly profit the organizations in a short term. Although this can prove to be effective in enhancing the financial performance of any organization, this move would hamper the career satisfaction vision of the employees. Once the jobs are cut down, compensation would decrease and investment of funds in training or development programs are restricted, the employees may start

experiencing negative emotions such as hopelessness, depression, and dissatisfaction as they would no longer be reaping the benefits of holding a particular position within the organization. This can jeopardize the career achievement of the individuals. It is necessary for employees to explore ways and take initiatives that can help them manage their career in a better manner. They should stop relying on their organization for support owing to limitations in the resources of the organization. Adoption of prudent strategies such as seeking career guidance and networking are the primary actions that the employees need to take up as these can offer them a platform for seeking resources as well as information for the purpose of overall development (Kundu, 2004).

In the past researches very less recognition has been given to the relation that persists between the employee strategies for attaining success and the HRM practices adopted by an organization. In addition to this, there exists a literature gap that captured the impact of factors such as career prospects, flexibility in work, transparency and job security on the perception of the employees. However, these factors serve as major predictors in impacting the career satisfaction experienced by an employee but the individual perceptions of the factors pertaining to HRM practices, which include development, performance appraisal and compensation. (Saifalislam, 2014).

Hassan & Mahmood (2016), the level of career satisfaction and HRM practices has a direct relationship. The HRM practices adopted by an organization act as the decision maker in context of the time period till which the employees will be associated with the organization. Many have limited themselves to samples such as technical and administrative staff working in the public sector (Droge & Vickery, 1999))

## **2.1 HRM practices**

### **2.1.1 Meaning and definition of HRM Practices**

HRM involves all the decisions taken and practices adopted in organization, which directly or indirectly affects the employees or workforce. (Shahnawaz, 2006). Many studies have defined HRM practices in different aspects. The study conducted by Tan & Nasurdin(2011) defined HRM practices as the system that motivates and retains the employees. These practices are implemented for the goals of the organization effectively, which ensure long-term survival of the organization. HRM practices indicate the achievement of overall efficiency by developing a competitive advantage of the organization. Hence, HRM practices are necessary for achieving success of organization.

The research conducted by Tierny, Vandeborre, & Daoudi (2008) gives HRM practices as a strategic management tool that is responsible for the organization's valuable assets that are employees of the organizations.

Also, the study conducted by (Hammersley, 2009) defined HRM as a different approach which is adopted for employee management. This approach can help the firms in developing the competitive advantage. This competitive advantage is realized by deploying employees who are highly committed and skilled. This is because skilled employees are the key to deliver successful performance (Zafar et al., 2017).

### **2.1.2 Factors indicating importance of HRM practices**

The HRM directs the administration of human capital so as to protect the HR assets which are deployed for the fulfilment of goals of organization. The HRM practices has a major role which affects the performance and productivity of an organisation

(Silva & Shinyashiki, 2016). The following points describe the important responsibilities performed by the HR department of different organization:-

### **1. Selection and Recruitment**

The research conducted by Zehra Alakoç Burma (2014) revealed that HRM practices play a mandatory role in the era of global competition. The role of HRM begins at the time of recruitment and selection itself. Among a pool of candidates, the role of HR department is to choose most suitable candidate so that HR managers may have deep knowledge sense in context to the best fit and requirements of the job (Varma, Vij, & Gopal, 2016). Therefore, recruitment and selection should be effective so that right person can be placed at right job (Zalewska, 1999).

### **2. Participation of employees in decision making**

One of the most important function of HR department is to correctly identify needs of the employees. In this context, the study conducted by Parameswari & Yugandhar (2015) stated the crucial role of the HR managers is to make the employees realize that they are functioning as a team. Identifying the requirements of the employees can do this. The HR department should ensure employee involvement at every stage. In addition to this, the HR managers should regularly interact with the employees and must take their feedback about the key changes that are required in the organization. For instance, sometimes employees desire certain training to improve their performance or sometimes they need a hike in the compensation or pay packages. Regular feedback from the employees will guide the HR managers in taking the correct decisions(Kundu& Malhan, 2009).

### **3. Training and development**

Training and development enhances skill and ability for the purpose to improves the employees' existing abilities for their enhanced performance. The process of training



makes an employees fit for delivering better job performance. The process of imparting training to the employees is an essential function of HR department. In this context, the main responsibility of HRM is to identify training needs of the employee, developing a set of training programs for them and examine the effectiveness and efficiency of these training programs (Backhander, Panchanatham, & Subramanian, 2010).

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In order to achieve excellence in the competitive market, the Insurance sector organisations have to update with latest technologies. With the immense customer base and increase in customer expectations, it is vital for the Insurance companies to apply learning and development practices or would lose its competitiveness (Rao et al., 2013).

### **6. Organisational culture**

Organisational culture has a dominant role on the employees level of satisfaction. Though technology is now playing a mandatory factor in the insurance organisation, interaction among the employees act as a major source of knowledge expansion. In

addition to this, social interaction and community involvement can increase creativity which can in turn lead to generation of innovative ideas Bazini & Madani (2015).

Das & Vijayalakshmi (2015) revealed that culture is a decisive variable through which employees decide to continue their work in the organization. The development of unhealthy competition has created a non conducive culture in the Insurance companies. This non conducive culture may be considered as the main reason for the high attrition rate in the Life insurance industry.

## **7. Employee Engagement**

Employee engagement is the prominent problem which the Indian Life insurance sector is confronting. Employee engagement is an intrinsic feeling, which determines the employees enthusiasm towards their job. Silva & Shinyashiki (2016) stated that employee enthusiasm can be increased if a leader or the supervisor is able to develop an interactive and open minded discussion amongst the employees which further leads to the positive attitude development and enhancement of job satisfaction and organisational commitment.

### **2.1.3 Modern perspective of the HRM department in an organization**

Traditionally, the hiring process followed by the HR department generally focuses only on the best academic qualifications. The HR managers select their employees only on the basis of good academic and character record. The skills and commitment of the employees was not given much attention (Balachandar et al., 2010)

Eventually, the traditional practices adopted by different industries in the recruiting process underwent a massive change since the growing competitiveness

in the market and the emergence of new companies forced the HR managers to remain competitive. Now, the HR department places more efforts in the process of hiring. The HR management needs to recruit skilled human resources who have the capability to compete in the present day environment. In addition to this, the HR department works upon the framework of new policies and initiatives in the context of the performance appraisal and pay practices. Further, the HR department undertakes a constant monitoring and evaluation of their employee performance in order to deliver improvement in future. Nowadays, the HR departments build cross-functional as well as cross hierarchical teams (BCG, 2010). The cross-hierarchical teams form a very clear chain of command in which the supreme authority has the right to delegate the tasks to the team members. On the other hand, in a cross-functional hierarchy, the employees work as a single team and focus on the problems that are related to the organization. This could include the development of innovational techniques and solution for the conflicts arising within the organization (Vispute, 2013a).

#### **2.1.4 Effect of modern HRM practices on the organization**

The effect of HRM practices as explained by Saifalislam (2014) on the performance demonstrated by employees suggests that HRM comprises of the systems, policies and practices that effect and impact the attitude, performance and behavior of employees in an organization. All strategies associated with human resource management are used for attaining the same goal that is to propel the organization.

Arulrajah (2017) The main success factor for any organization is argued to have an effective HR department. HRM practices affect the performance of an organization

along with employee productivity, product quality and flexibility in the organization. The HRM practices include T&D, teamwork compensation, performance appraisal, and HRP and employee security.

There are numerous HRM practices that can be tested when it comes to employee performance. Stumpf et al., (2010) studied the relationship of HRM practices with employee performance and resulted that the relationship that persists within the HRM practices i.e. promotion, performance evaluation and compensation. The eight HRM practices include job placement, disputes and grievance procedure, training and development practices, social security, recruitment and selection and promotion practices. The challenges in profession of Life insurance organization employees is threatening capability of poor countries in reaching the targets internationally agreed upon for expanding and improving the staff (Kundu, 2004).

HRM involves the practices and policies for dealing with the human resource management aspects such as HR selection, orientation, recruitment, planning, training, compensation, job analysis, performance appraisal, development, and labor relations (Pawan S, Budhwar, 2004). The policies, practices and systems that affect the performance, attitude and behavior of employee constitute human resource management (Singh, 2014).

It was explained by Munjuri(2011) that there exist numerous HRM practices which are linked to performance of employees. Perceived employee performance, performance evaluation, promotion, and compensation are the practices that tremendously impact the performance of employees. Every employee has their own perception when it comes to HRM practices. Studies have hinted that the best practices that impact the outcomes need

to be aligned together for strengthening the performance of the organization (van Mierlo, Bondarouk, & Sanders, 2018).

## **2.2 Job satisfaction**

### **2.2.1 Meaning of job satisfaction**

Job satisfaction is termed as a constructive a feeling/attitude of the employees towards their job. In addition to this, it can be referred to as psychological behavior of humans that an employee experiences while executing a particular set of tasks (Sharma & Sinha, 2015). The job satisfaction is the sole factor, which leads to development and efficiency in the organization. This implies that the employee is not grumbling or murmuring about the task being allotted to the employees (Anita, 2012). The study conducted by Castiglia, Hunter, & McCausland, (1986) revealed that job satisfaction the favorable or unfavorable attitude that the employees have for their job. The well being of the individual is turn dependent on the satisfaction a particular individual receives from his/her life. This is linked to the circumstances an individual faces in his/her life.

### **2.2.2 Factors indicating the significance of job satisfaction**

Job satisfaction stated in terms of attitude of employees displayed towards his/her job. The following points highlight the role of satisfaction in the organization:-

#### **2.2.2.1 Higher productivity**

Highly satisfied employees pay more attention on the achievement of organizational objectives and contributes to higher productivity. The study conducted by Anita (2012) stated that productivity and satisfaction has a positive relationship. Highly satisfied

employees generate higher productivity in their work and the employees take the organisational goals as their priority.

#### **2.2.2.2 Less absenteeism**

The most immediate sign that comes with high job satisfaction is reduced absenteeism. Research conducted by Sandip & Shinde(2015) stated that satisfied employees remain less absent on their job and focus more on their performance.

#### **2.2.2.3 Less turnover**

The job satisfaction reduces the intention to quit organization. It was further researched by Stumpf et al. (2010) who highlighted high job satisfaction of employees stay for a longer period in the organisation.

### **2.2.3 Factors affecting job satisfaction**

The performance is directly linked with the satisfaction level is that experienced in job tenure. Following are the factors, which determine the level of satisfaction in employees: -

#### ***2.2.3.1 Pay for performance***

Level of satisfaction depends on pay of employees. The competitive environment provokes individuals to raise their living standards. With the growth in the needs of the employees and high living costs, the employees were forced to seek higher income. If the employees are not paid equal to their job , it leads to development of an emotional discrepancy in their minds(Anita, 2012).

In regard to the compensation received by the employee the study conducted by (Tan & Mohd Nasurdin, 2011) defined Herzberg's motivation –hygienic theory.

The theory explains that salary is one of the hygienic factor which increases satisfaction of the employees. Godfrey (2014) highlighted that employees exert effort because they want a reward in the form of higher salary. An increase in the amount of salary enhances the level of satisfaction.

### **2.2.3.2 Promotion**

Sofat et al. (2015) stated that with promotion the employee gets a higher status at the workplace which increase their position and remuneration. Promotion acts as an important factor that determines an employee's productivity and affects their job characteristics. The importance of promotion was also highlighted in the study conducted by Deloitte (2016) which revealed that expectation of a promotion in the future, impacts the current performance and attitude of the employees. Therefore, the organizations often use promotion as type of incentive to motivate their employees to work hard.

### **2.2.3.3 Work Culture**

Work culture is stated as norms and values which determine outlook and behavior of the employees (Chandan, 2017). The study conducted by Sinha, Gupta, & Dutt(1994) highlighted the attributes of work culture. These attributes include the encouragement for career development by the seniors within the organization, respectful treatment by peers and management, helpful seniors, job security, friendly and open work atmosphere, frequent and free communication with the seniors. Further, the work culture can also be influenced by flexibility at the workplace when it comes to family responsibilities, good internal coordination between the departments and setting realistic goals (Gangai & Agrawal, 2015). Studies conducted by (Biswas, 2015) and



(Sandip & Shinde, 2015) highlighted that work culture has a deep impact on the employee satisfaction.

#### ***2.2.3.4 Level of Authority***

The freedom to carry out the job in an efficient manner and decision making process leads to high satisfaction (Chakraborty, 2017). It has been noted that in the Indian insurance market segment the decision making process is left to the senior members within an organization. The employees' opinion is seldom considered in the decision making process though they are offered enough freedom to carry out their tasks(O'Donnell & Boyle, 2008). Therefore, the extent or level of authority enjoyed by an employee greatly affects his/her job satisfaction.

#### ***2.2.3.5 Work Group***

The study conducted by J. K. Singh & Jain, (2013) stated that interaction among others is the natural desire of human beings, hence, it is often observed that employees form informal networks within the organization. Interaction among the employees have remarkable effect on the level of performance who are isolated with their job. Therefore, the relationship which the employees enjoy with their colleagues has a mandatory effect on the level of satisfaction ( Kaur & Verma, 2015).

### **2.3 Organizational commitment**

#### **2.3.1 Meaning of Organizational Commitment**

Organizational commitment (OC) can be stated as an attitude or behavior in which the employee feels attached. Employees who perceive the objectives of the organization as their responsibility and exert efforts for its achievements have high commitment. (O'Donnell & Boyle, 2008).

The study conducted by (Shahnawaz, 2006) defined organizational commitment as the force that can bind the employees in a particular organization. This force is linked to the action, which is taken to achieve a set of targets. The extent of commitment level is determined by psychological bond, job involvement, loyalty organizational goals and belief in norms and values of an organization (Arulrajah, 2017).

As per the absolute approach of Cheah et al. (2016), OC is identified to be an individual assimilation and engrossment or involvement in the company. His comprehensive concept includes three specific aspects: (a) enthusiasm and eagerness towards their job; (b) choice to stay long with organisation; and (c) acceptance of norms and values in them. Likewise, Adanse, Yamga, and Atinga (2017) also viewed commitment on three aspects, but on the behavioural grounds that OC (a) is personal sacrifice made for organization; (b) does not rely on reinforcement or punishment; and (c) is a personal involvement with the organization.

Employees can possess commitment at four levels (Varma et al., 2016).

- a) Affective commitment: employee who has enthusiastic connection and want to serve with organisation for long period.
- b) Continuance Commitment: employee remains with the organization who does not desires to bear the expense in the event.
- c) Normative Commitment: employees who accept their duty to remain with the Organisation.
- d) Authoritative Commitment supposedly is person's mental connection and the quality of sentiment of obligation one has towards the organisation.

### **2.3.2 Importance of organizational commitment in an organization**

The organizational commitment has a significant role in organisation, which decides the level of effort exerted by employees. In this context, the following points highlight the importance of organizational commitment in the organizations: -

#### ***2.3.2.1 Moral Commitment***

The highly committed employee's lead to the higher productivity. Commitment includes the calculative commitment, moral commitment, and the normative commitment (Suneja, 2008). The moral commitment is linked with the sole objective of the organization. Employees get emotionally involved with the success of organization. The employees in the organization demonstrate level of performance and positive attitude within the organization (Sofat et al., 2015).

#### ***2.3.2.2 Long term growth***

Highly committed employees spend a longer service period in organization because it is presumed that committed employees will act as a long-term asset for the organization (Varma et al., 2016).

Suneja (2008) found that, if the employees develop greater attachment towards the organizational goals, then they would be motivated to work for achieving long-term growth. In addition to this, these employees will be willing to work beyond their contract by exerting extra efforts in their work.

#### ***2.3.2.3 Low attrition rate***

With the high commitment of employees it can be derived that intention to leave the organization will be less. This will reduces expenditures incurred by the HR

department for recruitment and selection (Van Mierlo et al., 2018). The second factor is that committed employees feel that they hold high level of responsibilities and voluntarily contribute in the activities undertaken by the organization. This in turn reduces the need of the managers to supervise the present work.

### **2.3.3 Factors affecting Organizational Commitment in an organization**

The previous section highlighted that organizational commitment plays the main role in influencing attitude and behavior of an employee. This is because the organization culture is greatly influenced by the employee's desire to work at a place. In addition to this, it depends upon the extent to which the HRM practices support the employee's desires. To this, the following factors determine the extent of commitment delivered by the employees:-

#### **2.3.3.1 Employee Engagement**

Employee engagement is vital tool which helps in developing commitment towards the organization (Stump et al., 2010). Chandan (2017) concluded that if the employees of an organization frequently engage themselves in debates, and discussions it creates a positive environment in the organization. They develop their skills and enhance their knowledge.

#### **2.3.3.2 Career opportunities**

The stage of career of an employee also affects his/ her commitment towards the organization. In this context, the study conducted by Nazish, Amjad, Mehboob, & Rizwan(2013) highlighted that employees have certain set of expectations from their job. These expectations are strongly related with the current position of the employee and career expectations.

### **2.3.3.3 Employee Involvement**

Commitment is influenced by the level of involvement of employees in taking the decisions in the organization. In this context, the study conducted by Verma & Aggarwal (2012) stated that if the leaders involve the employee or take their views while taking any major decisions for the organization, enhances the sense of belongingness in the employees. The study conducted by Tierny et al.(2008) also supported the view that the commitment towards the organization has a relationship with job involvement.

### **2.3.3.4 Personal Characteristics**

Level of commitment displayed by the individuals also depend upon the personal characteristics of the individuals such as marital status (Leghari, Suleman, Leghari, Sumaira, & Aslam, 2014). In this regard, the study conducted by Suneja (2008) stated that the level of commitment is more in married employees, because they have family responsibilities that they have managed with their job. The employees who are married need a higher level of job security and stability.

Gender differences has a greater impact on commitment. Stumpf et al. (2010) highlighted that male and female employees have different commitment levels as they display different emotional behavior and react differently to different situations.

## **2.4 Turnover intention**

### **2.4.1 Meaning and of turnover intention**

The turnover intention can be defined as an employee's desire to quit his organization. It acts as a predictor of the behavior of employees to leave the organization in which he/she is currently working. Further, it can be described as the psychological process

which an employee has to undergo and evaluate pros and cons of quitting their job, when they considered other employment options over the present job (Belete, 2018).

The study conducted by (Luu & Hattrup, 2010) highlighted that the performance of employees depend on attitude to leave present organization and to seek a new job opportunity. Turnover intention is an inclination of employees towards new job opportunities; however, it is not associated with quitting. A thought process that includes assessment and feasibility study regarding psychological view that an employee carries out precedes Job quitting.

#### **2.4.2 Importance of turnover intention in an organization**

Following points that highlight the importance of turnover intention: -

##### ***2.4.2.1 Loss of skilled workforce***

Organizations face a huge indirect cost in the form of loss of productivity. This is because a high rate of turn over intention can leads to loss of skilled human capital. The study conducted by Rao et al. (2013) highlighted that skilled, experienced and productive employees are the greatest assets to an organization. Skilled and experienced employees can execute their task efficiently because these employees already have an in depth knowledge and relevant skills.

Sandip & Shinde (2015) discussed about the misfortune caused because of the high down rate among the business operators in the Insurance industry. The examination featured that counsels and specialists in the extra security industry assume a noteworthy job in extending the market for the organizations. As they increase experience they become familiar with the effective system to approach the clients. In

addition to this, they develop knowledge to bring in new clients in the industry. The problem of turnover is especially prevalent in the Insurance industry because often the insurance contracts are framed for long term. The agents act as the intermediaries between the insured and the insurer (A. K. Singh & Singh, 2014).

#### ***2.4.2.2 High recruitment and training cost***

HR departments fail to retain a team of well-educated and productive employees; organizations bear the cost of recruitment, selection and training. The study conducted by Albaqami (2016) highlighted that organizations need to continuously manage the skills of employees to retain a pool of competitive workforce. A high attrition rate increases direct cost of recruitment and selection. In addition to this, replacing the previous employee is difficult because this is a huge loss in the form of service quality of the company. Further, the study conducted by Marielle Paulsen (2014) stated that organizations have to incur huge training cost in order to ensure suitability of the task managed by the new employees.

### **2.4.3 Factors affecting turnover intention in an organization**

The following factors affects the employee's intention to quit in organization:-

#### ***2.4.3.1 Leadership***

Pawan S, Budhwar (2004) stated that the leadership style is the manner in which the supervisor behaves with his employees and the way he carries out his functions. If the leaders display an attitude towards the employees which is positive it enhance the motivation of employees'.

In today's competitive environment, effective leadership has a role in reducing the attrition rate of employees. However, autocratic leadership has a negative affect on

the employees (Chandan, 2017). The study conducted by Deloitte, (2016) highlighted that the employees working under the influence of autocratic leaders will display an intention to quit their existing jobs.

#### **2.4.3.2 Organizational justice**

Another important factor that affect turnover intention is the organizational justice provided in any organization. Organizational justice can be referred to as an employee's perception regarding the treatment the employee receives from the organization. The fair and transparent behavior shown by any organization defines the extent by which employee perceives the procedures at their workplacement (Austin-Hickey, 2013).

The study conducted by Gangai & Agrawal (2015) highlighted that employees perceive that organizational justice is associated with turnover intention. Further, it stated that the main responsibility of ensuring justice in the organization lies in the hands of the superiors. This is because the superiors are responsible for directing the subordinates. Hence it becomes the responsibility of the supervisors to implement strict guidelines, procedures and decisions. Developing a fair and transparent policy for all the employees which enhances the positive relationship between the employees and the organization is essential. Employees feel more engaged and will develop a favorable attitude towards the organization (Kim& Rhee, 2017).

#### **2.4.3.3 Stress**

Stress is defined as a mental or physical state of employees which affects negatively to the health of the employee. The higher amount of stress reduces the effectiveness of the employees. Osibanjo et al. (2012) highlighted, sometimes the employees who



are stuck in situations of high work pressure and tight schedule have high level of job stress and its affects negatively to productivity. Further, Belete (2018) stated that high attrition rate leads depression, fatigue and stress in remaining employees which in turn influence performance and can lead to both voluntary as well as involuntary departure of the employees.

#### ***2.4.3.4 Informal Networks***

Sometimes, the employees form informal network within the organization. The study conducted by Deloitte (2016) highlighted that a healthy conversation among the employees improves the productivity of the organisation. However, when employees who develop negative thoughts in context to organization and share it with their peer groups, they create a negative spillover effect among the other employees. This type of informal networks and critical collaborations can cause a large scale damage to the organization (Salman et al., 2016).

#### ***2.4.3.5 Gender***

The study conducted by Sarma (2012) debates on the connection of turnover intention with gender roles in the organisation. The study elobrates that females who are supervisors exhibit higher turnover intention than males. This is because females have to fulfill family responsibility due on them because of which leave corporate organizations in the early stage of their career.

#### ***2.4.3.6 Incentives***

Leghari et al. (2014) proposed that when the compensation, incentives and contributions/benefits increase in the organisation they lead to the reduction in the probability of an individual leaving an organization . The harmony of motivations and

commitments can likewise be influenced by the readiness of people to leave an organisation.

## **2.5 Relationship between HRM practices and organizational commitment, job satisfaction, and turnover intention of employees**

### **2.5.1 HRM and Job satisfaction**

The HR department determines the type of employee the organization would require in the coming years. In addition to this, the department has a set of responsibilities starting from the recruitment to the framework of policies that determines the satisfaction among employees. Moradi, Safari, & Torkestani, (2013) highlighted that job satisfaction depends upon the five major domains of human resource activities. These domains include (i) training and development (ii) reward systems and benefits (iii) the design of the organization (iv) staffing (v) performance management appraisal. However, the HR department frames the policies according to their ideologies and philosophies. Further, Osibanjo et al., (2012) stated that the HRM practices which are designed considering the assumptions, beliefs and decisions of the HR managers leads to the higher expectation of the employees. The study of Yadav & Mohania (2015) revealed that job satisfaction depends on the cognitive reactions given according to the different perceptions of the employees. Moradi et al. (2013) argued that the employees generally appreciate better salaries and rewards. A. K. Singh & Singh, (2014) stated that employment demand have transformed beyond the exchange of service for salary as employees perceive career growth much more important than the monetary rewards. Therefore, it can be said that HR department has to develop new set of goals. These goals should not only target the increment in

the monetary benefits of the employees but should also on employee's career development through training. In addition to this, the HR department should focus on creating a healthy relationship among superiors and employees so that higher level of satisfaction can be achieved (Arulrajah, 2017).

### **2.5.2 HRM and organisational commitment**

The plethora of HRM practices used by an organization has an enormous impact on the organization commitment of an employee. To this, the study conducted by Coffie & Boateng (2018) highlighted that the HR Managers can evaluate the level of organizational commitment in the initial stages of recruitment and selection of the employee. The pre-employment test and interviews can be used by the management to examine the level of enthusiasm in the applicant to stay committed to the organization.

Many studies have also supported the view that the HR departments should frame a strong communication and information sharing process to develop organization commitment. Sarma, (2012) confirmed about the positive relationship that exists between the HRM practice of information sharing and organization commitment. The study highlighted that transparent communication; access to information and participative decision-making can play a major role in building a strong affective commitment towards the organization. In addition to this, the study conducted by Simranjeet Kaur (2015) highlighted that information sharing builds trust among the employees which has a positive relationship with commitment.

Gairola (2016) assessed the relationship between the development oriented HRM practices with organization commitment. The study highlighted that training and

development programmes ensured a long-term commitment towards the organization. Other HRM practices like rewards, recognition and performance appraisal to the employees also have a positive relationship with the HR practices (Valdes-conca & Juana-espinosa, 2018). To this, the study of Hasson & Mahmood, (2016) adding on to this rewards and recognition enhance motivation and influences the perception of implementation of fair HRM practices.

### **2.5.3 HRM and turnover intention**

The HR department performs recruitment and selection. A high turnover intention would create a cost and sometimes may lead to high level of indirect losses for the organization Liu, (2006). The cost associated with hiring of new individual can in both direct as well as indirect form. In this context, the study conducted by Das & Vijayalakshmi, (2015) stated that cost of hiring can range from 25 % to about 500 % of the employee's salary. The study conducted by (Shaukat, H., Ashraf, M., Ghafoor, 2015) stated that departure of just one experienced manager can cost millions of dollars to the organization due to loss of critical knowledge. The theory states about the belief of the employees and the extent to which it values the well being of the individuals. Further, the study conducted by Qureshi et al. (2013) highlighted that supportive organizational practices build a positive work environment for the employees. In addition to this, the study highlighted that the turnover intention depends upon the following factors (i) the attitude of the HR department towards the employees and (ii) the attitude of the employees for the HR department in the organisation. Further, the study conducted by David, Gidwani, Birthare, & Singh, (2015) revealed that many a times turnover intention depends upon employee's personal interest towards the job rather than HRM practices adopted by the

organization. For instance, high level of turnover leads to lack of interest that the employee develops towards the job (Bazini & Madani, 2015).

The study conducted by Liu (2006) identified many factors that can directly influence the turnover intention in an organization. These HRM practices include employee management practices, training and participation in decision making.

Level of job satisfaction is one of the factors that affect the turnover intention in an organization. Parameswari & Yugandhar, (2015) stated that the job posting which are internal in the organizations results in high turnover intention, because the employees feel that the organizations do not promote equality within the organizations and favor the employees through referrals. In addition to this, HRM practices related factors that affect level of satisfaction such as training, compensation, promotion and so on play an indirect role to affect the amount of turnover intention in an organization (Solinger& Roe, 2008).

Qureshi et al. (2013) debated that if a valuable human resource leaves the organization the loss of implied information possessed by quitters is significant and leads to the difficulty in replicating the lost knowledge. This further, contributes in operational loss and cost of recruiting. Hence, turnover dismisses the opportunity of reaping benefits by utilizing the skills of the employees. In addition to this it is also a loss as the organisation has to bear the cost of attracting, selecting, training and developing, socializing employees and retaining performing employees (Kundu& Malhan, 2009).

## **2.6 Relationship between Job satisfactions, Organizational commitment and Turnover intention**

Both the narrative and systematic review have been used for the Literature review. The narrative review explains the HRM practices and its relationship with satisfaction,

commitment and turnover intention in Life insurance sector in India. Systematic review has been used to identify the HRM related factors. Numerous researches have been led by researchers that elaborate the relationship between JS, OC and TI.

(PWC, 2017) examined relationship of job satisfaction, organizational commitment, and turnover intention. In a study conducted by Martin (2016) it was observed that turnover could be anticipated more strongly by turnover intention and organizational commitment which are its best predictors. By isolating the turnover conduct and turnover-related mentality, the employee intention to quit can be reduced in the organization.

According to Rahman, Akhter, Chowdhury, Islam, & Haque( 2013) the best determinants of professional commitment, turnover intention and job satisfaction are the HRM practices. Various researches have concluded that turnover intention is highly correlated with job satisfaction and commitment (Vispute, 2013a). High correlation between JS, OC and TI significantly back “the inclusion of organizational commitment in the causal process leading to turnover intention” Zalewska,( 1999). For instance, a meta-analysis study, which included 200 researches, proved that there is a significant relationship between commitment and intentions to quit the job by an employee (A. Singh and Ahlawat, 2016). Further Simranjeet Kaur and Verma, (2015) stated that authoritative duty has a negative association with turnover intention of an employee.

According to Shaukat, H., Ashraf, M., Ghafoor, (2015) organizational commitment has three components : affective, normative and continuance. While most researches conveyed that affective commitment has the strongest and consistent relationship with turnover intention and the continuance commitment has negative relationship with turnover intention (Silva & Shinyashiki, 2016).

Gairola (2016) explained the relationship between organizational commitment and intention to quit by the employees. IBEF (2017) highlighted that deliberate turnover is influenced by monetary, mental and social determinants of an employee. According to Chandan (2017) the relationship of JS, OC and TI in telecom sector employees is inversely related. Hence, the study concluded that employees with high level of commitment have lesser intention to leave.

Chhabra (2018) concluded that effect of hierarchical environment on employee fulfillment, work duty and expectation to leave and also the impact of authoritative environment on employee and his aim to leave. Similarly, Deloitte (2016) stated, “Organizational climate, job satisfaction and job commitment are inversely related to intention to leave”.

The above researches tend to express the dedication among employees, which diminishes the probability of intention to leave and the other way around. In like manner, employees having duty towards their occupations feel increasingly dedicated to remain with the organization. Until now, it is reasonable to express that by and large there is a converse connection between hierarchical duty and goal to leave.

## **2.7 Life insurance sector in India: An empirical review**

Life insurance industry employees are engaged with a profession that is very distressing as their employments include confronting a ton of difficulties each and every day (Kundu and Malhan, 2009). In 2013-14, there were 7.2 lakhs of employees in Northern Life insurance sector, which were reduced to 6.5 lakhs. Practically 1.75 lakh representatives have left their jobs in the Life insurance organizations in the period between April to June 2015 (Mannar, 2015).

Further, the controller of the segment IRDA has raised worries about large amounts of wearing down. In its yearly report of 2015, it was stated that the net increment in the quantity of employees leads to high steady loss, which negatively affect Life insurance sector. Considering a legitimate concern for the Life insurance organizations, it became the necessity of the hour to maintain and retain the employees (Saranya, 2017).

To the extent Life insurance organizations are concerned, the IRDA report proposes that organisations have been taking extra effort to ensure the longevity of the service period for an employee. Notwithstanding the preparation and tutoring, the back up plans likewise offers monetary and non-monetary related compensation to high-performing employees to retain them within the organizations (Mannar, 2015).

The reduction in employee number has been the most predictable and basic issue in the Life insurance industry. To determine this issue, IRDA and the turnover intention has increased to 50% in the Life insurance industry (Salman et al., 2016).

The growth of diversified products in the Life insurance industry attracted many foreign companies. Moreover, increase in income, education and awareness among the individuals have motivated them to buy life insurance policies to ensure their future. A large pool of skilled and unskilled employees supports this growth. The efficient employee who delivers higher productivity converts himself or herself into an asset. The Life insurance industry in India has witnessed high attrition rate, which has in turn emerged as a huge burden for the insurance companies. This is because of high recruitment and training cost that is associated with the employment of a new employee. In addition to this, a high attrition rate is a clear indication that employees are dissatisfied with their present jobs. Dissatisfied employees can generate long-term



negative externalities for the organization. Nowadays, the organizations are competing on the basis of the HRM practice effectiveness which acts as a tool for employee satisfaction (Sinha et al., 1994).

The job satisfaction in an Insurance industry, just as in any other industry, depends on the factors that benefit the employees. The most important factor in this regard is the training and development of the employees. The growth in the role of IT sector has incurred a challenge of artificial intelligence techniques in the insurance industry. To compete in the market, the employees want to explore new opportunities for which they need to learn new techniques. In addition to this, employees develop a desire to enhance their existing knowledge and skills. Imparting training to these employees will improve the sales revenue of the company. They will develop new capabilities, which will help them, in turn improve their sales performance. An improvement in the sales performance would improve their income by developing a higher level of career satisfaction. Further, the insurance companies should provide training to all other employees operating in the banking industry. If the employees feel that the development programmes are adding value to their existing skills and knowledge, they would envisage a long term career path in the company (Kundu, 2004).

Various researches presented above led by eminent scholars have elaborated the relationship between JS, OC and TI. On the basis of these researches a conceptual framework has been developed which shows the relationship of Independent and Dependent variables as shown in the figure 1.

## **2.8 Systematic Review**

The systematic review has been conducted to identify the HRM practices factors. Following are the tables of Meta- analysis :-

### 2.8.1 Job Satisfaction

Author (year)	Aim	Methodology	Findings	Sub-practices
<b>COMMUNICATION</b>				
(Darijani, Soltani, & Pourroostaei, 2014)	The aim of the study is “to determine the importance of organizational communication with job satisfaction and job motivation of employees”.	Analysis was done by using LISREL and SPSS software statistical methods	Findings of the study stated that “organizational communication has relationship with job satisfaction and motivation”.	<ul style="list-style-type: none"> <li>• Multiple communication channels</li> <li>• Feedback</li> <li>• Task formulation (Identity, variety, and importance)</li> <li>• Independence</li> </ul>
(Bulutlar & Kamasak, 2008)	The aim of the study “to examine the relationship between of job satisfaction and organizational communication”.	Data is analysed by the PCF analytic method of Varimax and OLS regression estimation technique.	Communication was observed to impact all of the dimensions of job satisfaction.	<ul style="list-style-type: none"> <li>• Accuracy of information</li> <li>• Personal information</li> <li>• Communication climate</li> <li>• Top management communication</li> <li>• Communication about company goals</li> </ul>
(Syallow, Mberia, & Bosire, 2017)	“To appraise the role of organizational communication on employee job satisfaction in telecommunication industry in Kenya”	Critical review of existing literature pertaining to types of communication, communication load and demographic factors with effect job satisfaction.	The study resulted the interchange and agreement of these angles guarantee powerful organizational communication that leads to job satisfaction	<ul style="list-style-type: none"> <li>• Organizational flow.</li> <li>• Workload</li> <li>• Communication climate</li> <li>• satisfaction level at workplace</li> </ul>
(Meitisaria, Hanafi, & Wahab, 2018)	“To analyze direct and indirect effects of organizational communication climate and career development toward employee performance, where the job satisfaction as an intervening variable.”	Explanatory research using survey of 120 employees from Human Resource Department and General Division of PT Pusri Palembang.	The study found a positive effective of organizational communication climate on employee performance with job satisfaction as intervening variable.	<ul style="list-style-type: none"> <li>• Communication climate in organisation</li> <li>• Performance communication</li> </ul>

Author (year)	Aim	Methodology	Findings	Sub-practices
<b>GROWTH &amp; DEVELOPMENT</b>				
(Y. Saleem, Kamran, Sabir, & Iqbal, 2013)	“To discover the effects and outcomes of profession growth initiatives on companies and employees.”	The major five banks were included in the study. The data is analysed SPSS Amos 23.	“It is a significant link between the factors of profession preparing and profession control, and profession growth, and in turn, with job fulfillment and profession dedication.”	<ul style="list-style-type: none"> <li>• Career planning</li> <li>• Career management</li> <li>• Career commitment</li> </ul>
(Yaya, 2016)	“The effect of human capital development on job satisfaction of librarians in Nigerian public universities.”	923 librarians were included by using Simple random sampling.	“The study revealed a significant relationship between human capital development and job satisfaction.”	<ul style="list-style-type: none"> <li>• In house training</li> <li>• Outdoor training</li> <li>• Local conferences</li> <li>• International conferences</li> <li>• Seminars/ workshops</li> </ul>
(Dixit & Arrawatia, 2018)	“This paper analyzes how talent management practices could influence the employees’ satisfaction in Indian public sector banks.”	Survey based on data collected from 380 respondents public sector banks in the Indian state of Rajasthan. Data was analysed using SPSS 23.	Finding of the study stated “the talent management strategies are positively correlated with job satisfaction and performance of the employees”.	<ul style="list-style-type: none"> <li>• Training and development</li> <li>• Job responsibilities refinement</li> </ul>
<b>HR WORK POLICIES</b>				
(Akhter, Absar, Azim, & Balasundaram, 2010)	“This study aims at exploring the impact of HR practices on job satisfaction in the context of Bangladesh. “	Data was collected from 60 respondents from manufacturing firms.	“It was found that HR practices have significantly correlated with job satisfaction (JS).”	<ul style="list-style-type: none"> <li>• Performance appraisal.</li> <li>• Compensation.</li> <li>• Human resources planning.</li> <li>• Training and development.</li> <li>• Industrial relations.</li> <li>• Recruitment and selection.</li> </ul>

Author (year)	Aim	Methodology	Findings	Sub-practices
(Ray & Ray, 2012)	“The aim is to analyse impact of HRM practice on level of employee satisfaction in select Iron and steel organisations in India.”	45 Organisations were involved in it. Near around 17 Industries were small and medium scale organisations.	HR practices positively influence job satisfaction	<ul style="list-style-type: none"> <li>• Performance appraisal.</li> <li>• Empowerment.</li> <li>• Compensation.</li> <li>• Participation in decision making.</li> <li>• Training and development.</li> </ul>
(Anand, 2016)	The research explored the relationship of Job Satisfaction with HRM practices in public sector banks.	80 respondents were selected from the public sector banks in Agra.	HR practices positively influence job satisfaction	<ul style="list-style-type: none"> <li>• Training and Development.</li> <li>• Performance Appraisal.</li> <li>• Working conditions other facilities.</li> <li>• Salary allowances other payments.</li> <li>• Recruitment and Selection.</li> </ul>
(V. P. Singh, 2014)	“This study examines the contribution of HRM policies and their relationship with job satisfaction in the Private telecommunication service providers.”	Data was collected from 150 respondents from private telecommunication sector were included with structured questionnaire.	“The result showed that there exists a significant relationship between the HRM practices and job satisfaction”.	<ul style="list-style-type: none"> <li>• Compensation policy.</li> <li>• Welfare Policy.</li> <li>• Recruitment policy.</li> <li>• Career growth policy.</li> <li>• Reward and recognition policy.</li> <li>• Work life policy.</li> </ul>
<b>MOTIVATION</b>				
(Bajpai & Rajpot, 2018)	“Motivation which has a significant relationship with job satisfaction and organizational commitment”.	A survey research in 100 organisations to different functional level at BALCO.	The study revealed numerous factors affects job satisfaction with are related with Motivation by 78% and similarly organizational commitment by 68% . .	<ul style="list-style-type: none"> <li>• Positive motivation.</li> <li>• Extrinsic motivation</li> <li>• Self-motivation.</li> <li>• Negative motivation.</li> <li>• Intrinsic motivation.</li> </ul>

Author (year)	Aim	Methodology	Findings	Sub-practices
(Khalizani Khalid, Salim, & Loke, 2011)	“To examine the impacts of rewards and motivation on job satisfaction between public and private water utility organization in Malaysia.”	689 employees were included in the study. Regression analysis was conducted to check the linkage of rewards, job satisfaction and motivation.	The findings indicated that motivation significantly correlated with job satisfaction.	<ul style="list-style-type: none"> <li>• Intrinsic motivation</li> <li>• Extrinsic motivation</li> </ul>
(Ogunnaike, Akinbola, & Ojo, 2014)	“Intrinsic motivation and extrinsic motivation separately and their effects on job satisfaction”.	Four companies representatives were included in Lagos, Nigeria who were approached using a questionnaire.	It was discovered that both intrinsic and extrinsic motivations are crucial to enriching the job satisfaction.	<ul style="list-style-type: none"> <li>• Intrinsic motivation</li> <li>• Extrinsic motivation</li> </ul>
<b>REINFORCEMENT AND PERFORMANCE MANAGEMENT</b>				
(Abdelhadi, Mansour, & Leclerc, 2015)	The objective was to determine the importance of the relation between job satisfaction and performance appraisal	Survey of 478 employees working in 15 public sector banks in Canada was conducted	The study found a positive relationship between job satisfaction and performance appraisal.	<ul style="list-style-type: none"> <li>• Process planning</li> <li>• Monitoring</li> <li>• Appraisal exercise</li> <li>• Consequences</li> </ul>
(Kampkötter, 2014)	“To investigate the effect between the incidence of being formally evaluated by a supervisor and job and income satisfaction”.	Twelve thousand individuals were included in the study and German Socio-Economic Panel Study (SOEP).	“Employees appraisals, which induce performance monitoring without any monetary consequences, have a detrimental effect on job satisfaction rates”.	<ul style="list-style-type: none"> <li>• Individual performance assessment</li> <li>• Monetary benefits</li> <li>• Salary</li> <li>• Promotion</li> </ul>
(Papos, 2015)	“To find impact of performance management system on level of job satisfaction of faculty members in technical education institutes of Nagpur, India ”.	175 faculty members were taken as respondents by convenience sampling. PCA was used for analysis.	“The results of the study reveal that there is a positive impact of PMS on the job satisfaction of faculty members”.	<ul style="list-style-type: none"> <li>• Performance planning.</li> <li>• Procedural justice.</li> <li>• Feedback and counselling and</li> </ul>

Author (year)	Aim	Methodology	Findings	Sub-practices
<b>SECURITY</b>				
(Jandaghi, Mokhles, & Bahrami, 2011)	The aim of the study was “to explore the relationship between job security, employees’ commitment and job satisfaction in Qom municipalities”.	Type of research was descriptive research with 150 repondents into it.	“Research findings shows the significant difference between hired/contractual employees and organizational commitment”.	<ul style="list-style-type: none"> <li>• HRM practices.</li> <li>• Individual Level Job Insecurity.</li> <li>• Company Level Job Insecurity.</li> </ul>
(William D. Reisel, Chia, Cesar M. Maloles, & John W. Slocum, 2007)	The study “examines that job insecurity on job satisfaction and organizational performance”.	“A total of 320 employees from various organizations participated in the research. The hypothesized model was tested by means of SEM”.	The findings shows “that job insecurity has a significant negative impact on employee satisfaction and an indirect effect on perceived organizational performance”.	<ul style="list-style-type: none"> <li>• Company-level job insecurity.</li> <li>• Anticipation of job loss.</li> <li>• Environmental cues.</li> <li>• Individual-level job insecurity.</li> <li>• HR practices of company.</li> <li>• General awareness of economic trends.</li> </ul>
(W D Reisel, Probst, Chia, Maloles, & König, 2010)	The aim is “to examines the effects of job insecurity on three outcomes: job attitudes (satisfaction), work behaviors (organizational citizenship behavior and deviant behavior), and negative emotions (anxiety, anger, and burnout).”	A total of 320 respondents was included in the study . Analysis was conducted using SPSS AMOS 23.	Analyses of data showed that “job insecurity is negatively related to satisfaction and that job insecurity has both direct and indirect effects on work behaviors and emotions”.	<ul style="list-style-type: none"> <li>• Loss of valued job features</li> <li>• Perceived stability</li> </ul>

Author (year)	Aim	Methodology	Findings	Sub-practices
<b>REWARDS AND COMPENSATION</b>				
(Terera & Ngirande, 2014)	“The main aim is to determine the impact of rewards on employee retention and to explore the relationship between rewards and job satisfaction”.	Data was collected the reponse from 180 nurses by a questionnaire which is self administered.	The study resulted that “there is a correlation between rewards and compensation and job satisfaction”.	<ul style="list-style-type: none"> <li>• Monetary rewards.</li> <li>• Non-monetary rewards.</li> <li>• Salary.</li> </ul>
(Salisu, Chinyio, & Suresh, 2015)	To examine how different compensation packages might be influencing workers’ job satisfaction.	A total of 260 questionnaires were collected using stratified sampling. Analysis was performed using SEM in SPSS Amos.	The result revealed that compensation impacts positively to workers’ job satisfaction.	<ul style="list-style-type: none"> <li>• Salary</li> <li>• Allowance</li> <li>• Gratuity</li> <li>• Pension</li> </ul>
(Mabaso & Dlamini, 2017)	The aim of the study is “to investigate the impact of compensation, benefits on job satisfaction among academic staff”.	Data was collected from 279 academicians and than CFA/SEM analysis was applied on it.	“A positive and significant effect of compensation on job satisfaction ( $p = 0.263$ ). Moreover, there were no significant relationship between benefits and job satisfaction. Therefore, only compensation significantly predicted job satisfaction among academic staff”s.	<ul style="list-style-type: none"> <li>• Fixed pay</li> <li>• Variable pay</li> <li>• Fringe benefits</li> </ul>
<b>LEADERSHIP</b>				
(A. Khalid, Shamsheer, & Farooqi, 2015)	The study “examined the relationship between leadership styles and employee job satisfaction”.	160 respondents were included in the study. There were 32 constructs included in the study. Later on SEM was applied using SPSS Amos.	It resulted that job satisfaction is influenced by leadership styles.	<ul style="list-style-type: none"> <li>• Structural</li> <li>• Human resource,</li> <li>• Political</li> <li>• symbolic</li> </ul>

<b>Author (year)</b>	<b>Aim</b>	<b>Methodology</b>	<b>Findings</b>	<b>Sub-practices</b>
(Sarwar, Mumtaz, Batool, & Ikram, 2015)	The aim of study “examines the transformational and transactional leadership theory among the employees and managers at functional levels in IT research and development department of three major cities of Pakistan”.	Data was collected from 321 managers working in IT research and development department in Pakistan government administration.	Results of the study showed “ a positive effect of both transformational and transactional leadership on job satisfaction and organizational commitment, but this effect is more in case of transactional leadership.”	<ul style="list-style-type: none"> <li>• Transformational</li> <li>• Transactional</li> </ul>
(H. Saleem, 2015)	The study aims “to investigate the impact of leadership styles on job satisfaction and to see if perceived organizational politics which plays a mediating role”.	Descriptive statistics were used to analyse the response of 421 respondents.	The result stated that “transformational leadership has a positive impact on job satisfaction whereas transactional leadership that has a negative impact on job satisfaction”.	<ul style="list-style-type: none"> <li>• Transformational</li> <li>• Transactional</li> </ul>



## 2.8.2 Organisational Commitment

Author (year)	Aim	Methodology	Findings	Sub-practices
<b>COMMUNICATION</b>				
(Bourque, 2009)	The objective of research is “to establish relationship between internal communication practices, job satisfaction and organizational commitment”.	Data and Information were gathered utilizing a poll containing prior business related psychometric measures from 280 paramedics in USA.	The information demonstrated that inward correspondence practices clarified 49.8% of the variety in correspondence fulfillment, 23.4 % of the variety in employment fulfillment, and 17.5 % of the variety in full of feeling authoritative duty.	<ul style="list-style-type: none"> <li>• Communication climate.</li> <li>• Horizontal and informal communication.</li> <li>• Organisational integration.</li> <li>• Communication with supervisors.</li> <li>• Organisational perspective.</li> <li>• Communication with subordinates.</li> <li>• Media quality.</li> <li>• Personal feedback.</li> </ul>
(Kakakhel, Khan, Gul, & Jehangir, 2015)	The objective is “to access and understand that how organizational communication affects the level of satisfaction and commitment in their organization”.	Data was collected from 380 respondents by a close ended questionnaire and was further utilised in SPSS Amos for developing a SEM model.	It concluded that “organizational communication has a direct and positive relation with the employee job satisfaction and organizational commitment”.	<ul style="list-style-type: none"> <li>• Communication between top Management, supervisors and subordinates</li> <li>• Updates on progress</li> <li>• Communication on policies and goals</li> <li>• Communication on job responsibilities and compensation</li> <li>• Communication on innovation and ideas</li> <li>• Ease in communication</li> <li>• Well-organised meetings</li> <li>• Attitude towards communication</li> </ul>

Author (year)	Aim	Methodology	Findings	Sub-practices
(Akpınar, Torun, Okur, & Akpınar, 2013)	To evaluate “the impacts of organizational communication and job satisfaction on organizational commitment”.	information got from 234 representatives working for 118 Small Businesses in Kocaeli Province in Turkey were tried the speculations by Pearson correlation and multiple regression investigation.	Results stated that “there is a positive relationship ( $r = .597$ ; $p = .01$ ) between the representatives' view of hierarchical correspondence and authoritative responsibility”.	<ul style="list-style-type: none"> <li>• Accuracy of information</li> <li>• Personal information</li> <li>• Communication climate</li> <li>• Top management communication</li> </ul>
(Yenen & Öztürk, 2014)	This study aims is “to investigate the affects of Organizational communication with organizational commitment which emphasize the importance of communication”.	Data collected from 215 employees from various sectors, mainly service sector in Turkey was collected and is analysed by using SPSS.	Results show that there is an incomplete impact of authoritative correspondence , sorts of hierarchical responsibility which have no effect on authoritative duty.	<ul style="list-style-type: none"> <li>• Organisaitonal communication</li> <li>• Vertical communication</li> <li>• Feedback</li> <li>• Horizontal communication</li> <li>• Formal communication</li> <li>• Communication style</li> <li>• Intrapersonal communication</li> </ul>
<b>GROWTH &amp; DEVELOPMENT</b>				
(Biswakarma, 2016)	This study examined “the direct effect of organizational career growth on turnover intention which has a moderating influence on demographics”.	Data was collected from 290 banking employees taken as respondents .	The finding stated that “the organizational career growth dimensions negatively related with the employees’ turnover intentions”.	<ul style="list-style-type: none"> <li>• Remuneration growth.</li> <li>• Professional ability development.</li> <li>• Promotion speed.</li> </ul>
(McElroy, Weng, Morrow, & Liu, 2010)	It examines the “relationship between employees' career growth and organizational commitment”.	Data is collected from 961 employees from 10 different cities of China and than futher utilised for multiple regression.	Just three of eighteen two-way cooperations identified with the profession development Factors which influences hierarchical duty and further proposes that the vocation development variables impact responsibility in a multiplicative way.	<ul style="list-style-type: none"> <li>• Perceived opportunities</li> <li>• Promotion speed</li> <li>• Professional abilities development</li> <li>• Remuneration growth</li> </ul>

Author (year)	Aim	Methodology	Findings	Sub-practices
(Moon & Choi, 2017)	Aim is “to determine the importance of career management behavior (CMB) for organizational outcomes with respect to the organisational commitment”.	355 employees data was collected from Korean manufacturing firms and than it was utilised in SPSS Amos for CFA/SEM.	Findings stated that “the Career ,management practices has a significant impact on organisational commitment”.	<ul style="list-style-type: none"> <li>• Career management behaviour</li> <li>• Organisational support for career development</li> </ul>
<b>HR WORK POLICIES</b>				
(Tabouli, Habtoor, & S, 2016)	“To examine the impact of the Human resource Management (HRM) practices on organizational commitment and the performance of the employees at Jumhoriua bank in Libya”.	The examination is focusing on all representatives working in Jumhoriua bank, the home office and the branches in the capital city of Libya, Tripoli.	The investigation has finished up with numerous outcomes, and one of the most significant outcomes is that, there is a positive connection between the (HRM) and the workers' presentation. .	<ul style="list-style-type: none"> <li>• Recruitment and selection.</li> <li>• T&amp;D.</li> <li>• Performance appraisal.</li> <li>• Involvement.</li> <li>• Promotion and rewards.</li> </ul>
(Aladwan, Bhanugopan, & D'Netto, 2016)	The aim of the study is “ to examine the effects of HRM practices on organisational commitment (OC) in the Middle Eastern context”.	Study information were gathered from 493 cutting edge laborers over an assortment of businesses in Jordan. Through SPSS-Amos a SEM model decribed the connection between HRM practices and OC.	The result of the study created model demonstrating the causal relationship that is predictable with the information and adds to a more full comprehension of the relationship between HRM practices and organisational commitment.	<ul style="list-style-type: none"> <li>• Performance appraisal</li> <li>• Recruitment and selection</li> <li>• T&amp;D</li> <li>• Promotion and rewards</li> </ul>
(Paul & Ananthraman, 2004)	Aim of the study is “to determine if there is a positive relationship between HRM practices and organizational commitment among software professionals”.	The populace for the investigation was programming architects working in programming organizations in India.	The examination's outcomes underline the job of such HRD factors as teaching and upgrading hierarchical responsibility.	<ul style="list-style-type: none"> <li>• Employee-friendly work environment.</li> <li>• Comprehensive training.</li> <li>• Value-based induction.</li> </ul>

Author (year)	Aim	Methodology	Findings	Sub-practices
				<ul style="list-style-type: none"> <li>• Development-oriented appraisal.</li> <li>• Team-based job design</li> <li>• Career development</li> <li>• Value-added incentives.</li> <li>• Total approach to compensation.</li> <li>• Rigorous selection process.</li> </ul>
(Bisharat, Obeidat1, Alrowwad, Tarhini, & Mukattash, 2017)	The aim is “to examine the impact of Human Resource Management (HRM) practices on organizational commitment among pharmacists working in chain pharmacies in Jordan”.	The investigation was directed crosswise over drug specialists of various levels in two chain drug stores in Jordan utilizing poll.	Results stated that the preparation and improvement of reward framework were emphatically and fundamentally affected full of feeling duty; just as both enlistment and determination and reward framework which has positively and significantly relationship with continuance commitment	<ul style="list-style-type: none"> <li>• Promotion and rewards</li> <li>• Recruitment and selection</li> <li>• Performance appraisal</li> <li>• Training &amp; Development</li> </ul>
<b>MOTIVATION</b>				
(Salleh, Zahari, Said, & Ali, 2016)	The objective is “to measure the relationship between work motivation and organizational commitment among employees in an engineering company in Dungun, Terengganu”.	The number of inhabitants in this examination comprises of all perpetual and contract workers (N=70) in a building organization in Dungun, Terengganu utilizing review survey.	The findings showed that “there is a relationship between motivation and organizational commitment”.	<ul style="list-style-type: none"> <li>• Intrinsic motivation</li> <li>• Extrinsic motivation</li> </ul>
(Altindis, 2011)	The study “investigate the level of organizational commitment and motivation as well as the relationship between health staff’s organizational commitment and motivation within state hospitals”.	Information was taken through a poll. The poll was connected to wellbeing experts working in state emergency clinics in Turkey.	The investigation presumed that inborn inspiration of wellbeing experts was clarified generally by emotional and regulating duty.	<ul style="list-style-type: none"> <li>• Intrinsic</li> <li>• Extrinsic</li> </ul>

Author (year)	Aim	Methodology	Findings	Sub-practices
(Curtis, Upchurch, & Servert, 2009)	This study explores “motivational and organizational commitment factors in restaurant where the employees are differentiated by gender”.	The information gathered from representatives of marked café network. Through ANOVA the elements were distinguished.	The outcomes demonstrate that constrained contrasts do exist for certain inspirational variables and responsibility related elements when representatives were separated by gender.	<ul style="list-style-type: none"> <li>• Promotion or careerdevelopment.</li> <li>• Tactful discipline.</li> <li>• Gratitude for a job</li> <li>• working conditions</li> <li>• Interesting work</li> <li>• Good wages</li> <li>• Monetary incentives</li> <li>• A feeling of being involved</li> </ul>
<b>REINFORCEMENT AND PERFORMANCE MANAGEMENT</b>				
(Agyare, Yuhui, Mensah, Aidoo, & Ansah, 2016)	This study investigated “the impacts of performance appraisal on the job-satisfaction and commitment of employees”.	The investigation utilized an unmistakable research plan. A stratified irregular testing was utilized to test 200 respondents from Microfinance associations in Ghana.	The examination uncovered that workers' activity fulfillment is emphatically related and sway evaluation framework, which further makes linkage with lucidity of jobs, advancement and input about their presentation	<ul style="list-style-type: none"> <li>• Fairness in appraisal</li> <li>• Linking performance appraisal with promotion</li> <li>• Clarity of roles</li> <li>• Feedback.</li> </ul>
(S. P. Singh & Rana, 2013)	The objective is “to examine the impact of performance appraisal on the organizational commitment”.	Information was gathered from 172 bank representatives arbitrarily chose from 10 open area banks of Uttarakhand state in India utilizing survey	The consequences of the examination presumed that “exhibition evaluation has a huge and positive effect on the authoritative responsibility of representatives as a significant and positive impact on the organizational commitment of employees”.	<ul style="list-style-type: none"> <li>• Fairness</li> <li>• Views towards Rater</li> <li>• Performance based pay</li> </ul>

Author (year)	Aim	Methodology	Findings	Sub-practices
(Asamany & Shaorong, 2018)	The study aim is “to check the effects of performance management systems on employees perception and organizational commitment in the Greater Accra region of Ghana”.	Utilizing an example information of 180 from administrations and staffs of thirty-eight (38) Small and Medium Scale Enterprises (SMEs).	From the outcome, execution the executives had a positive and critical association with workers' discernments and emotional authoritative duty.	<ul style="list-style-type: none"> <li>• Fairness in practice</li> <li>• Sound technical expertise</li> <li>• Strict and fair measures</li> </ul>
<b>SECURITY</b>				
(Rizvi & Siddiqui, 2012)	The objective of the research is “to find out the relationship of Motivation with organization climate, engagement, and job security in a service organization, where the company is going through rightsizing”.	Quantitative approach using 500 employees from IMC Pvt. Ltd. was employed.	Results showed that there is a relationship between organisational commitment and job security.	<ul style="list-style-type: none"> <li>• Use of temporary workers</li> <li>• Engagement in organisation</li> <li>• Involvement in programs</li> </ul>
(Fadaei, Barandeh, & Eshragi, 2015)	The aim of the study is “to investigates the impact of job security on level of commitment in different 18 branches of East Tehran general department”.	The measurement populace comprises of eighteen branches in east Tehran general office among which 310 man chose as test through Kookran plan and the speculations were tried by Pearson’s correlation coefficient and multi-variable regression	Factors of occupation salary, fulfilling, alluring employment, work wellbeing have noteworthy positive connection between authoritative responsibility and employment stress has a critical negative association with hierarchical duty.	<ul style="list-style-type: none"> <li>• Rewarding</li> <li>• Job income</li> <li>• Career choice</li> <li>• Relationships</li> <li>• Job health and stress,</li> </ul>
(Jandaghi et al., 2011)	The aim of the study is “to explore the impact of job security on level of commitment and satisfaction in Qom municipalities”.	158 employees were include in the study and than the data was utilised for mutiple regression.	The exploration finished up with a huge contrast between enlisted/authoritative workers and hierarchical responsibility.	<ul style="list-style-type: none"> <li>• Job</li> <li>• Supervisor</li> <li>• Colleague</li> <li>• Promotion</li> <li>• Payment</li> </ul>

Author (year)	Aim	Methodology	Findings	Sub-practices
<b>REWARDS</b>				
(Nazir, Shafi, Qun, Nazir, & Tran, 2016)	The aim of the research is “to explore the relationship between extrinsic, intrinsic and social rewards and two components of organizational commitment and finally Chinese workers turnover intention”.	A survey was used as the technique for information accumulation. Auxiliary condition displaying was used to look at study information acquired from 202 workers in the southern piece of China.	The discoveries show that outward, social and inborn prizes were altogether identified with full of feeling and regulating responsibility.	<ul style="list-style-type: none"> <li>• Intrinsic rewards</li> <li>• Social rewards</li> <li>• Extrinsic rewards</li> </ul>
(Komal Khalid & Aftab, 2017)	The aim of the study is “to investigate the influence of intrinsic and extrinsic rewards on different forms of employee’s organizational commitment (Continuous, Affective and Normative commitment) in Higher Education Sector of Pakistan”.	Data is collected from 513 faculty members from 34 different universities who were taken as the respondents And then later on the data was utilised for reliability statistics.	Results demonstrated that inherent greater affect full of feeling responsibility of employees while factors of outward rewards impact persistent duty.	<ul style="list-style-type: none"> <li>• Intrinsic</li> <li>• Extrinsic</li> </ul>
(Hsu, Chiang, Chang, & Chen-Chen, 2015)	It examined that “ how trust and monetary reward influence jobsatisfaction and strengthen organisational commitment”	797 respondents were included in the study.	The result showed that “there is a correlation between monetary rewards and organisational commitment”.	<ul style="list-style-type: none"> <li>• Salary</li> <li>• Take-home pay</li> <li>• Monetary reward</li> <li>• Overall pay</li> </ul>
<b>LEADERSHIP</b>				
(Gul, Rehman, Razzaq, Ahmad, & Saif, 2012)	The aim is “to examine the association between Styles of leadership (servant leadership and transformational leadership) and organizational commitment”.	200 respondents were included in the surveys were disseminated and 133 polls were gotten back portrays 66.5% answer rate. A non-likelihood comfort inspecting method was utilized to gather information from Pakistan.	It was discovered that there is no noteworthy connection between worker authority and authoritative duty though transformational initiative has critical direct relationship with hierarchical responsibility.	<ul style="list-style-type: none"> <li>• Servant leadership</li> <li>• Transformational leadership</li> </ul>

Author (year)	Aim	Methodology	Findings	Sub-practices
(Rukh, Shahrukh, & Iqbal, 2018)	The aim of the study is “ to examine the mediating role of the job satisfaction in the relationship between authentic leadership and the organizational commitment”.	The respondents of the study were 300 employment holders working in various enterprises in Lahore, Pakistan. The Hayes' Process was used in the study.	The factor analysis study concluded that “when the leaders are authentic and well behaved with their employees, they become more satisfied and stay in the organisations for a longer period of time”.	<ul style="list-style-type: none"> <li>• Authentic leadership: <ul style="list-style-type: none"> <li>○ Self awareness</li> <li>○ Balanced processing</li> <li>○ Moral and ethics</li> <li>○ Rational transparency</li> </ul> </li> </ul>
(Mahdi, Mohd, & Almsafir, 2014)	The aim is “to examine impact employees’ perceptions of their immediate supervisors’ supportive and directive leadership behavior and different types of organizational commitment in plantation companies in Malaysia”.	Sample for the study on comprises of 300 directors and representatives from different ranch organizations in Malaysia by utilizing the non-arbitrary examining procedure to take an interest in this investigation.	The measurement results found that there are huge solid connection between the administration conduct and the hierarchical duty. All the more critically, there are noteworthy effects of the administration conduct on authoritative duty.	<ul style="list-style-type: none"> <li>• Supportive</li> <li>• Directive</li> </ul>



## 2.8.3 Turnover Intention

Author (year)	Aim	Methodology	Findings	Sub-Practices
(Mustamil, Yazdi, Syeh, & Ali, 2014)	This aim is “to explore the factors which influence the involuntary quitting intention and provide managers and Human Resource Development (HRD) practitioners with more information to better manage employees’ undesirable turnover”.	A sample of 181 representatives working in 11 distinct businesses of each of the three monetary areas in Malaysia.	By keeping agents accomplished about their presentation, empowering the movement of upward and slipping correspondence among laborers and their boss, ultimately by improving correspondence air in the affiliation, directors will have better shot in hindering delegates' deliberate turnovers	<ul style="list-style-type: none"> <li>• Corporate information</li> <li>• Subordinate communication.</li> <li>• Media quality.</li> <li>• Personal feedback.</li> </ul>
(Allen, 2014)	The study aimed “to find out if any direct relationships exist between the communication concepts and voluntary quitting intentions”.	240 faculty members were included in the study.	The intention to quit of the employee is highly correlated with communication.	<ul style="list-style-type: none"> <li>• Perceived quality of communication</li> <li>• Perceived communication relationship with: <ul style="list-style-type: none"> <li>○ Coworkers</li> <li>○ Top admin</li> </ul> </li> </ul>
(Vanacker et al., 2018)	To investigate “the relationship between communication and job satisfaction and its linkage with intention to quit the organisation”.	303 respondents were included in the study.	This result showed that “elevated amounts of occupation fulfillment with correspondence in an example of medical attendants in flanders. Expectation to leave and burnout came about low. To some degree, correspondence satisfaction might be connected with business satisfaction, intend to leave and burnout”.	<ul style="list-style-type: none"> <li>• Personal feedback</li> <li>• Communication culture</li> <li>• Organisational integration</li> <li>• Media quality</li> <li>• Supervisor relationship</li> <li>• Horizontal and informal communication</li> </ul>

Author (year)	Aim	Methodology	Findings	Sub-Practices
<b>GROWTH &amp; DEVELOPMENT</b>				
(Karavardar, 2014)	It examined “the direct effect of organizational career growth on intention to quit the organisations and on the level commitment of employees in Turkey”.	The respondent of the study were 226 and the collected data was utilised in SPSS Amos for results.	Organisational Career goals affects the intention to quits in employees.	<ul style="list-style-type: none"> <li>• Promotion speed</li> <li>• Remuneration</li> <li>• Career goal progress</li> </ul>
(Nawaz & Pangil, 2016)	The aim of the study is “to examine the effect of Career concern on turnover intention. Career concern was conceptualized by Adult Career Concern Inventory (ACCI) which used to measure and operationalized the Career concern variable”.	270 faculty members were included in the study.	The result indicated that career concern os the most important predictor of turnover intention.	Four stages of career development: <ul style="list-style-type: none"> <li>• exploration</li> <li>• transition</li> <li>• mid-career building</li> <li>• later career</li> </ul>
(Ohunakin, Adenji, Oludayo, & Osibanjo, 2018)	To study “the effect of career growth opportunities on employees’ turnover intention”.	The 327 respondents were included in the study and than the collected was analysed by SPSS Amos.	The result showed that orga nisations hould give satisfactory consideration to vocation objective advancement, proficient capacity improvement, advancement speed and compensation development of their skilled representatives.	<ul style="list-style-type: none"> <li>• Career goal progress</li> <li>• Promotion speed</li> <li>• Remuneration growth</li> </ul>
<b>HR Work policies</b>				
(Juhdi, 2011)	The study aim is “to examine the impact of HR practices on organizational commitment and turnover intention”.	The 457 responses were collected and than the data was analysed though the meta analysis.	The result of the study stated that “HRM practices were found higly correlated with organizational commitment but negatively correlated with turnover intention”.	<ul style="list-style-type: none"> <li>• Performance appraisal</li> <li>• Compensation</li> <li>• Career development practices</li> </ul>

Author (year)	Aim	Methodology	Findings	Sub-Practices
(Santhanam, Dyaram, & Ziegler, 2017)	In this study, “dominant HRM practices which impact the turnover Intention of employees”.	The study included 294 frontline employees’ of hotels were the respondents but 236 were found fit for the study.	The result of the study showed a positive relationship between HR work policies with turnover intention.	<ul style="list-style-type: none"> <li>• Selection</li> <li>• Training</li> <li>• Career growth opportunities</li> <li>• Compensation</li> </ul>
(Perumal & Long, 2014)	The research discussed “the impact of HRM practices which reduces the negative effect organization high employees’ turnover”.	The data was collected from the security providing companies in singapore and than emprical analysis was done with the help of SEM.	The result of the study stated that “performance management has the strongest impact on turnover intention”.	<ul style="list-style-type: none"> <li>• Performance management</li> <li>• Compensation and benefits.</li> <li>• Training &amp; development.</li> <li>• Employee relations</li> </ul>
<b>MOTIVATION</b>				
(Galletta, 2011)	The aim of the study is to examine the relationship of job autonomy and intrinsic motivation with turnover intention.	The study included the data of 442 nurses.	“Affective commitment completely mediated the relationships between job autonomy, intrinsic work motivation and turnover intention”.	<ul style="list-style-type: none"> <li>• Intrinsic motivation</li> </ul>
(Ceyhun, Özbağ, & Gündüz, 2014)	The objective of the research is “to examine the moderating role played by three motivating job characteristics (autonomy, feedback, skill variety) in the relationship between burnout and quitting intention”.	Data obtained from 161 questionnaires in Turkey and than the data was utilised in SPSS package.	Theresult of the study stated that organisations should give satisfactory consideration to vocation objective advancement, proficient capacity improvement, advancement speed and compensation development of their skilled representatives.	<ul style="list-style-type: none"> <li>• Autonomy</li> <li>• Feedback</li> <li>• Skill variety</li> </ul>
(Effendi & Etikariena, 2017)	The research aims is “to determine the relationship between intrinsic motivation and turnover intervention on employees in Division X at a	103 employees were included in the study and were considred as respondents.	It concluded that intrinsic motivation was significantly correlated with the turnover intention ( $r = -.51, p < .01$ ).	<ul style="list-style-type: none"> <li>• Intrinsic motivation</li> </ul>

Author (year)	Aim	Methodology	Findings	Sub-Practices
	food company as well as an appropriate intervention program to improve employee's intrinsic motivation".			
<b>REINFORCEMENT AND PERFORMANCE MANAGEMENT</b>				
(Nawaz, 2016)	The major objective is "to investigate the factors which influence the employee turnover intention which effect of performance management in the organisation".	150 respondents were included in the study, later on the a cross sectional survey was conducted.	The result of the study is "to uncover that compensation and decency of execution examination does not have an association with turnover expectation. Be that as it may, it has a critical association with Training and Development".	<ul style="list-style-type: none"> <li>• Career Goal Progress.</li> <li>• Growth</li> <li>• Salary, Training And Development</li> <li>• Career Growth Including Remuneration</li> <li>• Fairness Of Performance Appraisal</li> <li>• Promotion Speed</li> <li>• Professional Ability Development</li> </ul>
(Lee & Jimenez, 2011)	The aim of the study is "to examines how performance-based management practices shape organizational behavior, specifically employee job turnover intention".	36,926 employees were included in the study.	The research stated that execution based reward framework and execution supporting supervision which lead to a diminishing in the probability of representatives, who leaves the association	<ul style="list-style-type: none"> <li>• Performance-supporting supervision</li> <li>• Performance-based reward</li> </ul>
(Poon, 2004)	The aim of the study is "to check the effects of employees' perceptions of political motives in performance appraisal on their job satisfaction and intention to quit".	A survey method was used from an occupationally heterogeneous sample of white-collar employees (N ¼ 127) from various organizations.	The outcomes showed that when workers saw execution evaluations to be controlled as a result of raters' close to home tendency and reason to rebuke subordinates which is additionally conveyed to	<ul style="list-style-type: none"> <li>• Distributive justice</li> <li>• Procedural justice</li> </ul>

Author (year)	Aim	Methodology	Findings	Sub-Practices
			diminish occupation satisfaction. Subsequently, the workers goal to leave the association increments.	
<b>JOB SECURITY</b>				
(Balz, 2018)	The study aim is to check “the effect of job insecurity on turnover intentions”.	Data wa taken from “the year 2005 survey of the International Social Survey Programme (ISSP Research Group, 2013)”.	The results demonstrate that apparent activity frailty builds turnover goals in all nations.	<ul style="list-style-type: none"> <li>• Job insecurity</li> <li>• Irreplacability</li> </ul>
(Rajandran, Subramaniam, & Maideen, 2019)	The aim is “to investigate the impact of Job Burnout, Job Security and Organizational Commitment on Turnover Intention among employees of Credit Counselling and Debt Management Agency in Kuala Lumpur”.	An aggregate of 106 respondents partake in the information gathering, in which was chosen utilizing a snowball testing from the dispersion of the surveys.	The research found that “the components (Job Burnout, Job Security and Organizational Commitment) are emphatically related to the turnover goal”.	<ul style="list-style-type: none"> <li>• Steadiness of work</li> <li>• Job burnout</li> </ul>
(Ismail, 2015)	It examines “the impact of job insecurity on intention to quit among Syrian private banks employees”.	172 respondents were included in the study.	The research showed that there is a critical positive effect of occupation weakness on turnover expectation.	<ul style="list-style-type: none"> <li>• Threat of job loss</li> <li>• Opportunities for promotion</li> <li>• Possibility of lay-offs</li> <li>• Work-related social network</li> </ul>
<b>REWARDS</b>				
(Mendis, 2017)	“This study empirically evaluated five independent variables which are related with HRM policies and its association With turnover intention in Sri Lanka”.	In the 97 respondents were included.	The results indicated that the “work life balance, remuneration, , supervisor support and employee recognition variables were negatively and significantly correlated with turnover intention”.	<ul style="list-style-type: none"> <li>• Supervisor support.</li> <li>• Work life balance.</li> <li>• Employee recognition.</li> <li>• Remuneration.</li> <li>• Cash incentives</li> </ul>

Author (year)	Aim	Methodology	Findings	Sub-Practices
(Arianto & Syihabudhin, 2018)	The aim of the is “to determine the condition of reward variables, organizational commitment, and Turnover Intention, as well as the influence of reward variables and commitment to Turnover Intention on the employees of Djatioroto Sugar Factory in Lumajang”.	By utilizing corresponding arbitrary examining method, respondents in this examination were 217 people from 472 specialists of Group I and II Djatioroto Sugar Factory, Lumajang..	The outcomes demonstrated that there was a noteworthy direct impact of remunerations on turnover aim, prizes to authoritative responsibility, and hierarchical pledge to turnover aim. Likewise, there is a circuitous impact of remunerations on turnover aim, with hierarchical responsibility as an mediating variable.	<ul style="list-style-type: none"> <li>• Intrinsic rewards</li> <li>• Extrinsic reward</li> </ul>
<b>LEADERSHIP</b>				
(Maaitah, 2018)	This research aim is “to explore the effect of transformational leadership and transactional leadership on turnover intention for directors of the Greater Amman Municipality directorates”.	Research populace was browsed executives of the Greater Amman Municipality divisions and heads of segments, where the populace is N=602.	The outcomes discover additionally that there is a measurably noteworthy effect for the transformational initiative and value-based administration on generous level to influence turnover aim from executives of Greater Amman Municipality division's perspective.	<ul style="list-style-type: none"> <li>• Transformational</li> <li>• Transactional</li> </ul>
(Long, Thean, Khairuzzaman, Ismail, & Jusoh, 2012)	The objective of the research is “to explore at the impact of leadership styles on turnover intention”.	This 27 academic staff colleges in Malaysia and further analysed there data.	The result of the study stated that “transformational and transactional leadership styles does not have any relationship with employee turnover intention”.	<ul style="list-style-type: none"> <li>• Transformational</li> <li>• Transactional</li> </ul>

#### **2.8.4 Delphi method**

The next step after identifying the critical sub-practices in the systematic review was to validate it empirically, using primary research. “The delphi procedure depends on the Hegelian rule of accomplishing 'Unity of Mind' through a three stage procedure of proposition, hostile to theory, all present their supposition or perspectives on guaranteed subject, setting up perspectives and restricting perspectives” (Lynn Stuter, 1996). For this purpose, the qualitative study has been carried out which consists of Delphi Method. The sample population consisted of experts from the Human Resources Development (HRD) field in the insurance industry from across the country. The delphi method was carried out over 3 rounds with the panel of experts.

The purpose of the delphi method was to identify the most critical practices in context of the Life insurance industry. In the first round, the panel of experts were asked interview questions regarding the common practices that affect employees' organisational commitment, turnover intention and job satisfaction, further sub-practices under them. From the first panel round, the following sub-practices emerged as the most relevant:

	<b>Job satisfaction</b>	<b>Organisational commitment</b>	<b>Turnover intention</b>
<b>Communication</b>	<ol style="list-style-type: none"> <li>1. Multiple communication channels</li> <li>2. Feedback</li> <li>3. Accuracy of information</li> <li>4. Communication climate</li> <li>5. Top management communication</li> <li>6. Nature of information being shared with employees</li> <li>7. Performance communication</li> </ol>	<ol style="list-style-type: none"> <li>1. Communication with supervisors</li> <li>2. Media quality</li> <li>3. Personal feedback</li> <li>4. communication on policies and goals</li> <li>5. communication on job responsibilities and compensation</li> <li>6. communication on innovation and ideas</li> <li>7. Vertical communication</li> <li>8. Horizontal communication</li> <li>9. Formal communication</li> <li>10. Communication climate</li> </ol>	<ol style="list-style-type: none"> <li>1. Supervisory communication</li> <li>2. Organisational integration</li> <li>3. Co-worker communication</li> <li>4. Corporate information</li> <li>5. Personal feedback</li> <li>6. Subordinate communication</li> <li>7. Feedback</li> <li>8. Supervisor relationship</li> <li>9. Horizontal and informal communication</li> <li>10. Media quality</li> </ol>
<b>Growth &amp; development</b>	<ol style="list-style-type: none"> <li>1. Career planning</li> <li>2. Career management</li> <li>3. Career commitment</li> <li>4. In house training</li> <li>5. Outdoor training</li> <li>6. Local conferences</li> <li>7. Job responsibilities refinement</li> </ol>	<ol style="list-style-type: none"> <li>1. Career goal progress</li> <li>2. Remuneration growth.</li> <li>3. Promotion speed</li> <li>4. Organisational support for career development</li> <li>5. Professional ability development</li> </ol>	<ol style="list-style-type: none"> <li>1. Professional ability development</li> <li>2. Remuneration growth</li> <li>3. Career goal progress</li> <li>4. Promotion speed</li> </ol>
<b>HR work policies</b>	<ol style="list-style-type: none"> <li>1. Human resources planning</li> <li>2. Performance appraisal</li> <li>3. Recruitment and selection</li> <li>4. Working conditions other facilities</li> <li>5. Work life policy</li> <li>6. Reward and recognition policy</li> <li>7. Career growth policy</li> <li>8. Training and development</li> <li>9. Compensation</li> </ol>	<ol style="list-style-type: none"> <li>1. Training and development</li> <li>2. Performance appraisal</li> <li>3. Promotion and rewards</li> <li>4. Career development</li> <li>5. Employee-friendly work environment</li> <li>6. Value-added incentives</li> <li>7. Recruitment and selection</li> <li>8. Team-based job design</li> <li>9.</li> </ol>	<ol style="list-style-type: none"> <li>1. Performance appraisal</li> <li>2. Career development practices</li> <li>3. Compensation</li> <li>4. Training</li> <li>5. Career growth opportunities</li> <li>6. Employee relations</li> </ol>



	<b>Job satisfaction</b>	<b>Organisational commitment</b>	<b>Turnover intention</b>
<b>Motivation</b>	<ol style="list-style-type: none"> <li>1. Positive motivation</li> <li>2. Intrinsic motivation</li> <li>3. Negative motivation</li> <li>4. Extrinsic motivation</li> <li>5. Training and development</li> </ol>	<ol style="list-style-type: none"> <li>1. Intrinsic motivation</li> <li>2. Supervisor's help with personal issues</li> <li>3. Promotion or career development.</li> <li>4. Supervisor loyalty to employees</li> <li>5. Extrinsic motivation</li> <li>6. Good working conditions</li> <li>7. Good wages</li> <li>8. Tactful discipline</li> </ol>	<ol style="list-style-type: none"> <li>1. Autonomy</li> <li>2. Feedback</li> <li>3. Intrinsic motivation</li> </ol>
<b>Reinforcement and performance management</b>	<ol style="list-style-type: none"> <li>1. Process planning</li> <li>2. Monitoring</li> <li>3. Monetary benefits</li> <li>4. Salary</li> <li>5. Promotion</li> <li>6. Feedback and counselling and</li> <li>7. Procedural justice</li> </ol>	<ol style="list-style-type: none"> <li>1. Fairness in appraisal</li> <li>2. Performance based pay</li> <li>3. Sound technical expertise</li> <li>4. Strong and fair measures</li> <li>5. Strong leadership</li> </ol>	<ol style="list-style-type: none"> <li>1. Salary, training and development</li> <li>2. Professional ability development</li> <li>3. Career growth including remuneration</li> <li>4. Career goal progress</li> <li>5. Fairness of performance appraisal</li> </ol>
<b>Security</b>	<ol style="list-style-type: none"> <li>1. Company-level job insecurity</li> <li>2. Anticipation of job loss</li> <li>3. Individual-level job insecurity</li> </ol>	<ol style="list-style-type: none"> <li>1. Use of temporary workers</li> <li>2. Involvement in programs</li> <li>3. Job income,</li> <li>4. Job health and stress</li> </ol>	<ol style="list-style-type: none"> <li>1. Job insecurity</li> <li>2. Job burnout</li> <li>3. Threat of job loss</li> <li>4. Possibility of lay-offs</li> </ol>
<b>Leadership</b>	<ol style="list-style-type: none"> <li>1. Structural</li> <li>2. Transformational</li> <li>3. Transactional</li> </ol>	<ol style="list-style-type: none"> <li>1. Transformational leadership</li> <li>2. Authentic leadership</li> <li>3. Supportive</li> <li>4. Directive</li> </ol>	<ol style="list-style-type: none"> <li>1. Transformational</li> <li>2. Transactional</li> </ol>

After that, a second round of interview was conducted with the same panel of experts in order to further identify the most critical and relevant HR practices in Life insurance companies in related to job satisfaction, turnover intention and organisational commitment. The identified practices and their sub-practices are as follow:

	<b>Job satisfaction</b>	<b>Organisational commitment</b>	<b>Turnover intention</b>
<b>Communication</b>	<ol style="list-style-type: none"> <li>1. Multiple communication channels</li> <li>2. Feedback</li> <li>3. Communication climate</li> <li>4. Top management communication</li> <li>5. Performance communication</li> </ol>	<ol style="list-style-type: none"> <li>1. Communication with immediate boss.</li> <li>2. Climate/ Environment for Communication.</li> <li>3. Horizontal and informal communication</li> <li>4. communication on policies and goals</li> <li>5. communication on innovation and ideas</li> </ol>	<ol style="list-style-type: none"> <li>1. Organisational integration.</li> <li>2. Horizontal and informal communication.</li> <li>3. Corporate information.</li> <li>4. Media quality.</li> <li>5. Supervisor relationship</li> </ol>
<b>Growth &amp; development</b>	<ol style="list-style-type: none"> <li>1. Career planning</li> <li>2. Outdoor training</li> <li>3. Job responsibilities refinement</li> </ol>	<ol style="list-style-type: none"> <li>1. Promotion speed</li> <li>2. Career goal progress</li> <li>3. Organisational support for career development</li> </ol>	<ol style="list-style-type: none"> <li>1. Promotion speed</li> <li>2. Remuneration</li> <li>3. Career goal progress</li> </ol>
<b>HR work policies</b>	<ol style="list-style-type: none"> <li>1. Performance appraisal</li> <li>2. Human resources planning</li> <li>3. Compensation</li> <li>4. Training and development.</li> </ol>	<ol style="list-style-type: none"> <li>1. Career development</li> <li>2. Performance appraisal</li> <li>3. Promotion and rewards</li> <li>4. Training and Development</li> <li>5. Recruitment and selection</li> </ol>	<ol style="list-style-type: none"> <li>1. Career development practices</li> <li>2. Compensation</li> <li>3. Career growth opportunities</li> <li>4. Performance appraisal</li> </ol>
<b>Motivation</b>	<ol style="list-style-type: none"> <li>1. Extrinsic motivation</li> <li>2. Intrinsic motivation</li> <li>3. Positive motivation</li> </ol>	<ol style="list-style-type: none"> <li>1. Intrinsic motivation</li> <li>2. Promotion or careerdevelopment</li> <li>3. Extrinsic motivation</li> </ol>	<ol style="list-style-type: none"> <li>1. Intrinsic motivation</li> <li>2. Autonomy</li> <li>3. Feedback</li> </ol>
<b>Reinforcement and performance management</b>	<ol style="list-style-type: none"> <li>1. Monetary benefits</li> <li>2. Promotion</li> <li>3. Feedback and counselling</li> </ol>	<ol style="list-style-type: none"> <li>1. Fairness in appraisal</li> <li>2. Performance based pay</li> <li>3. Strong leadership</li> </ol>	<ol style="list-style-type: none"> <li>1. Salary, training and development</li> <li>2. Career growth including remuneration</li> <li>3. Fairness of performance appraisal</li> </ol>
<b>Security</b>	<ol style="list-style-type: none"> <li>1. Company-level job insecurity.</li> <li>2. Anticipation of job loss</li> <li>3. Individual-level job insecurity</li> </ol>	<ol style="list-style-type: none"> <li>1. Use of temporary workers</li> <li>2. Involvement in programs</li> <li>3. Job income</li> <li>4. Job health and stress</li> </ol>	<ol style="list-style-type: none"> <li>1. Job insecurity</li> <li>2. Steadiness of work</li> <li>3. Job burnout</li> <li>4. Possibility of lay-offs</li> </ol>

Then in the third round the final identified practices resulted in the following factors:

<b>HR PRACTICES FACTOR IDENTIFIED</b>	
<b>Reinforcement and Performance Management</b>	
RPM1	Performance appraisal
RPM2	Performance bonus/commission
RPM3	Promotion policy
<b>Social Security</b>	
SS1	Post retirement facilities
SS2	Retirement age
SS3	Loans and advances from organization
SS4	Disciplinary procedure
<b>Motivation</b>	
M1	Sense of belongings
M3	Career advancement policy
M4	Recognition/Reward
<b>Growth and Development</b>	
GD1	HRD of organization
GD2	Quality circle
GD3	Financial status of organization
<b>HRWP Policies</b>	
HRWP1	Organization climate
HRWP2	Teamwork
HRWP3	Organization culture
<b>Communication and Interaction</b>	
CI1	Feedback
CI2	Horizontal communication
CI3	Vertical communication
CI4	Counseling session

## 2.9 Research Gaps

Following are the research gaps identified from the literature review:

1. From literature review, it has been identified that job satisfaction has a significantly positive relationship with all dimensions of organizational commitment. (Rao et al., 2013; Salman et al., 2016; Sanders & Geurts, 2009).
2. Although the ‘why’ and ‘how’ are still in question, but the negative impact of lack of organizational commitment and job satisfaction with turnover intention is apparent. (Saifalislam, 2014). Ample research (Venkatesh, 2013; Vispute, 2013; Zafar, Karim, & Abbas, 2017) has been conducted on the topic of HRM practices, job satisfaction, organizational commitment, turnover intention and retention of employees cross the geographies and sectors, but there is an absence of comprehensive or adequate studies when it comes to examining the influence of HRM practices on job satisfaction, organizational commitment, and turnover intention specifically in context to Life insurance sector of India.
3. Many studies have captured the factors like compensation, promotion, training and organization culture that affect the perception of the employees towards the organization. Further, their relationship with an individual’s job satisfaction, organizational commitment and turnover intention has also been examined. However, no studies have evaluated the relationship of HRM practices with these three factors.
4. From the perspective of the Indian Life insurance market, there is no such research till now which examined relationship of HRM practices on job

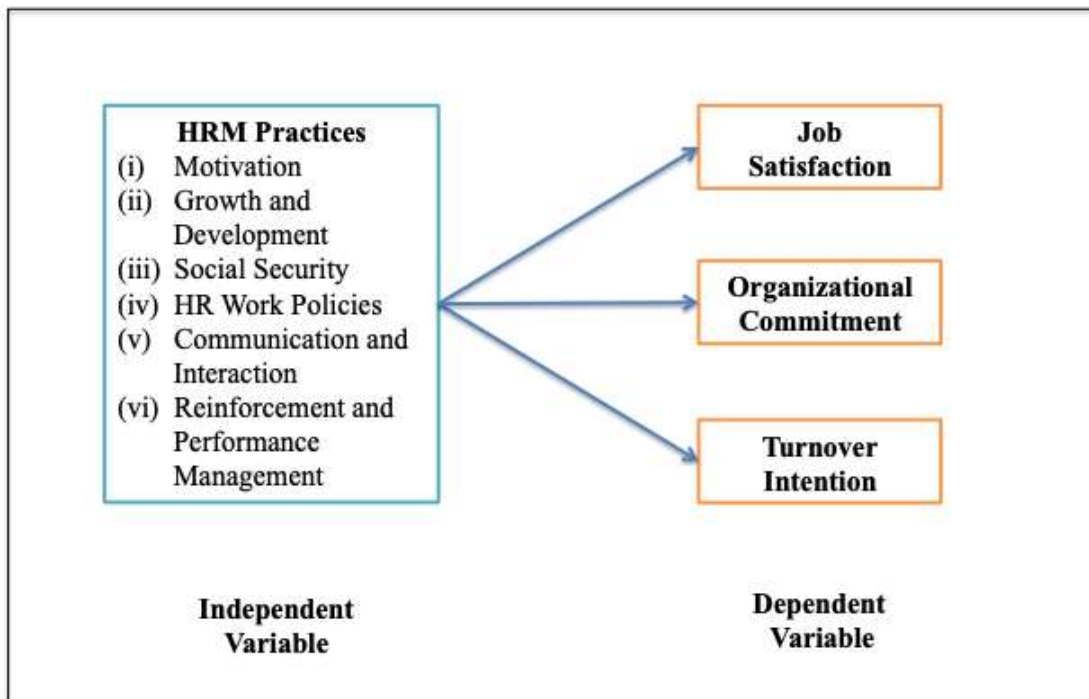
satisfaction, organizational commitment, and turnover intention. Thus, the gap in research has been identified. The present study fills the research gap by examining the relationship of practices with the level of job satisfaction, organizational commitment and turnover intention in the Life insurance sector.

## **2.10 Conceptual framework**

Conceptual framework of the study is a result of the narrative review and systematic review, which is described in above section 2.1 to 2.8. On the basis of systematic review as shown in the section 2.8, various HRM practices have been identified by using delphi technique EFTE (estimate, feedback, talk and estimate). Three sequence steps - estimate, feedback and talk have been used to identify six HRM factors which as shown in the figure 2.1 that are (i) Motivation (ii) Growth and Development (iii) Social security (iv) HR work policies (v) Communication and interaction (vi) Reinforcement and performance management.

The three Dependent variables that are (i) Job satisfaction (ii) Organizational commitment and (iii) Turnover intention. Individually, the Independent variables have been elaborated in the above section 2.2 (job satisfaction), section 2.3 (organizational commitment) and section 2.4 (turnover intention).

Various researches led by eminent scholars that have been elaborated in section 2.6 (Relationship between JS, OC and TI) show the relationship of Independent and Dependent variables, which contributes to the development of Conceptual framework.



**Figure 2.1: Conceptual framework**

## 2.11 Conclusion

The Literature review has been conducted in two parts i.e narrative and systematic review. The first section shows narrative review in which the various variable relationships have been explained, so that a conceptual model may be developed. The second part of the literature is based on the identification of the HRM practices factors that have a relationship with JS, OC and TI.

*Chapter 3*  
*Research Methodology*

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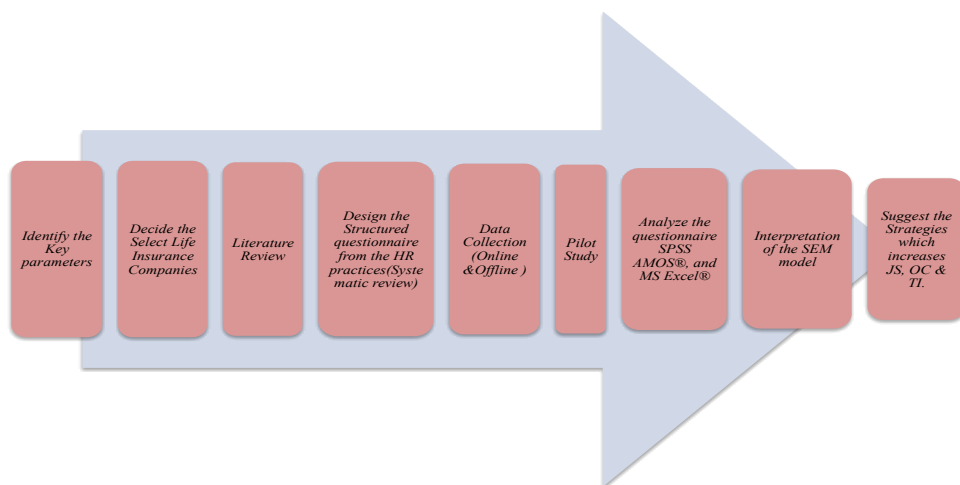
## CHAPTER 3

### RESEARCH METHODOLOGY

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Research alludes a detailed and cautious examination, which looks for different aspects, standards, hypotheses, and application dependent on the created speculations by utilizing refreshed logical techniques (Smith, 2010). To initiate the research methodology, the researcher first established a broad literature review of HRM practices and their impact on organization and employee, later on the conceptual framework containing various variables which are developed. The research followed a step by step process starting from selection of research philosophy, gaps in literature, development of research strategy, tools used for data collection, tools used for data analysis, interpretation of the insights or patterns obtained from analysis along with the reliability and validity of the research.

The figure below depict as to how the researcher has executed the study perennial to the aim and objectives.



**Figure 3.1: Research methodology**



### 3.1 Problem statement

In Indian Life insurance sector, the employees have three fundamental issues that are organizational commitment, turnover intention and job satisfaction. Employees' steady loss rate is normally high in Life insurance segment. The activity market of Life insurance industry is right now powerful and exceptionally aggressive. Countless leaving employees are generally new employees, and this maybe results from the way that their desires have not been satisfied. Maybe the main factor constraining the high turnover has been the fear of joblessness, yet as the economy gets after the droop from the monetary air pocket in the 2008 period, higher rates of turnover may indeed turn into a bad dream for most human asset divisions. In that capacity, there is a requirement for managers to know the correct mix of techniques to lessen high representative turnover among new employees to evade overheads identified with high rates of turnover. Consequently the research study proposes to evaluate the relationship of HRM practices with OC, TI and JS.

### 3.2 Proposed framework

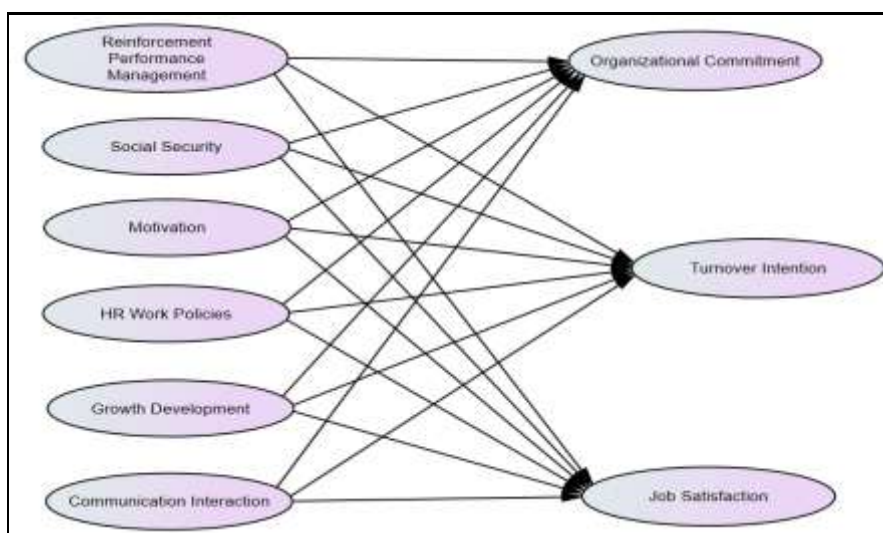


Figure 3.2: Proposed Framework

### 3.3 Scope of the study

The study has administered in the Life insurance sector organizations located in National Capital Region (NCR) Delhi, India. The respondents comprise of the employees who have been working in Life insurance sector at middle to senior level management. The top ten organizations have been selected in the study on the basis of claim settlement ratio and customer penetration as published in the annual reports IRDA (2017- 18) in the FY 2017-18. The following are the top ten select organizations as shown in the table 3.1.

**Table 3.1: Top 10 Life insurance companies.**

S.No.	Organisation	S.No.	Organisation
1	Life Insurance Corporation of India (LIC)	6	Bajaj Allianz Life Insurance
2	ICICI Prudential Life Insurance	7	Birla Sun Life Insurance
3	SBI Life Insurance	8	Reliance Nippon Life Insurance
4	HDFC Standard Life Insurance	9	TATA AIA Life Insurance
5	Max Life Insurance	10	PNB Metlife India Insurance

### 3.4 Research objectives of study

Primary objective is to explore the relationship of HRM practices with JS, OC and TI in the Indian Life insurance organizations . To achieve the major objective the following sub-objectives have been framed :

1. To identify the various HRM Practices in the select Life insurance organizations.
2. To examine the relationship of HRM Practices with Organizational commitment (OC), Job satisfaction (JS), and Turnover intention (TI) in the select Indian Life

insurance organizations.

3. To identify HRM Practices which enhance Organizational commitment (OC), Job satisfaction (JS) and Turnover intention (TI) of employees in the select Indian Life insurance organizations.

### **3.5 Hypotheses development**

The HRM practices which are the Independent variables have been identified in the Chapter 2 Literature Review in section 2.8. Furthermore to accomplish the major objective of research i.e to examine the the relationship of HRM practices with JS, OC and TI in the Indian Life insurance organizations, various hypotheses have been developed which are as follows:-

#### **3.5.1 Reinforcement and performance management**

The major objective of organisation in Performance appraisal is to enhance the employees' commitment. The performance evaluation is additionally intended to help and improve employees advancement and remove the promotion hindrances (Dusterhoff, Cunningham and MacGregor, 2014). Research led in Great Britain demonstrates that 80% of employees are disappointed with their performance Appraisal framework (Aleassa, 2014). Just 10% of employees of the organisation state that their performance appraisal framework encourages them improve their presentation (Pulakos 2004, DeNisi and Pritchard, 2006). A study conducted which included 50,000 respondents demonstrated that lone 13% of administrators and employees and 6% of CEOs believe that their exhibition the board framework is adequate (Dusterhoff, Cunningham and MacGregor, 2014). On and the off job employees during the training time expects that supervisors to communicate the

performance management aspects to the employees clearly so that they can accomplish the organisational goals timely (Cawley, Keeping, and Levy, 1998). A study presented that performance management framework which is seen as fair procedure to improve employees performance. It can even improve the performance of workers by enhancing satisfaction level (Pettijohn & al., 2001). Many studies have shown that the reinforcement and performance management has a significant Influence on job satisfaction. This led to H<sub>A1</sub>:

**H<sub>A1</sub>: Reinforcement and performance management has a significant influence on Job satisfaction**

An effective Performance Management System (PMS) empowers the organisations to see how its employees are performing and doing their task at convenient time. It enables employees to realize their responsibility level (Adams, 2007). Organization employees which can accomplish their objectives and goals by delegating the authority and responsibility, in those organisations commitment level get associated with the delegation of powers. Hence it was concluded that there is a direct connection organizational commitment and Reinforcement and Performance Management to enhance business and hierarchical outcomes (Shrivastava and Purang, 2011). Performance management system consist HRM practices that creates an impact on the productivity and adequacy of employees. Many studies have proposed that employees with a feeling of responsibility remain as performers for the high level management and those who are flexible towards the degree of responsibility are underperformers for the high level management which has led to the connection between organizational commitment and Performance management system. (Meyer et al. 1990; Vallejo 2009; Boichuk & Menguc, 2013). This lead to H<sub>A2</sub>:

**H<sub>A2</sub>: Reinforcement and performance management has a significant influence on Organisational commitment.**

A study which was conducted in Texas founded that the employees who are more established and comes in creamy layer according to the financial status had a longer service period and a has less intention to leave. The hierarchy of the organisations, which is framed by considering the dimensions of performance management, is an important factor, as it determine the turnover intention of employee (Moynihan and Landuyt, 2008). Further a research was conducted in in Chicago, which stated that the employees like to stay in the organization where there is fast promotional rules and regulations (Choi, 2009).

On the basis of past researches on employees' turnover in both the private and public organisations ,the relationship between the Performance mangement system and turnover intention have been established (Blau and Kahn, 1981; Cotton and Tuttle, 1986; Haber, Lamas, and Green, 1983; Kellough and Osuna, 1995; M. Kim, 1999; S. H. Kim, 2005),. Hence H<sub>A3</sub> is being formulated:

**H<sub>A3</sub>: Reinforcement and performance management has a significant influence on Turnover intention**

**3.5.2 Communication and interaction**

Communication and interaction has a linkage with Job satisfaction. The flow of communication is one of the factors which creates the clarity of the orgaisational goals and increases the level of satisfaction among the employees (Pettit, Goris and Vaught, 1997).

Effective communication vertically as well as horizontally in the organization, brings the clarity of organizational goals to the employees and reduces the work stress and

improves the interpersonal relationships, which further leads to the higher level of satisfaction (Bulutlar and Kamasak, 2008; Miller, Ellis, Zook and Lyles, 1990). This lead to H<sub>A4</sub>:

**H<sub>A4</sub>: Communication and interaction has a significant influence on Job satisfaction.**

Commitment characterizes enthusiastic connection of employees with his/her organisations which gave an operational meaning of duty that is "multidimensional in nature, including a employees's dependability towards commitment"( Bateman and Strasser, 1984).

Allen (1992) stated that the nature of communication between top board, directors and subordinates decides the level of employee commitment . Many researches have distinguished three distinct factors which affect commitment are: duration of the job, the feeling of responsibility and hierarchial communication (Meyer and Allen, 1991) Hierarchical communication and duration of job has a high correlation with organisational commitment . (Postmes, Tanis and Wit, 2001). This lead to H<sub>A5</sub>:

**H<sub>A5</sub>: Communication and interaction has a significant influence on organisational commitment.**

Employees who see imbalance in the supervisory correspondence, both upward and descending, will in general react with withdrawal practices, for example, turnover aim Timm (1978) The effect of the upward and descending correspondence among directors and subordinates (i.e., supervisory correspondence) on employees' withdrawal works on, including turnover objective, has been assessed in a couple mulls over. For instance, by coordinating an exploratory examination. Moreover, the

research kept up that IT experts who see ineffectualness in upward communication which leads to higher level of turnover (Kim, 2012). This lead to H<sub>A6</sub>:

**H<sub>A6</sub>: Communication and interaction has a significant influence on Turnover Intention.**

### **3.5.3 Social security**

Satisfaction is a standout amongst the most usually looked into attitudinal results of occupation weakness (Sverke, Hellgren, and Näswall 2006). The connection between employment instability and occupation fulfillment is justifiable on the grounds that employments give various wellsprings of fulfillment, for example, monetary steadiness, social contacts and self-adequacy (De Witte 1999). Job instability is the general impression of employment continuation; work fulfillment is the general good perspective on the employment. Relationship between general builds are a lot more grounded than between those of general and explicit develops, for example features of job satisfaction, pay fulfillment, or highlights of insecurity, pay and advancement prospects. The research meta-investigations offer help for quality of relationship between level of satisfaction and Job security (Harrison, Newman, and Roth 2006; Judge, Thoresen, Bono, and Patton 2001). This lead to the development of H<sub>A7</sub>:

**H<sub>A7</sub>: Social security has a significant influence on Job satisfaction.**

Social Security is vital HRM factor which affects the commitment level of employees in an organization. A study was conducted in Iran with N=158 employees, which resulted into a relationship between the job security and organizational commitment. Further, if organization is providing the job security than the commitment level of the employees is high (Jandaghi at. el., 2011). This lead to the development of H<sub>A8</sub>:

**H<sub>A8</sub>: Social security has a significant influence on Organisational commitment.**

Empirical analyses of the study of the International Social Survey Programme (ISSP Research Group, 2013) stated that social security is one of the major factors which changes the intention to quit the organisation. This lead to H<sub>A9</sub>:

**H<sub>A9</sub>: Social Security has a significant influence on Turnover intention.**

### **3.5.4 Motivation**

Numerous past researches have shown the relationship between the level of satisfaction and motivation. A survey research including the employees at different functional level in BALCO, showed that different motivational factors affect level of commitment by 68% and the level of satisfaction by 78% (Bajpai & Rajpot, 2018). Another research which consist of employees (N=70) in an engineering company of Dungun, Terengganu used survey questionnaire that showed a positive relationship between motivation and level of commitment (Salleh, Zahari, Said, & Ali, 2016). A study in Turkey with N=161, stated that the employees' have the intention to quit because of the work stress. Hence, Motivation is the sole factors which affects the intention to quit their job.

The above studies lead to the formation of the H<sub>A10</sub>, H<sub>A11</sub> and H<sub>A12</sub>:

**H<sub>A10</sub>: Motivation has a significant influence on Job satisfaction**

**H<sub>A11</sub>: Motivation has a significant influence on Organisational commitment.**

**H<sub>A12</sub>: Motivation has a significant influence on Turnover intention.**

### **3.5.5 HR Work policies**

HRWork policies are the policies, which are related with the formal rules and regulation and are needed to be followed. Various researches have shown a positive correlation between the work policies of an organisation and level of job satisfaction.



HRM practices have a significant positive relationship with the employee job satisfaction in the Private telecommunication sector in India (V. P. Singh, 2014).

Hence  $H_{A13}$  is formed:

**$H_{A13}$ : HR Work Policies have a significant influence on Job satisfaction.**

A study conducted in Middle Eastern examined the relationship of HRM practices and organizational commitment (OC). A research in Jordan included N=493 employees of different industries. Then, by structural equation modeling analysis the analysis concluded with a positive relationship between HRM practices and OC (Aladwan, Bhanugopan, & D'Netto, 2016). This lead to  $H_{A14}$ :

**$H_{A14}$ : HR Work policies have a significant influence on Organisational commitment.**

Similarly, many researches have concluded that HR work policies have a connection with turnover intention, which are being elaborated in the chapter 2 literature review, which leads to  $H_{A15}$ :

**$H_{A15}$ : HR Work policies have a significant influence on Turnover intention.**

### **3.5.6 Growth and Development**

Career management is one of the integral parts of the employee's career. Every employee who joins the organization needs a Career Growth. A study including 923 respondents in Nigeria showed a significant relationship between human capital development (HCD) and the level of satisfaction (Yaya, 2016). Further, the relationship of career growth on employees' with turnover intention was elaborated through research in Nepal (N=290) which indicated that the organizational career

growth dimensions, does not have any effect on employees' turnover intentions (Biswakarma, 2016). The studies lead to the formation of  $H_{A16}$ ,  $H_{A17}$  and  $H_{A18}$ :

**$H_{A16}$ : Growth and Development has a significant influence on Job satisfaction**

**$H_{A17}$ : Growth and Development has a significant influence on Organisational commitment.**

**$H_{A18}$ : Growth and Development has a significant influence on Turnover intention.**

### **3.6 Hypotheses of research**

Alternate and Null hypotheses are as follows:

$H_{A1}$ : Reinforcement and performance management has a significant influence on Job satisfaction.

$H_{01}$ : Reinforcement and performance management has no significant influence on Job satisfaction.

Similarly, the null hypotheses will follow the same syntax where  $i = \{2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,18\}$  for the null hypotheses against the alternative hypotheses are as follows:

$H_{A2}$ : Reinforcement and performance management has a significant influence on Organisational commitment.

$H_{A3}$ : Reinforcement and performance management has a significant influence on Turnover intention

$H_{A4}$ : Communication and interaction has a significant influence on Job satisfaction.

$H_{A5}$ : Communication and interaction has a significant influence on Organisational commitment.

- H<sub>A6</sub>: Communication and interaction has a significant influence on Turnover intention.
- H<sub>A7</sub>: Social security has a significant influence on Job satisfaction
- H<sub>A8</sub>: Social security has a significant influence on Organisational commitment.
- H<sub>A9</sub>: Social security has a significant influence on Turnover intention.
- H<sub>A10</sub>: Motivation has a significant influence on Job satisfaction.
- H<sub>A11</sub>: Motivation has a significant influence on Organisational commitment.
- H<sub>A12</sub>: Motivation has a significant influence on Turnover intention.
- H<sub>A13</sub>: HR Work policies have a significant influence on Job satisfaction.
- H<sub>A14</sub>: HR Work policies have a significant influence on Organisational commitment.
- H<sub>A15</sub>: HR Work policies have a significant influence on Turnover intention.
- H<sub>A16</sub>: Growth and Development has a significant influence on Job satisfaction
- H<sub>A17</sub>: Growth and Development has a significant influence on Organisational commitment.
- H<sub>A18</sub>: Growth and Development has a significant influence on Turnover intention.

### **3.7 Research philosophy**

Research philosophy is a way through which the knowledge of a particular phenomenon is collected, analyzed and implemented (Younus, 2014). The chosen philosophy directs the researcher to choose the relevant strategy and methods for the particular study. The commonly used philosophical approaches are epistemology, ontology, and pragmatism (Mason, 2014).

Epistemology refers to the study of knowledge which includes all the problems that are dealt in the subject matter (Horrigan, 2007). Epistemology further constitutes three philosophical approaches, which are positivism, realism, and interpretivism approach. Ontology philosophical branch totally constitutes the nature of reality and existence of the

reality of a phenomenon. It underpins the qualitative and quantitative both types of reality(Howell, 2012). This is further categorized into different philosophical paradigms, mainly objectivism and subjectivism approach. Pragmatic philosophical research deals with accepting those concepts, which are relevant to the study, and supports it. It recognizes that the world carries multiple realities and it can be interpreted in many ways.

In the research study objectivism approach under ontology philosophical approach has been followed defines that social entities or phenomena exists and is independent of its entire social actor. Considering the objective, which signifies the relationship between HRM practices with OC, JS and TI in the Life insurance organization.

### **3.8 Research Design**

Research design is a blueprint of interfacing information accumulation strategies to different techniques and procedures so as to build up the goal of the exploration (Madan & Sharma, 2012). In other words, “it coordinates the specialist in basic leadership by setting up the diagram of what is to be watched, how to watch, where to watch, for what reason to watch, how to research and whole up the outcomes” (Smith, 2010).

In order to begin with the research study it becomes crucial to select the appropriate research method, strategy, and tools and techniques. There are three research designs techniques, which are usually followed by the researcher– exploratory, descriptive, and explanatory (Vaus, 2001). Exploratory method is used to ascertain the relationship between various HRM practices with OC, JS and TI. Exploratory research is used to choose the possibility of the issue, yet makes us have a predominant perception of the issue and exploratory research isn't proposed to give

authoritative verification. While using the exploratory research, a research is an anxious to change his/her heading because of divulgence of new data and new bits of learning. (Saunders at. el., 2012).

Descriptive clarifies the reasonable image of a subject/marvel by addressing the examination inquiries of "who", "what", "where", "how", "when" and "what" number (Younus, 2014). In the research study, descriptive research method is followed to ascertain the characteristics of the variables for demographic representation .

### **3.9 Sampling plan**

A sampling plan is considered to be a plan which helps to decide the size of the sampling population out of the census, the technique through which the data has to be gathered, reason for choosing the specific sample size, source and method of obtaining the information. (Younus, 2014).

#### **3.9.1 Sampling size**

The targeted population for the current study has been 500 employees alluding to the absolute number of representatives working in select 10 life insurance companies of Delhi NCR region in India. However, the valid responses obtained have been 409 responses out of 433 , which have been found deemed to be fit for the research study. Hair et al. (2010) has explained that the minimum sample size required for five constructs is 100, sample size of 150 when there are 7 constructs and 300 to 500 when there are large number of constructs for SEM

### **3.9.2 Sampling method**

There are two procedures of choosing an example measure from the population - probability and non-probability sampling techniques (Bailey, 2008). While in probability each picked unit from the populace has a non-zero probability and in non-probability inspecting the examples are picked self-assertively where every one of the unit does not get equivalent odds of being chosen and is absolutely reliant on the judgment of the analyst (Zeepedia, 2016). Along with to this the example studied utilizing non- probability examining procedures does not give any proper measurable bits of knowledge. In the research study convenience sampling technique has been followed, which goes under the classification of non-probability testing procedures..

### **3.9.3 Respondent profile**

The table 3.2 presents that out of 409 respondents, about 70% are Males and the rest are Females. Moreover, about 35% respondents are from 24-34 years old group. As far as instructive capability, 34% respondents hold an advanced education. Further, 51% respondents are at the senior position and 49% holding the position of middle level. Finally, about 39% respondents are holding the present position from 4-7 years.

**Table 3.2: Respondents' Demographic Profile**

Respondents' Demographic Profile		Frequency	Percent
<b>Gender</b>	Female	121	29.7
	Male	288	70.3
<b>Age</b>	24-34 years	145	35.4
	35-44 years	113	27.8
	45-54 years	102	24.9
	Above 55 years	49	12
<b>Educational Qualification</b>	Diploma	86	21.1
	Graduate	139	34
	Post-Graduate	63	15.3
	Vocational Course	27	6.7
	Professional Course	94	23
<b>Position Held</b>	Senior Management Level	209	51.2
	Middle Management Level	200	48.8
<b>Duration of position held</b>	0-3 years	70	17.2
	4-7 years	158	38.8
	8-11 years	57	13.9
	12-15 years	65	15.8
	More than 15 years	59	14.4
<b>Total</b>		409	100

### 3.10 Data Collection

Primary Data has been collected by the administration of a well defined questionnaire to the employees of the select organisations identified for the research study. The questionnaire of the study contains close-ended structured questions.

### 3.11 Research Tool

To accomplish the principle objective, review survey has been carried out to gather information from employees of select organizations . The questionnaire of the study consists of two parts, which is of the HRM practices. The HRM practices shown in

the table 3.3 have been identified by the systematic review as shown in Chapter 2 Literature review section 2.8 .

**Table 3.3: HRM practices factor**

<b>HR PRACTICES FACTOR IDENTIFIED</b>	
<b><i>Reinforcement and Performance Management</i></b>	
RPM1	Performance appraisal
RPM2	Performance bonus/commission
RPM3	Promotion policy
<b><i>Social Security</i></b>	
SS1	Post retirement facilities
SS2	Retirement age
SS3	Loans and advances from organization
SS4	Disciplinary procedure
<b><i>Motivation</i></b>	
M1	Sense of belongingness
M3	Career advancement policy
M4	Recognition/Reward
<b><i>Growth and Development</i></b>	
GD1	HRD of organization
GD2	Quality Circle
GD3	Financial Status of organization
<b><i>HRWP Policies</i></b>	
HRWP1	Replacement planning
HRWP2	Teamwork
HRWP3	HRP of organization
<b><i>Communication and Interaction</i></b>	
CI1	Feedback
CI2	Horizontal communication
CI3	Vertical communication
CI4	Counselling session

The items, which are related with JS, OC and TI are adopted in the table 3.4 :



Table 3.4: Constructs and its Items

S.no.	Constructs	Sources	Items	Questions
1.	<b>Job Satisfaction</b>	(Strong & Harder, 2009) (MS Minnesota , 1997)	Compensation	<i>"I am compensated fairly for the work that I perform".</i>
		(Strong & Harder, 2009) (MS Minnesota , 1997)		<i>"Fringe benefits provided by extension are competitive with those offered by other organizations with which I considered employment".</i>
		(Spector, 1985) (MS Minnesota , 1997)	Promotion & Supervision	<i>"People get ahead as fast in my organization/ I am satisfied with my chances for promotion".</i>
		(Spector, 1985) (MS Minnesota , 1997)	Work Culture	<i>"My Supervisor keeps me informed about important issue and he is fair to me".</i>
		(Spector, 1985) (MS Minnesota , 1997)		<i>"I feel my job is meaningful and I enjoy my job".</i>
		(Spector, 1985) (MS Minnesota , 1997)		<i>"I am satisfied with the people I work with".</i>
2.	<b>Organisational Commitment</b>	(WAMCQ, Madore, 2004) (Meyer & Allen, 1991)	Affective Commitment	<i>"I am proud that I work in this organization and I am happy to spend my career in this organization only".</i>
		(WAMCQ, Madore, 2004) (Meyer & Allen, 1991)		<i>"I like my profession too much to think about changing".</i>
		(Taing, et al,2011)(Meyer & Allen, 1991	Continous Commitment	<i>"One of the major reason I continue to work for this organization is that leaving would require considerable personal sacrifice and another organization may not match the overall benefit I have here".</i>
		(Taing, et al,2011)(Meyer & Allen, 1991		<i>"One of the few serious consequences of leaving this organization would be the scarcity of available alternatives".</i>
		(Meyer & Allen, 1991)	Normative Commitment	<i>"I think that people these days move from company to company too often".</i>
		(Meyer & Allen, 1991)		<i>"One of the major reasons I continue to work in this organization is that I believe loyalty Is important and therefore feel a sense of moral obligation to remain".</i>
3.	<b>Turnover Intention</b>	Mobley, Horner, & Hollingsworth, 1978)		<i>"I often think about quitting my present job".</i>
				<i>"I will probably look for a new job in the next year".</i>
				<i>"As soon as possible, I will leave the organization".</i>

### **3.12 Statistical Tools used for research**

The statistical inferences have been drawn with SPSS and MS-Excel tool. Initially the gathered raw data have been put into MS Excel tool and have been converted as a response sheet based on scaling, and then to drive statistical results SPSS software have been undertaken. All the statistical results have been represented in the form of graphs, tables and text for providing a better understanding. The CFA test for SEM modeling have been used to explain the primary objective of the research that is to establish the relationship of HRM practices with JS, OC and TI in select Life insurance organizations of Delhi, India. CFA test, known as Confirmatory Factor Analysis in SEM demonstrating was utilized. SEM displaying is a factual demonstrating strategy which fill the need of numerous relapse in social science by taking the demonstrating of connection, difference, covariance, estimation mistake, which different build factors with various indicators (Asparouhov & Muthén, 2011).

### **3.13 Conclusion**

The relationship between HRM practices with JS, OC and TI is based on ontology philosophical approach. This approach helps in understanding the perception of the employees. Quantitative data has been gathered by primary research methods in the form of questionnaires. For the purpose of data collection, the researcher has targeted the employees in the insurance companies in Delhi. To collect the primary data for the research study a close-ended questionnaire has been used. In addition to this, the Confirmatory factor analysis in SEM modeling has been used to serve the purpose of multiple regressions. For this purpose, statistical software called SPSS AMOS v 23

has been used. The table 3.6 depicts a short summary of the entire research methodology followed for executing the research study.

**Table 3.5: Summary of Research Methodology**

Research Design	Methodology	Details
Types of Research	Descriptive Research	It is used to identify the information on particular set of characteristics of respondents.
	Exploratory Research	Exploratory research helps in exploring the relationship between the dependent and Independent variable relationship.
Nature of Study	Quantitative Study	Focuses on measurement of relationships between the variables, based on scientific approach.
Data Collection	Primary and Secondary Data	Primary Data : employees of the select Life insurance organizations of Delhi, India. Secondary Data : Various sources like diary articles, research sites, books, journal, records government distributions etc.
Measurement Technique	Survey Questionnaire Design	Close- ended
	Sample Size	409
	Sampling Technique	Convenience sampling
Analysis of Data	Software Used	SSPSS Amos v23 and MS Excel
Presentation of Thesis	MS-Office	MS-Word & MS-Excel

*Chapter 4*  
*Data Analysis & Interpretation*

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## CHAPTER 4

### DATA ANALYSIS & INTERPRETATION

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The current research study is focused towards the HRM practices and their relationship with JS, OC and TI in select Indian Life insurance organizations. In order to derive the results of the research study statistical software such as SPSS-Amos has been utilized to derive the study model reflecting the relationship between HRM practices on organizational commitment, job satisfaction and turnover intention through CFA/SEM. In the research study 433 responses have been gathered from the sample population (employees of middle and senior level). After the procedure of information cleaning and distinguishing proof of anomalies, 409 responses have been found fit for the study. Out of the 18 hypotheses formulated in Chapter 3, 12 have been accepted and 6 have been rejected.

#### **4.1 Definition of the Variables Studied**

Following are the details of the variable: -

##### **4.1.1 Independent variable**

Based on the research objective of the study, factors pertaining to HRM practices have been identified as an independent variable for the study.

##### ***4.1.1.1 HRM practices***

Select Life insurance companies have become prominent players in financial market as these firms collect and invest large amount of premium in various investments. In order to achieve a sustainable growth in financial markets it is mandatory to have an

effective HR department in organisation (Trehan & Setia, 2014). These Life insurance organizations cannot grow in the market without committed employees. Hence these organizations seem to be more dependent upon their staff to survive and thrive. With a purpose to achieve growth an organization requires human assets and to keep these human assets with the organisation for the long duration, the management needs to provide a satisfaction level in their job. In order to provide satisfaction to its employee and make them stay with itself the organization is supposed to have effective HRM practices (Agrawal, 2015; R & Raghurama, 2014; Trehan & Setia, 2014; Wright et al., 2003). Role of HRM practices in a firm has been thus identified as an independent variable. With the help of the systematic review as shown in Chapter 2, major 6 factors have been identified:

1. Reinforcement and performance management (RPM).
2. Communication and interaction (CI).
3. Social security (SS).
4. Motivation (M).
5. HR Work policies (HRWP).
6. Growth and development (GD).

#### **4.1.2 Dependent variables**

Regardless of whether an employees wishes to stay in an association or not relies upon the practices connected by human asset administrators in the organisations. Nonetheless, the retention of the employees has been discussed in terms of their JS, OC and TI. HRM practices are viewed to be multifaceted as these practices have penchant to influence on employee job satisfaction and their commitment in various ways. (Wright et al., 2003).

#### **4.1.2.1 Job satisfaction (JS)**

Job satisfaction is defined as a constructive a feeling/attitude of the employees towards their job. In addition to this, it can be referred to as psychological behavior of humans that an employee experiences while executing a particular set of tasks (Sharma & Sinha, 2015). The job satisfaction is the sole factor, which leads to development and efficiency in the organization. This implies that the employee is not grumbling or murmuring about the task being allotted to the employees (Anita, 2012). The study conducted by Castiglia, Hunter, & McCausland, (1986) revealed that job satisfaction the favorable or unfavorable attitude that the employees have for their job. The well being of the individual is turn dependent on the satisfaction a particular individual receives from his/her life. This is linked to the circumstances an individual faces in his/her life.

#### **4.1.2.2 Organizational commitment (OC)**

It is believed to has a strong impact on organizational performance. It also predicts some other variables such as turnover, attitude and job performance. It has been characterized in three factors–

1. Willingness to hard work .
2. Strong belief in organization's values.
3. Strong desire to make oneself a member.

#### **4.1.2.3 Turnover intention**

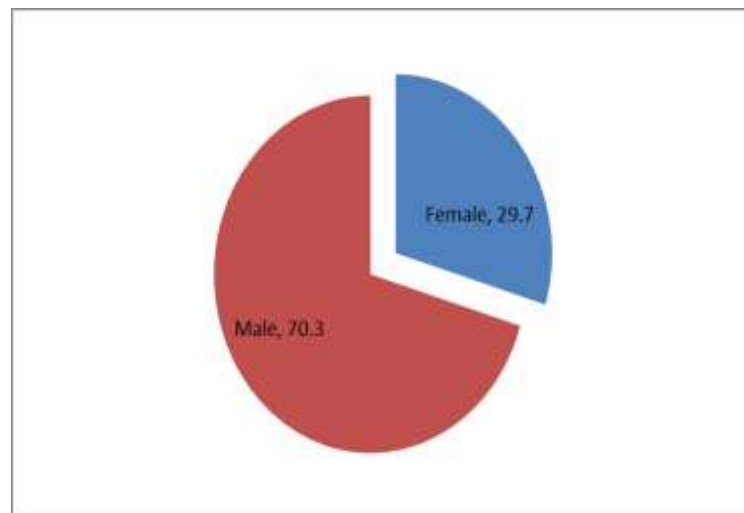
It is a procedure through which the employee quit the organization and replaces them with other new employees is called turnover intention. Turnover intention is an estimation of whether association itself intends to supplant its workers from their

positions or association's representatives intend to leave their situations all alone (Fiorito, Bozeman, Young, & Meurs, 2007). A research by Vispute (2013) which reported that a consistent and positive relation between turnover behavior and intention of the employees by describing that the decision of quitting or not quitting a job basically depends on their perceived value of commitment towards organization.

#### **4.2. Demographic profile**

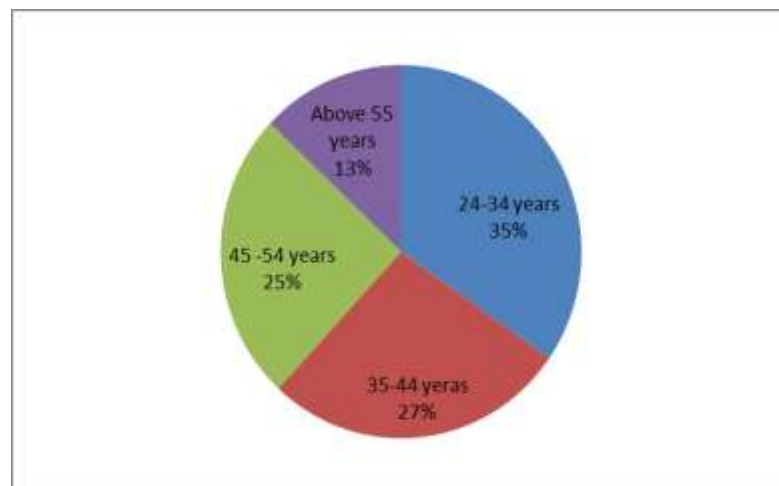
Demographic profile has been with the percentage ratio of gender working in select Life Insurance companies their age, educational qualification, hierarchy of the respondents in the particular organization and their duration of working on the current position, along with total duration with their organisation, and respective annual remuneration. The informations such as their remuneration spread helped to know about 'the current scenario of the salary package, whether they get a high package or low package or after having experience does this remuneration gets increase or not, does the remuneration that they get satisfies them if yes than up to what level. It has also helped to understand if their remuneration and work experience make them committed towards their organization. Qualification distribution explains how the educational qualifications of a respondent and his/her position are associated with each other'; whereas gender distribution would help to find who gets more opportunity in insurance sector or who finds Life insurance sector more suitable for them to work. The above-mentioned information has been presented through pie charts, wide explanation and tables in the form of text.





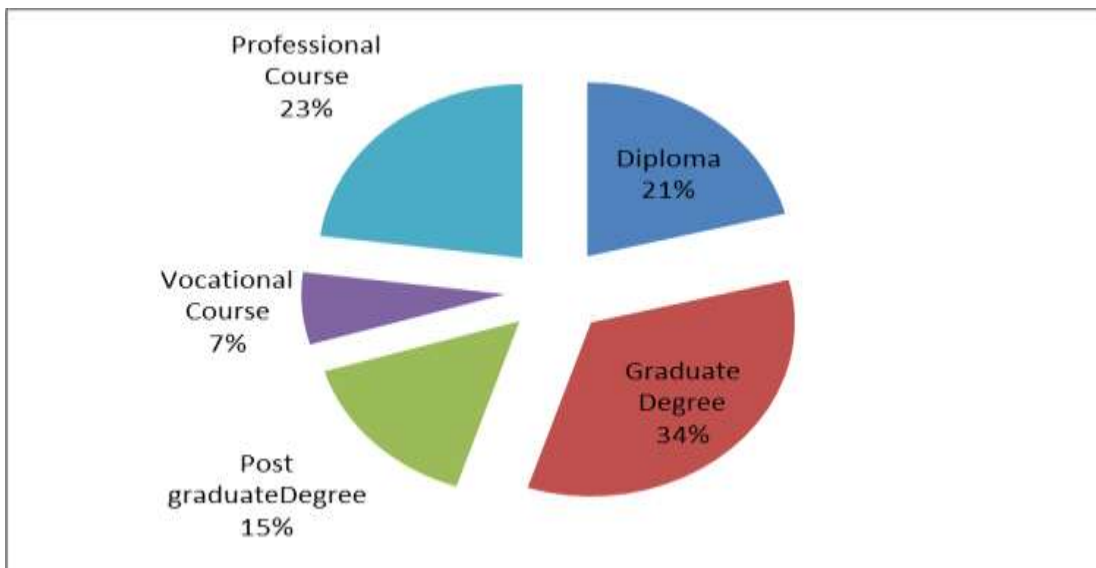
**Figure 4.1: Gender distribution of employees working in Life insurance sector**

The Figure 4.1 clearly indicates that about 70% employees working in the insurance companies are males and rest are females. This means that female employees are less in the insurance sector in the Delhi region as compared to males. The report by Jain (2009) & NIPCCD (2010) confirms that just around 20-25% females working in the Indian Life insurance sector.



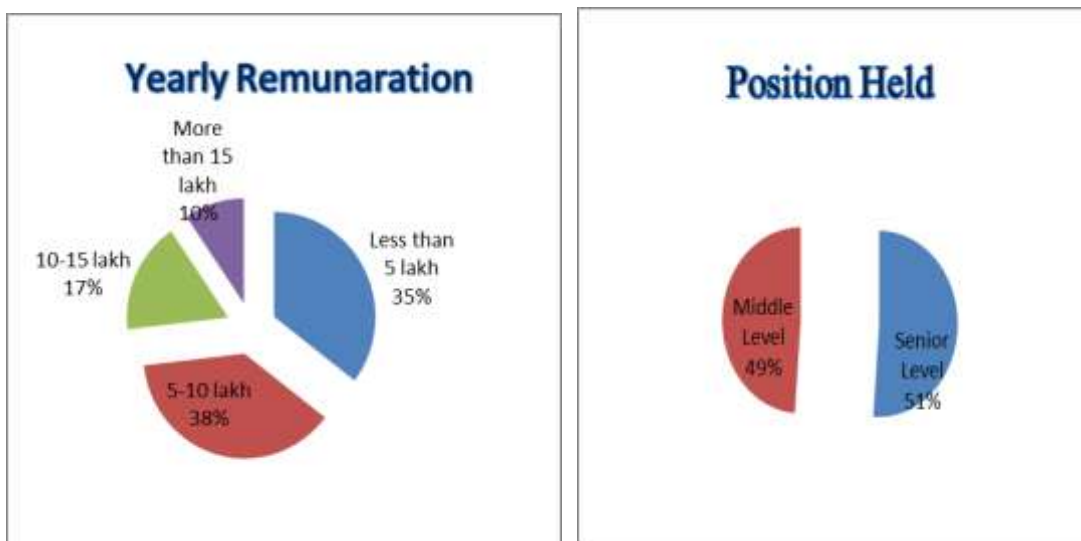
**Figure 4.2: Age distribution of employees working in Life insurance sector**

The Figure 4.2 demonstrates that 35% youthful representatives fall in the age bunch of 24-34 years who are living in Delhi and are working in the Life insurance sector.



**Figure 4.3: Educational qualification of respondents**

Figure 4.3 classifies the employees on the basis of their educational qualifications. This has been done to reflect the educational qualification for position distribution among employees. It clearly shows that 34% employees hold a bachelor’s degree. This is followed by 23% employees who have professional qualifications. Therefore, it may be interpreted that the majority of employees working in the Life insurance sector are graduates.



**Figure 4.4: Yearly remuneration and position held by the respondents**

In the Figure 4.4, the two pie charts clearly indicate that 38% employees working in the insurance sector earn somewhere between Rs. 5-10 lakhs per annum, followed by 35% employees earning less than 5 lakh. In terms of the positions held by the employees, 51% employees are working at senior level. Therefore, majority of employees are placed at senior level had an annual income of 5-10 lakh per annum.

#### 4.2.1 Cross tab

##### 4.2.1.1 Cross tab analysis of position held with respect to educational qualification

Cross tab has been conducted to examine the perception of respondents in relation to implementation of HRM practices perennial to educational qualification held by the employees. To this, the employees either hold a senior level position or middle level position. The educational qualification of the employees have been distributed into 5 categories.

**Table 4.1: Cross tabulation of position held by the employee with respect to educational qualification.**

			Educational Qualification					Total
			Diploma	Graduate Degree	Post graduate Degree	Vocational Course	Professional Course	
Position held	Senior Level	Count	37	76	39	16	41	209
		% within Position held	17.8%	36.4%	18.7%	7.5%	19.6%	100.0%
	Middle Level	Count	49	63	23	12	53	200
		% within Position held	24.5%	31.4%	11.8%	5.9%	26.5%	100.0%
Total		Count	86	139	62	28	94	409
		% within Position held	21.1%	34.0%	15.3%	6.7%	23.0%	100.0%

The cross tabulation table above indicates that out of the total senior level employees working in the insurance sector, 36.4% have a graduate degree followed by 19.6% holding a professional degree such as MBA and BBA. Also, out of the total middle

level employees, 31.4% hold a graduate degree followed by 26.5% employees who hold a professional degree. Therefore, most of the employees at the senior level and middle level management hold a graduate degree.

#### ***4.2.1.2 Cross tab analysis of position held, yearly remuneration with respect to duration of position held***

In the study the cross tab analysis has been conducted to examine the perception of respondents in relation to implementation of HRM practices perennial to duration of position held by the employees. The research study establishes a relation between positions held, yearly remuneration with respect to duration of position held. The employees either hold a senior level position or middle level position. The yearly remuneration of the employees has been distributed into five categories including the employees earning less than Rs. 5 lakh, Rs. 5-10 lakh, Rs. 10-15 lakh and more than Rs. 15 lakh annually. In terms of duration of position held, the employees have been distributed in 5 categories which includes employees having 0-3 years of experience, 4-7 years of experience, 8-11 years of experience and more than 15 years of experience. The table 4.2 clearly indicates that among the employees having 0-3 years of experience, 50% senior level employees are having less than Rs. 5 lakh as their earning. In addition to this, among the employees having 4-7 years of experience, majorly 51.4% middle level employees are earning less than 5 lakh. Further, among the employees having 8-11 years of experience, 28.6% senior level employees earned more than Rs. 15 lakh per annum. Also, employees having an experience of 12- 15 years of experience are 40% of middle level employees which have their earning more than Rs. 15 lakh. Lastly, 42% senior level employees have been earning Rs. 10-15 lakh employees who have more than 15 years of experience. Therefore, it can be said that employees working on senior management with were earning a handsome package with the increment based on their work experience in the same domain.

**Table 4.2: Cross tabulation of position held and yearly remuneration with respect to duration of post**

Position held			Duration of position held					Total	
			0-3 years	4-7 years	8-11 years	12-15 years	More than 15 years		
Senior Level	Yearly Remuneration	Less than 5 lakh	Count	6	3	3	0	0	12
			% within Yearly Remuneration	50%	25%	25%	0%	0%	100%
		5-10 lakh	Count	24	47	6	12	12	100
			% within Yearly Remuneration	23.5%	47.1%	5.9%	11.8%	11.8%	100%
		10-15 lakh	Count	6	6	3	29	32	77
			% within Yearly Remuneration	7.7%	7.7%	3.8%	38.5%	42.3%	100%
	More than 15 lakh	Count	0	6	6	6	3	21	
		% within Yearly Remuneration	0.0%	28.6%	28.6%	28.6%	14.3%	100%	
	Total		Count	35	62	18	47	47	209
			% within Yearly Remuneration	17%	30%	8%	23%	23%	100%
Middle Level	Yearly Remuneration	Less than 5 lakh	Count	20	52	19	7	3	101
			% within Yearly Remuneration	20.0%	51.4%	18.6%	7.1%	2.9%	100%
		5-10 lakh	Count	12	33	10	6	4	65
			% within Yearly Remuneration	17.8%	51.1%	15.6%	8.9%	6.7%	100%
		10-15 lakh	Count	3	1	1	3	6	14
			% within Yearly Remuneration	20.0%	10.0%	10.0%	20.0%	40.0%	100%
	More than 15 lakh	Count	0	0	3	9	7	19	
		% within Yearly Remuneration	0%	0%	15%	46%	38%	100%	
	Total		Count	35	87	33	25	20	200
			% within Yearly Remuneration	17%	43%	17%	12%	10%	100%

### 4.3 Pilot Study

Pilot test term alludes to looking at the mechanics of the test and strategies utilized in the investigation by certain inspectors (TCEC, 2011). Pre-testing or pilot testing encourages the specialist to distinguish the inquiries, which are hard to translate for the members or the inquiries, which may prompt one-sided answers. A pilot testing is typically done in a gathering of 10-15 respondents of focused populace where the

planned survey is dispersed among the picked gathering of respondents. Based on the aftereffects of the pilot test, fundamental improvement must be done to the survey for an applicable and right investigation.

The pilot study was conducted within Delhi NCR regio. The Questionnaire was circulated through the offline and online mode both. 70 respondents were chosen for conducting pilot test.

#### 4.4 Reliability Test

The reliability has been measured through testing of the repeatability and internal consistency measures of the quantitative data through Cronbach's alpha measurement instrument. The value of Cronbach's alpha has been attained to be  $>.60$ . Cronbach alpha is a tool to measure internal consistency of a scale (TCEC, 2011). It lies between 0 and 1. The higher the value of the alpha measure, the higher the correlation among the variables. The Cronbach Alpha value of various constructs is projected in Table 4.3:

**Table 4.3: Reliability of Constructs \* Alpha values of 70% or higher are considered acceptable (Nunnaly, 1978).**

S.no.	Factor	Cronbach alpha
1.	Reinforcement and performance measurement (RPM)	0.967
2.	Communication and interaction (CI)	0.963
3.	Social security (SS)	0.882
4.	Motivation (M)	0.96
5.	HR Work policies (HRWP)	0.963
6.	Growth and development (GD)	0.927
7.	Job satisfaction (JS)	0.873
8.	Organisational commitment (OC)	0.915
9.	Turnover intention (TI)	0.919

## **4.5 Assumptions of Multivariate Analysis**

The fundamental suppositions of multivariate investigation, i.e., regardless of whether the dataset can be utilized for multivariate examination or not, were likewise tried. These suppositions are about multicollinearity, missing information, ordinariness, exceptions, homoscedasticity and linearity.

### **4.5.1 Missing Values**

The information collected i.e. data from the respondents has been checked for missing values as it may present the issues in examination. Missing qualities have been discovered utilizing enlightening examination in IBM® SPSS.

### **4.5.2 Outliers**

Outliers are those values, that deviates from the natural variability of data (Pena & Prieto 2001, Filzmoser 2004 & Filzmoser et al. 2008). The collected data has been checked for outliers, the outliers are the extreme deviations values. Outliers are the observations in the collected data set that “appear to be inconsistent with the remainder of data” (Barnett and Lewis 1994).

### **4.5.3 Normality**

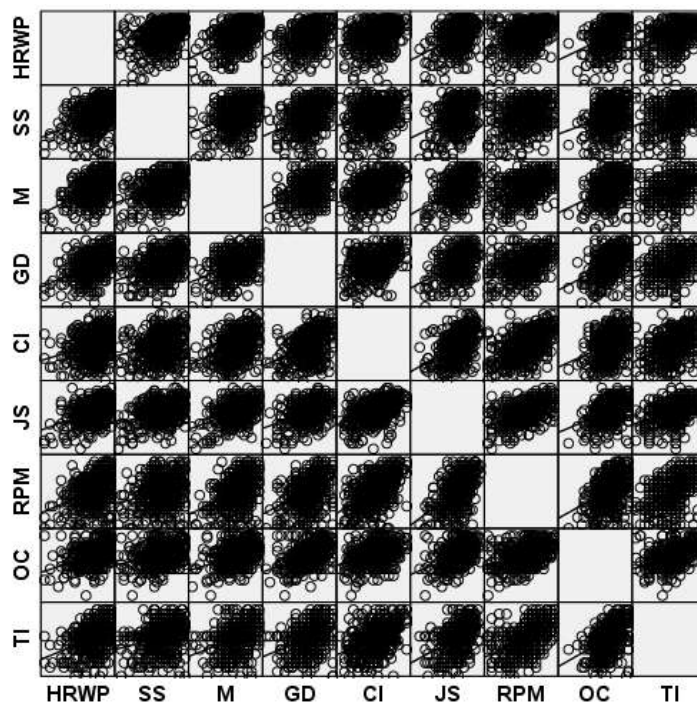
Normality of the dataset is checked with the values of skewness and kurtosis values. The dataset has been examined for skewness and kurtosis for ordinariness. The investigation demonstrated that the information has skewness and is kurtosis also at the same time; the qualities for both are well under the satisfactory qualities. (skewness  $< \pm 3$  and kurtosis  $< \pm 10$ ) (Hair et al., 2010). The values of skewness and kurtosis is shown in the table 4.4 :

**Table 4.4: Skewness and kurtosis statistics**

	Skewness	S.E for Skewness	Kurtosis	S.E for Kurtosis
<b>HRWP</b>	-.981	.109	1.431	.218
<b>SS</b>	-.644	.109	.469	.218
<b>M</b>	-.598	.109	.644	.218
<b>GD</b>	-.538	.109	.355	.218
<b>CI</b>	-.285	.109	-.310	.218
<b>JS</b>	-.684	.109	.922	.218
<b>RPM</b>	-.486	.109	.027	.218
<b>OC</b>	-.196	.109	.470	.218
<b>TI</b>	-.334	.109	.242	.218

#### 4.5.4 Linearity

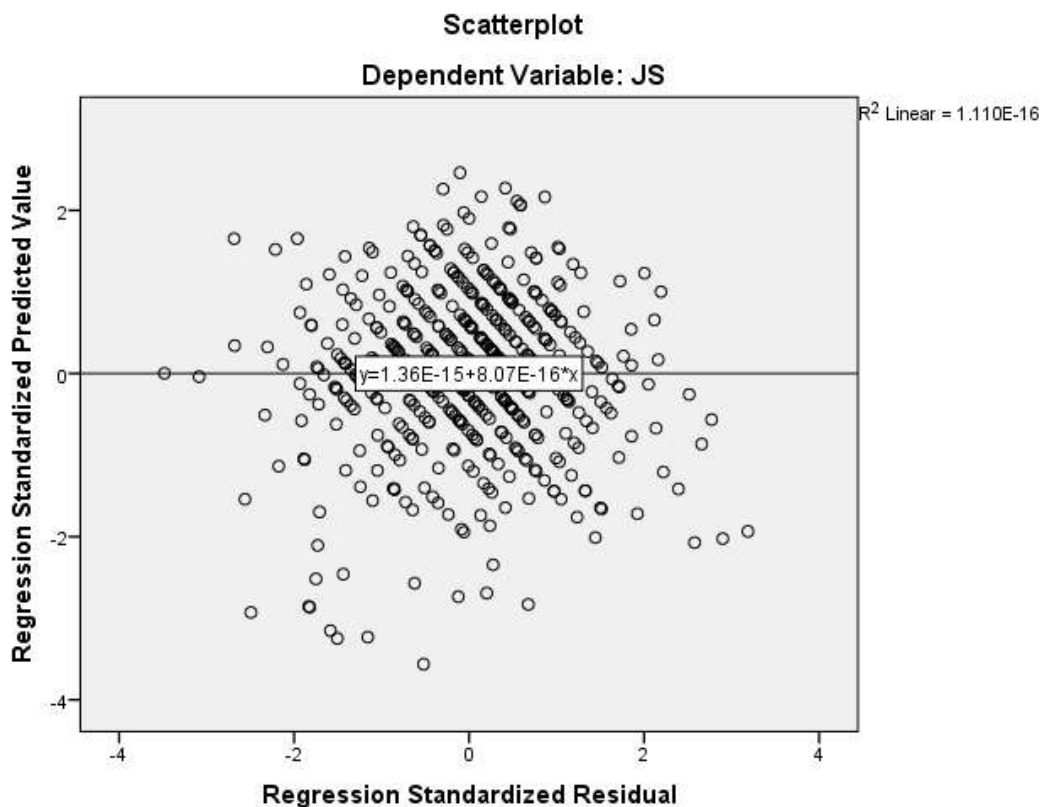
To check the linearity of the dataset, disperse plot have been utilized where the which focuses on a straight style along the fit line; in this way, demonstrating linearity of the dataset. As shown below the scatterplot diagram shows the linearity of the dataset.

**Figure 4.5: Scatter Plot Daigram.**



#### 4.5.5 Homoscedasticity

Information should be homoscedastic to run a relapse examination, to check the equivalent, disperse plot of standard anticipated and lingering esteems have been utilized to build up the homoscedasticity of the dataset. The dissipate plots proposed that the dataset has been homoscedastic, in this manner fit for relapse examination (Hair et al., 2010). The dependent variables are organizational commitment, job satisfaction, and turnover intention. The Independent variables related to HR practices are RPM, SS, M, GD, CI and HRWP as identified in chapter 2 section 2.8. The scatter plot diagram that shows the homoscedasticity are as follows:



**Figure 4.6: Scatter plot diagram of HR factors towards Job Satisfaction.**

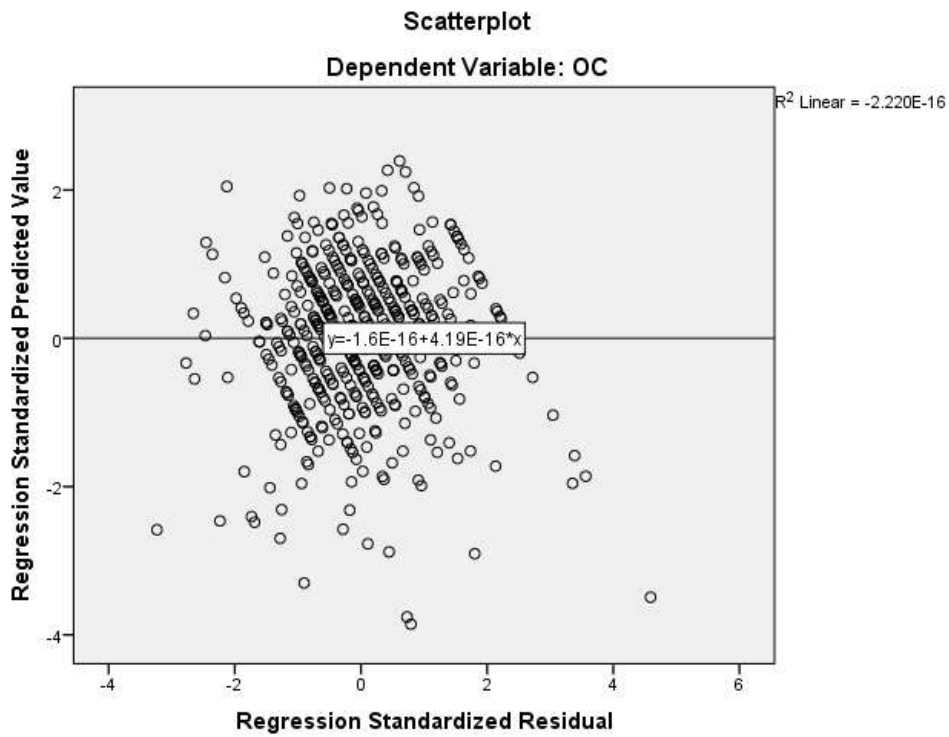


Figure 4.7: Scatter plot diagram of HR factors towards Organizational Commitment.

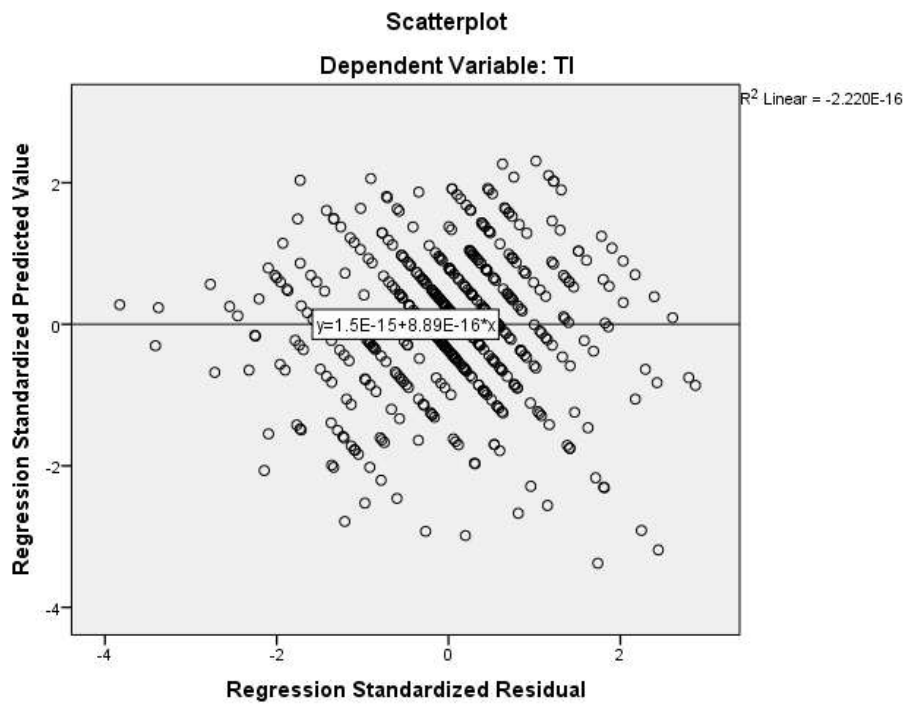


Figure 4.8: Scatter plot diagram of HR factors towards Turnover Intention.

#### 4.5.6 Mutlicollinearity

Multicollinearity issues have been analyzed through the Variance inflation factor (VIF) and collinearity measurement of the independents in the proposed model. Every one variable of the models have been observed to have  $VIF < 3$  and the tolerance value  $> 0.1$  (Hair et al., 2010). In this way, there is no infringement of the fundamental presumptions of a multivariate model. The table shows the value of VIF and tolerance Value:

**Table 4.5: Collinearity statistics**

Constructs	Tolerance	VIF
HRWP (HR and Work Policies)	.661	1.512
SS (Social Security)	.771	1.293
M (Motivation)	.652	1.535
GD (Growth and Development)	.639	1.565
CI (Communication and Interaction)	.658	1.519
RPM (Reinforcement and Performance Management)	.636	1.573

#### 4.6 Confirmatory Factor Analysis

##### 4.6.1 Convergent And Discriminate Validity

The convergent and the discriminate validity are used for constructs validity. For measuring the convergent and discriminate validity, the few measures are: Composite reliability (CR), Average variance extracted (AVE), and Maximum shared variance (MSV). The convergent validity accounts to explain the extent to which indicators of a specific construct converge or have a high proportion of variance in common (Hair et al., 2010). “Composite reliability (CR) is used to measure the reliability of a construct in the measurement model. CR offers a more retrospective approach of overall reliability and estimates consistency of the construct itself including the

stability and equivalence of construct” (Hair et al., 2010). A value of 0.70 is considered as a good scale reliability (Fornell and Larcker, 1981; Nunnally and Bernstein, 1994). In the table 4., the composite reliability of GD is 0.772, RPM is 0.827, SS is 0.838, M is 0.734, HRWP is 0.819, CI is 0.85, OC is 0.866, JS is 0.701 and of TI is 0.775. All the value of CR>0.70., which indicates that there are convergent validity issues.

The discriminant validity explains how construct are distinct from each other. It is measured from the calculated values of maximum shared variance (MSV) and AVE where AVE>MSV (Hair et al., 2010). The average variances extracted (AVE) of the individual constructs is higher than the maximum shared variances (MSV). Hence there are no discriminant validity issues.

**Table 4.6: Convergent and Discriminate Validity of the Constructs.**

	CR	AVE	MSV	GD	RPM	SS	M	HRWP	CI	OC	JS	TI
<b>GD</b>	0.772	0.533	0.479	<b>0.73</b>								
<b>RPM</b>	0.827	0.617	0.485	0.491***	<b>0.785</b>							
<b>SS</b>	0.838	0.571	0.469	0.498***	0.306***	<b>0.755</b>						
<b>M</b>	0.734	0.512	0.441	0.565***	0.524***	0.447***	<b>0.693</b>					
<b>HRWP</b>	0.819	0.531	0.523	0.589***	0.406***	0.483***	0.656***	<b>0.729</b>				
<b>CI</b>	0.85	0.539	0.485	0.469***	0.593***	0.264***	0.425***	0.295***	<b>0.734</b>			
<b>OC</b>	0.866	0.565	0.487	0.508***	0.407***	0.325***	0.499***	0.452***	0.366***	<b>0.752</b>		
<b>JS</b>	0.701	0.501	0.383	0.591***	0.630***	0.475***	0.635***	0.582***	0.525***	0.540***	<b>0.709</b>	
<b>TI</b>	0.775	0.606	0.578	0.456***	0.615***	0.304***	0.455***	0.463***	0.504***	0.517***	0.559***	<b>0.779</b>

## 4.7 Measurement Model

Model fit lists appraisals to contrast the hypothesis with reality by evaluating the similitude of the assessed covariance framework (hypothesis) to the real world (the watched covariance lattice) (Hair et al., 2010). The lists, which are utilized for the estimation model, are  $\chi^2/df$ , CFI (Comparative fit list), GFI (Goodness of fit index), (SRMR) Standardized root mean square Residual, RMSEA (Root-mean square blunder of guess and p-Value of close fit. (Hair et al., 2010, Greenspoon & Saklofske, 1998 and Zainudin, 2012). Every value in the table 4.7 is in the acceptable ranges as appeared i.e.  $\chi^2/df=1.841$  which is under 3, CFI=0.949 which is more prominent than 0.90, GFI=0.904 which is more noteworthy than 0.90, SRMR=0.050 which is under 0.08, RMSEA=0.041 which is under 0.06 and p-Value of close fit=0.998 which is more noteworthy than 0.05. Estimation model was tried for Common method bias (CMB) utilizing dormant factor. The estimation of CMB=30.03% in the informational collection which is in the worthy scope of under half. (Podsakoff et al., 2003).

**Table 4.7: Model Fit Indices**

<b>Measurement Model</b>	$\chi^2/df$	<b>CFI</b>	<b>GFI</b>	<b>SRMR</b>	<b>RMSEA</b>	<b>Close</b>
	1.841	0.949	0.904	.050	0.041	0.998
<b>Structural Model</b>	$\chi^2/df$	<b>CFI</b>	<b>GFI</b>	<b>SRMR</b>	<b>RMSEA</b>	<b>PClose</b>
	1.886	0.945	0.901	.052	0.042	0.978
<b>Acceptable Ranges of Values</b>	$\chi^2/df$	<b>CFI</b>	<b>GFI</b>	<b>SRMR</b>	<b>RMSEA</b>	<b>PClose</b>
	Between 1 and 3	>0.90	>90	<0.08	<0.06	>0.05

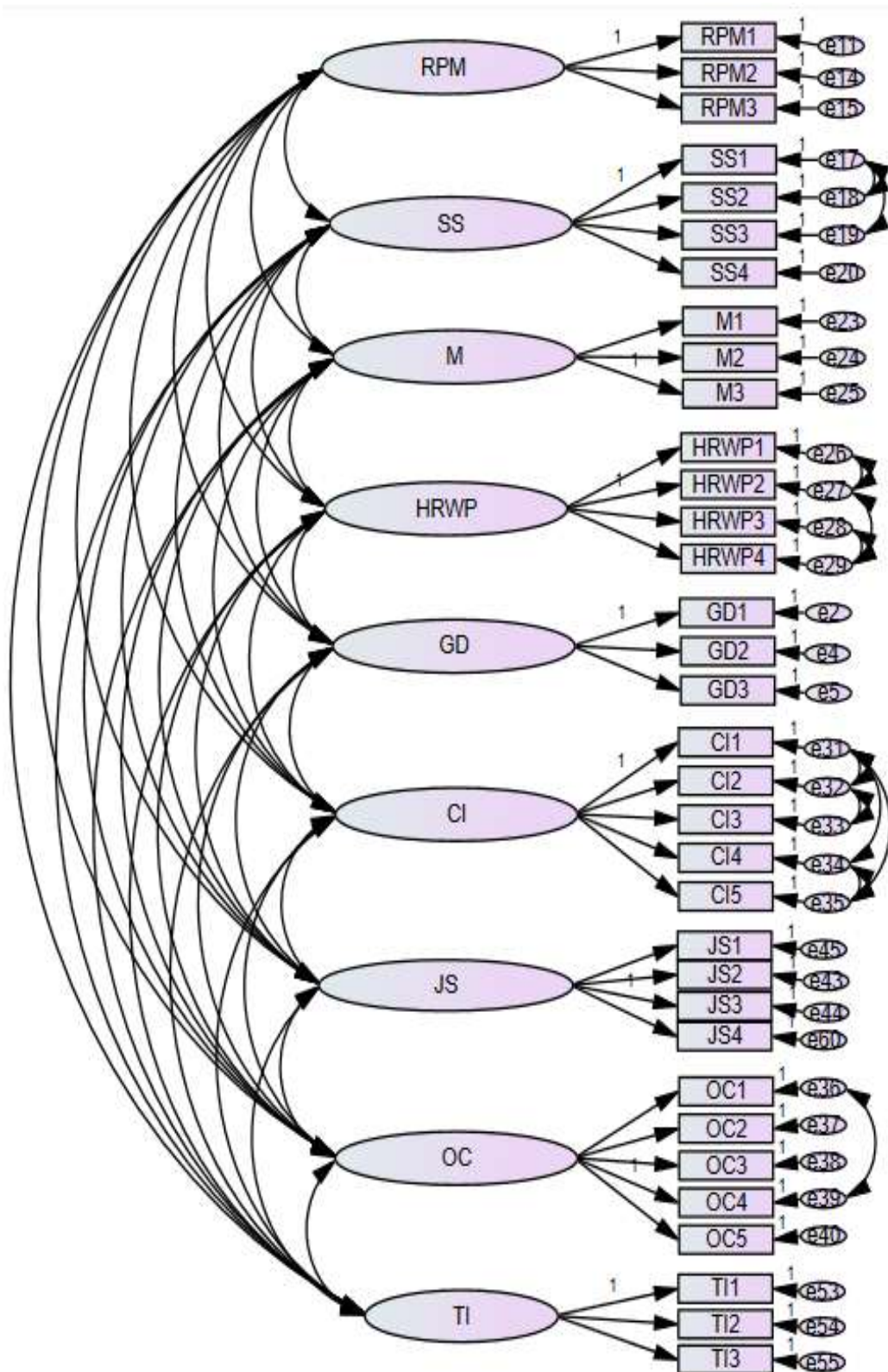


Figure 4.9: Measurement Model

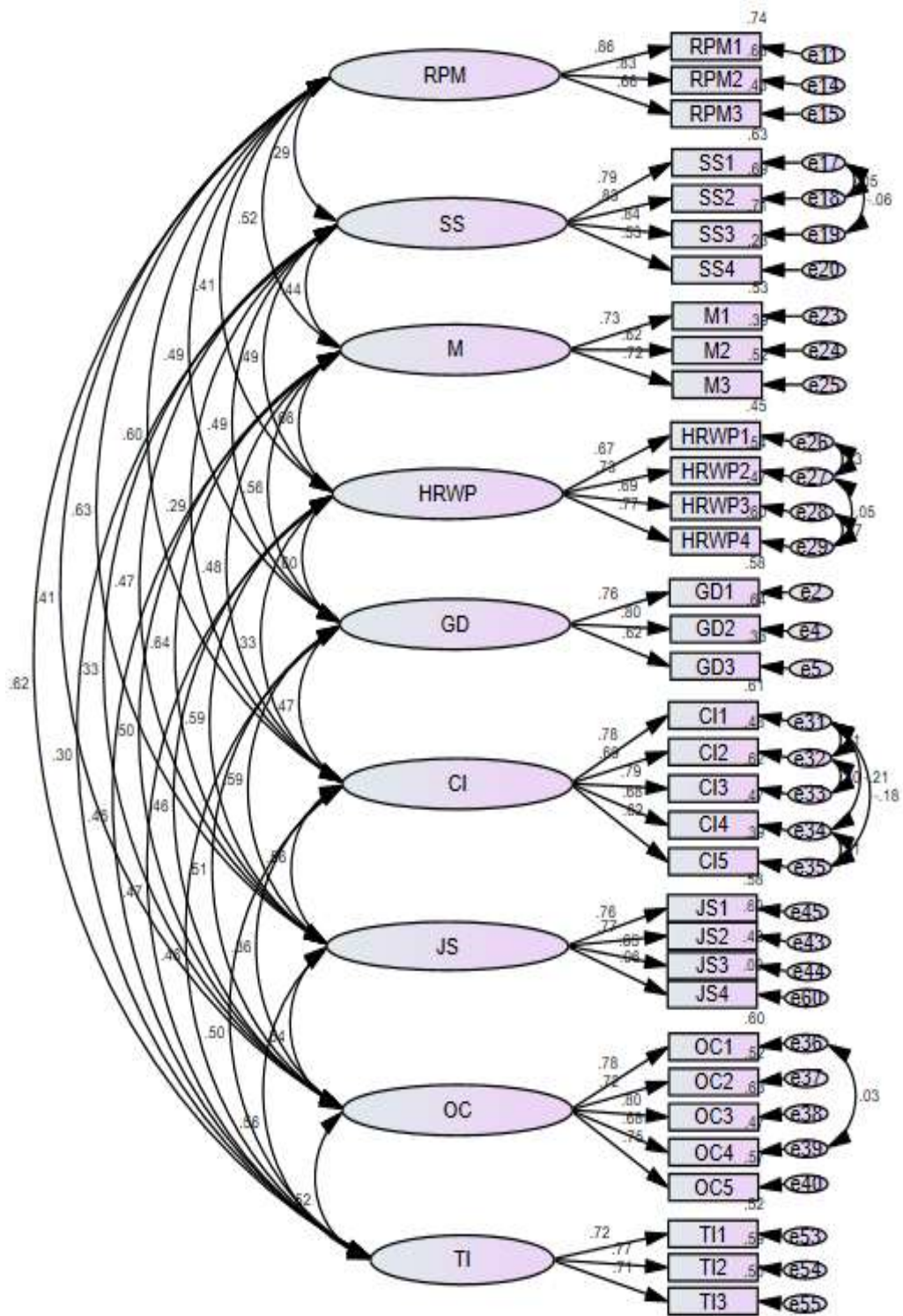
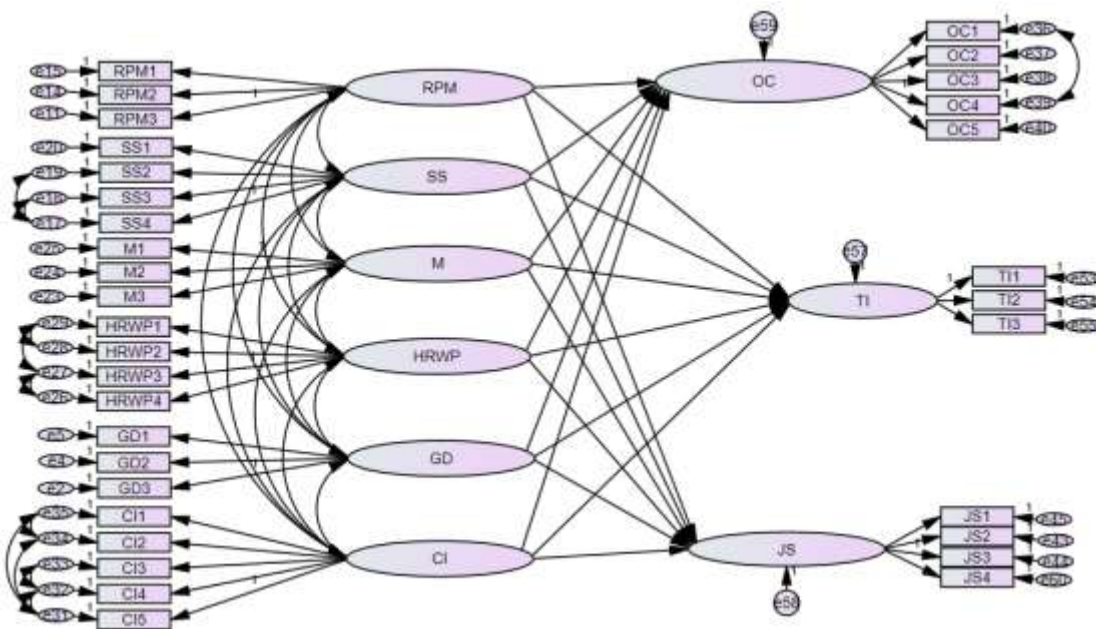


Figure 4.10 : Measurement Model Output

## 4.8 Structural Model

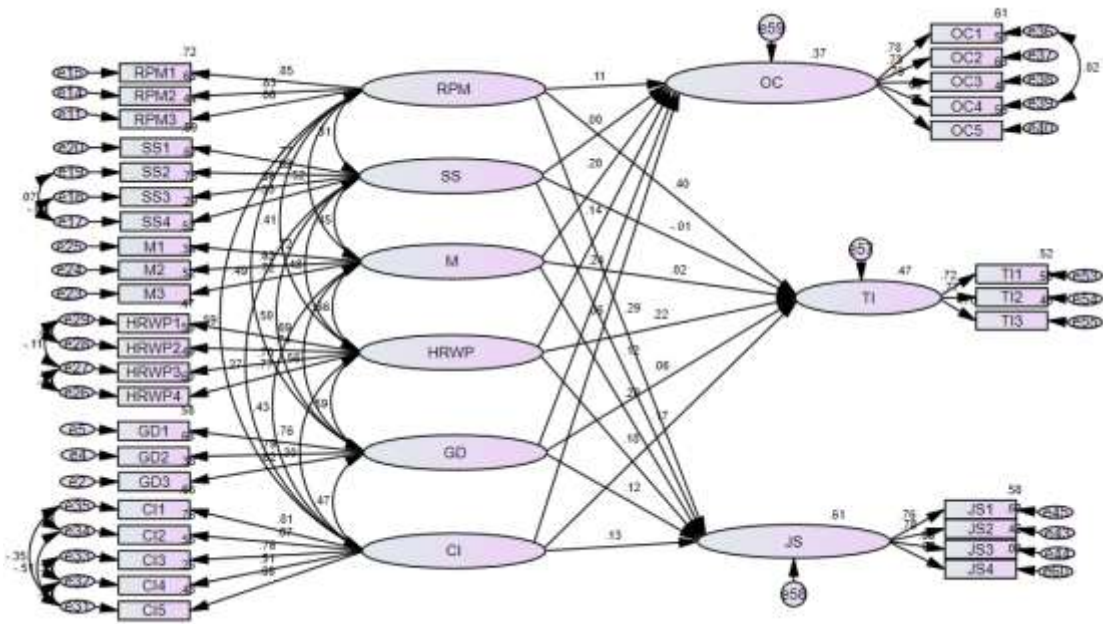
The Structural equation model using IBM SPSS AMOS® has been used to do the analysis the hypothesized relationships. The Independent constructs Reinforcement and performance measurement (RPM), Communication and interaction (CI), Social security (SS), Motivation (M), HR Work policies (HRWP) and Growth and development (GD) with the paths leading to dependents constructs – Organizational commitment (OC), Job satisfaction (JS) and Turnover Intention (TI).



**Figure 4.11: Structural Model**

Paths of CI→OC, SS→OC, HRWP→OC, SS→TI, M→TI and GD→TI is not supported by the empirical results, as the  $t\text{-value} < 1.96$  and  $p\text{ value} < 0.05$ . Therefore  $H_{A5}$ ,  $H_{A8}$ ,  $H_{A9}$ ,  $H_{A12}$ ,  $H_{A14}$  and  $H_{A18}$  are rejected and null hypotheses  $H_{05}$ ,  $H_{08}$ ,  $H_{09}$ ,  $H_{012}$ ,  $H_{014}$  and  $H_{018}$  are accepted.





**Figure 4.12: Structural Model Output**

The results support the significant influence of RPM ( $\beta = 0.286$ ,  $t\text{-value} = 4.535$ ), CI ( $\beta = 0.13$ ,  $t\text{-value} = 2.351$ ), SS ( $\beta = 0.116$ ,  $t\text{-value} = 2.205$ ), M ( $\beta = 0.201$ ,  $t\text{-value} = 2.595$ ), HRWP ( $\beta = 0.177$ ,  $t\text{-value} = 2.39$ ), GD ( $\beta = 0.122$ ,  $t\text{-value} = 2.77$ ) on job satisfaction (JS), which supports the hypothesis  $H_{A1}$ ,  $H_{A4}$ ,  $H_{A7}$ ,  $H_{A10}$ ,  $H_{A13}$  and  $H_{A16}$ . Similarly, RPM ( $\beta = 0.114$ ,  $t\text{-value} = 2.996$ ), M ( $\beta = 0.197$ ,  $t\text{-value} = 2.358$ ) and GD ( $\beta = 0.237$ ,  $t\text{-value} = 3.146$ ) on organizational commitment (OC), which supports  $H_{A2}$ ,  $H_{A11}$  and  $H_{A17}$ . For the turnover intention (TI), RPM ( $\beta = 0.396$ ,  $t\text{-value} = 5.456$ ), CI ( $\beta = 0.172$ ,  $t\text{-value} = 2.783$ ) and HRWP ( $\beta = 0.221$ ,  $t\text{-value} = 2.678$ ), which supports Hypotheses  $H_{A3}$ ,  $H_{A6}$ ,  $H_{A15}$ . In all the supported relationships explained above, taken from the table 4.8, the  $t\text{-value} > 1.96$ . (Poorrezaei, 2016).

The explanatory power of the dependent variables is calculated by its predictor constructs. Hence, job satisfaction ( $R^2 = 0.61$ ) suggests that 61% of the variance in job

satisfaction is explained by the predictor variables RPM, CC, M, SS, HRWP and GD. organizational commitment ( $R^2=0.36$ ) suggests that 36% of the variance in organizational commitment is explained by the predictor variables RPM, M and GD. Similarly, in case of turnover intention ( $R^2=0.47$ ) recommends that 47% of the difference in turnover intention is clarified by RPM, CI and HRWP.

**Table 4.8: Structural Results**

Hypotheses	Relationship	Estimate	C.R.	P	S.E.	Remarks
H <sub>A1</sub>	RPM→JS	0.286	4.535	***	0.055	Supported
H <sub>A4</sub>	CI→JS	0.13	2.351	0.019	0.061	Supported
H <sub>A7</sub>	SS→JS	0.116	2.205	0.027	0.06	Supported
H <sub>A10</sub>	M→JS	0.201	2.595	0.009	0.081	Supported
H <sub>A13</sub>	HRWP→JS	0.177	2.39	0.017	0.074	Supported
H <sub>A16</sub>	GD→JS	0.122	2.77	0.004	0.049	Supported
H <sub>A2</sub>	RPM→OC	0.114	2.966	0.049	0.029	Supported
H <sub>A5</sub>	CI→OC	0.066	1.135	0.256	0.056	Not Supported
H <sub>A8</sub>	SS→OC	0.003	0.055	0.956	0.055	Not Supported
H <sub>A11</sub>	M→OC	0.197	2.358	0.018	0.075	Supported
H <sub>A14</sub>	HRWP→OC	0.135	1.71	0.087	0.069	Not Supported
H <sub>A17</sub>	GD→OC	0.237	3.146	0.002	0.072	Supported
H <sub>A3</sub>	RPM→TI	0.396	5.456	***	0.051	Supported
H <sub>A6</sub>	CI→TI	0.172	2.783	0.005	0.055	Supported
H <sub>A9</sub>	SS→TI	-0.005	-0.092	0.927	0.052	Not Supported
H <sub>A12</sub>	M→TI	0.017	0.197	0.844	0.071	Not Supported
H <sub>A15</sub>	HRWP→TI	0.221	2.678	0.007	0.067	Supported
H <sub>A18</sub>	GD→TI	0.058	0.775	0.438	0.067	Not Supported

## 4.10 Conclusion

The data has been analysed by using SPSS Amos v23. The analysis tested 18 hypotheses, out of which 6 hypotheses have not been supported. The table below shows the summary of the results :

**Table 4.9: Structural Analysis**

Alternative Hypothesis	Independent Variable	Dependent Variable	Standardized Regression wt./Beta Coefficient	P. Value	Multiple squared correlation/ R-Square	Alternative Hypothesis Accepted or Rejected
H <sub>A1</sub>	<i>Reinforcement and Performance Management</i>	Job Satisfaction	0.286	***	0.61	Accepted
H <sub>A4</sub>	<i>Communication and Interaction</i>		0.13	0.019		Accepted
H <sub>A7</sub>	<i>Social Security</i>		0.116	0.027		Accepted
H <sub>A10</sub>	<i>Motivation</i>		0.201	0.009		Accepted
H <sub>A13</sub>	<i>HR Work Policies</i>		0.177	0.017		Accepted
H <sub>A16</sub>	<i>Growth and Development</i>		0.122	0.004		Accepted
H <sub>A2</sub>	<i>Reinforcement and Performance Management</i>	Organizational Commitment	0.114	0.049	0.36	Accepted
H <sub>A5</sub>	Communication and Interaction		0.066	0.256		<b>Rejected</b>
H <sub>A8</sub>	Social Security		0.003	0.956		<b>Rejected</b>
H <sub>A11</sub>	<i>Motivation</i>		0.197	0.018		Accepted
H <sub>A14</sub>	HR Work Policies		0.135	0.087		<b>Rejected</b>
H <sub>A17</sub>	<i>Growth and Development</i>		0.237	0.002		Accepted
H <sub>A3</sub>	<i>Reinforcement and Performance Management</i>	Turnover Intention	0.396	***	0.47	Accepted
H <sub>A6</sub>	<i>Communication and Interaction</i>		0.172	0.005		Accepted
H <sub>A9</sub>	Social Security		-0.005	0.927		<b>Rejected</b>
H <sub>A12</sub>	Motivation		0.017	0.844		<b>Rejected</b>
H <sub>A15</sub>	<i>HR Work Policies</i>		0.221	0.007		Accepted
H <sub>A18</sub>	Growth and Development		0.058	0.438		<b>Rejected</b>

China with 623 respondents found that there is a positive relationship between intrinsic motivation and Job satisfaction (Bangcheng Liu, Thomas Li-Ping Tang & Kaifeng Yang, 2015).

Cheah et al. (2016) revealed that measure of organizational commitment can be achieved through three motivation specific aspects: (i) the acceptance of an employee towards the organization goals (ii) the value created and the level of enthusiasm experienced by the employee to work effectively (iii) rewards. The study conducted by Sanders & Geurts (2009) indicates that HRM practices which effect the employee's performance are based on the three component model (TCM) of motivation. Further the study had suggested that an employee relationship with the organization determines the outcome in the form of organizational commitment. Their study identified that 15 TCM characteristics effect the level of organizational commitment. Hence literature above supports that Motivation has a significant effect on JS and OC.

#### **5.1.2.5 The Factor HR Work policies (HRWP) has a significant influence on employees Job satisfaction (JS) and Turnover intention (TI).**

The sub practices identified under HRWP are as follows:

1. Teamwork.
2. Organisation climate.
3. Organisational culture.

To support the above findings, a study was conducted in U.K with 4708 employees as the respondent, which proved that there is a high correlation between job satisfaction and teamwork (Griffin A.M. et. al., 2001). Turnover intention is an individual

*Chapter 5*  
*Conclusion and Discussion*

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## **CHAPTER 5**

### **CONCLUSION AND DISCUSSIONS**

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This Chapter focuses on the findings, conclusion and the practical implications of the results presented in Chapter 4. In the first part of the chapter findings are written objective wise, in the second part of the chapter conclusion of the research and in the third part practical implications have been discussed along with the limitations of the research study.

#### **5.1 Findings**

The findings of the research study have been discussed objective wise below :

##### **5.1.1 Objective 1: To identify the various HRM practices in the select Indian Life insurance organizations .**

As shown in the chapter 2 the literature review for the study is being done in two ways the narrative review as well as systematic review . Various previous researches have been studied and with the help of the three step delphi technique, all the independent variables RPM, M, HRWP, GD, CI and SS have been identified. Next these factors have been utilised in the study to accomplish the primary objective of the research. These 6 factors helped in identifying the HRM practices which enhance the satisfaction, commitment and Intention of the employees in Indian Life insurance sector.

**5.1.2 To examine the relationship of HRM practices with JS, OC and TI in the select Life insurance organizations.**

Structural equation modeling (SEM) serves a purpose similar to multiple linear regression, but in an expanded way which takes into account various latent or unobserved variables, each of the measured variables with multiple indicators, modeling mediators describing cause and effects, modeling of correlated independent variables (Schumacker & Lomax, 2010). Various models such as linear and its generalized multiple linear regression, multivariate linear regression, analysis of variance, confirmatory factor analysis, reliability analysis, path analysis, SEM for measured variables, multi-group modeling of structural and measurement model, latent growth curve model, and multilevel models can be implemented by SEM. SEM works on more flexible assumptions over multiple linear regression which allows the research methodology to be confirmatory rather than exploratory procedure (Lei, P., & Wu, Q., 2007). SEM uses three approach strictly confirmatory approach, alternative model approach, and model development approach. In strictly confirmatory approach the model is tested by using goodness of fit test which determines the consistency in the pattern of variance and covariance with the path model construct by the researcher. Alternative model approach relates to the real world problem where the researcher tests two or more casual models with different goodness of fit measures to determine the best fit. Model development approach combines exploratory and confirmatory approaches together. In order to establish the results of last hypothesis, confirmatory factor analysis approach under structural equation modeling has been considered to be the most relevant technique. Indicator variables are known as observed variables, which sometimes are called manifest variables too. Latent

variables are those unobserved or construct variables which are measured by their observed or indicator variables. These variables include both dependent variables and independent variables. Independent variables are also known as exogenous variables which have no prior casual variable (Suhr, D., 2006).

As discussed in Chapter 4, out of 18 hypotheses, 12 hypotheses have been accepted and 6 have been rejected. The major findings under this objective are as follows:

1. The Factor Reinforcement and performance management (RPM) has a significant effect on Job satisfaction (JS), Organizational commitment (OC) and Turnover intention (TI).
2. The Factor Communication and Interactions (CI) has a significant effect on employee's Job satisfaction (JS).
3. The Factor Social security (SS) has a significant effect on employees 'Job satisfaction (JS) and Organizational commitment (OC).
4. The Factor Motivation (M) has a significant effect on employees Job satisfaction (JS) and Organizational commitment (OC).
5. The Factor HR Work policies (HRWP) have a significant effect on employees Job satisfaction (JS) and Turnover intention (TI).
6. The Factor Growth and Development (GD), has a significant effect on employees Job satisfaction (JS).



**5.1.2.1 The Factor Reinforcement and performance management (RPM) has a significant effect on Job satisfaction (JS), Organizational commitment (OC) and Turnover intention (TI).**

The sub practices identified under RPM are as follows:

1. Performance appraisal.
2. Performance bonus.
3. Promotion policy.

The above-mentioned sub practices have been identified through the systematic review as shown in Chapter 2 section 2.8. The four parameters of performance management that are mandatory to evaluate: clarity of performance expectation, performance bonus, flow of communication between the employer and employee and performance appraisal process for organizational commitment and job satisfaction (Dessler, 2013). Further, there is a direct relationship between the performance evaluation (performance Appraisal, Promotion policy) has a relationship with job satisfaction, turnover intention and commitment (Mustapha & Daud, 2013). The recurrence of performance evaluation with time is a difficult task to measure because of the uncertainty of the educational qualification and the status of employees at senior level. Hence, the performance appraisal is a challenging aspect which the organisation faces due to the difficulty in measurement of performance, therefore performance evaluation and performance appraisal have a significant effect on turnover intention of employees (Fisher, 1994). A study was conducted in USA, which explained a joint mediator impact of gender and number of years spend in organization with turnover intention. The outcomes of the research recommend the requirement for employers to oversee adaptively, perceiving about the business goals,

hence which shows the relationship of performance evaluation with turnover, satisfaction and commitment of employees in the organisation ( Russ & McNeilly M.K, 2003). On the basis of results of the research study the Life insurance organization should focus more on the performance management practices, as it will increase the profitability of the organisation and change the intention to quit among employees.

**5.1.2.2 The Factor Communication and interactions (CI) has a significant effect on Job satisfaction (JS).**

The sub practices identified under CI are as follows:

1. Horizontal communication.
2. Counselling sessions.
3. Vertical communication.
4. Feedback.

Adiza et. al. (2018) researched on linkage of organisational communication and job satisfaction and stated that there is a correlation between both of them. Further, in the regression analysis of the study the communication shows the relationship with all the sub factors of job satisfaction which were included in the study and job satisfaction predicted 3(C's) of communication. Effective communication vertically as well as horizontally in the organization, brings the clarity of organizational goals to the employees and reduces the work stress and improves the interpersonal relationships, which further leads to the higher level of satisfaction (Bulutlar and Kamasak, 2008; Miller, Ellis, Zook and Lyles, 1990). Hence the Factor communication and interactions (CI) has a significant effect on job satisfaction. In order to increase the level of satisfaction the Life insurance organizations should make communication and

interaction more effective between the employees so that productivity and output of the employees can be increased.

### **5.1.2.3 The Factor Social security (SS), has a significant effect on Job satisfaction (JS) and Organizational commitment (OC).**

The sub practices identified under SS are as follows:

1. Post retirement facilities.
2. Retirement age.
3. Loans and advance of organisation.
4. Disciplinary procedure.

LIC which is a public company provides social security of the job and the same has been supported by many researches that the social security provided by the public organization leads to the Job satisfaction and organizational commitment (Williams J.G, 2004). A study in Taiwan stated that the JS and OC is different in Private and Public organization (Wang, Y. -D., Yang, C., & Wang, K.Y., 2012). Another study, which was done in 2 cities of Poland in which 512 respondents were included and results, stated that high-level employees in public sector organizations have different level of satisfaction when it is compared with the middle and lower levels. It further concluded that the higher-level employees are much more satisfied than the other employees because they are provided with social security benefits in their organisations (Prysmakova, P. & Vandenabeele, W.J Police Crim Psych, 2019). The organizations, which offers low job security experiences low level of performance in employees, whereas organizations in which job security is high lead that to high performance of the employees, which in turn increases the satisfaction level of the

employees (Lucky et. at., 2013). It may be concluded from the above researches that the Factor Social security (SS), has a significant effect on JS and OC. Life insurance organizations must incorporate the HRM practices, which increase the social security so that employees' commitment and satisfaction level can be enhanced.

**5.1.2.4 The Factor Motivation (M), has a significant effect on Job satisfaction (JS) and Organizational commitment (OC).**

The sub practices identified under M are as follows:

1. Career advancement policy.
2. Recognition/Rewards.
3. Sense of belongingness.

Motivation is one of the HRM practices which has an influence on job satisfaction and organisational commitment. Motivation stimulates an employee to perform his job task to accomplish the desirable outcomes. Lolitha & Johnson (2015) worked on the statistics factors (age, work understanding and sexual orientation) and stated that employer should consider these factors before employees job empowerment. They founded that expansion of job tasks, continuation of duty and degree of responsibility effects the level of job satisfaction. The overall career satisfaction and self esteem depends on the three hygiene factors of motivation namely, recognition, rewards with appreciation and career advancement opportunities. These hygiene factors lead to job satisfaction (Garske & Gregory G. 2019).

The study by Kelvin Pang & Chin-shan Lu (2018) resulted that financial rewards are one of the factors which enhance the organisational performace and satisfaction level of the employees and futher increase employee commitment. A study conducted in

willfulness to leave a present place of employment. The turnover intention is characterized as “the impact of individual and ecological variables, which prompts the individual to leave his job because of the psychological illness” (Adebayo and Ogunsina, 2011).

Fu and Deshpande (2013) stated that organisational culture and organisational climate are the two factors which effect the intention to quit the organisation. Jaramillo, Mulki and Solomon (2006) proposed that stress and psychological condition increases the turnover intention. The research concluded that work stress is one of the factors which effects more to the satisfaction level and turnover intention. A study which was conducted on public and private hospital employees revealed that turnover intention predicts all the variables of organisational culture. Therefore, turnover intention has an significant relationship with organisational culture (Jacob & Roodt, 2011). With the support of the above researches it can concluded that Factor HR work policies (HRWP) have a significant effect on employees JS and TI.

**5.1.2.6 The Factor Growth and development (GD), has a significant effect on employees Job satisfaction (JS).**

The sub practices identified under GD are as follows:

1. HRD.
2. Quality circle.
3. Financial status.

(Mabaso, 2017) stated that compensation is very important to motivate and retain the existing employees in an organization. If the employees believe that they are not compensated for their skills and hard work, they develop a sense of emotional

## 5.4 Implications

### 5.4.1 For Life insurance industry

The attrition rate in the Life insurance companies is very high. The study result will help to reduce the attrition Life insurance industry. Retention of the employees is a very big problem in the Life insurance sector, which can be reduced by the following suggestions that are being derived from this study:

1. Life insurance organizations should strive to offer job opportunities that provide better compensations and benefits by implementing multiple levels of promotion in the early years, so that JS and OC can be increased. The organizations should make an effective performance management so that turnover intention can be reduced. As in the study Reinforcement and performance management is the factor, which influences all dependent variables.
2. The Life insurance organizations can begin the process of recruitment and selection phase by providing realistic job previews to potential employees. This would be a good way for prospective employees to gain practical experience and perspective of the career choice prior to make the commitment towards the organization. As in the study Growth and development is a factor, which influences the JS level. With implementation of good Growth and Development Practices employee retention can be maximized.
3. The HR work policies should be more effectively framed so that OC can be enhanced.

dissatisfaction towards the organization. These emotional discrepancies will continue to grow and accumulate over time making the employees unhappy and dissatisfied with their present job. The salary and other fringe benefits have a strong influence on the behavior of the employees such as low productivity, tardiness, turnover and organizational effectiveness. There are various studies which has supported that rewards, recognitions which are related with to the financial status and others do have a significant effect on job satisfaction which have been conducted in different sector and different regions (Anita & Areachairperson-Hr, 2012; Babushe & Narendranath, 2013; Dongre, 2014; Farahbod & Arzi, 2014; Goyal & Shrivastava, 2011; Kabir, 2011; Kaufman, Sutphin, Hass, & Lambur, 2011; KOC Assistant & Saracoglu, 2014; Mudor & Tooksoon, 2011; Olusegun, 2013). Reza & Karapourian ( 2012 ) stated that effectiveness of quality circles helps in improving the quality of work-life which further leads to job satisfaction. This supports the findings of the current study that the Factor Growth and development (GD), has a significant effect on employees JS.

### 5.1.3 Discussion

The following are the results of the SEM (Structural Equation Modelling):

1. RPM ( $\beta= 0.286$ ,  $t\text{-value}=4.535$ ), CI ( $\beta= 0.13$ ,  $t\text{-value}=2.351$ ), SS ( $\beta= 0.116$ ,  $t\text{-value}=2.205$ ), M ( $\beta= 0.201$ ,  $t\text{-value}=2.595$ ), HRWP ( $\beta= 0.177$ ,  $t\text{-value}=2.39$ ), GD ( $\beta= 0.122$ ,  $t\text{-value}=2.77$ ) on job satisfaction (JS), which supports the hypothesis HA1, HA4, HA7, HA10, HA13 and HA16.
2. RPM ( $\beta= 0.114$   $t\text{-value}=2.996$ ), M ( $\beta= 0.197$ ,  $t\text{-value}=2.358$ ) and GD ( $\beta= 0.237$ ,  $t\text{-value}=3.146$ ) on organizational commitment (OC), which supports HA2, HA11 and HA17. For the turnover intention (TI), RPM ( $\beta= 0.396$ ,  $t\text{-value}=2.996$ ), M ( $\beta= 0.197$ ,  $t\text{-value}=2.358$ ) and GD ( $\beta= 0.237$ ,  $t\text{-value}=3.146$ ) on turnover intention (TI), which supports HA3, HA8, HA9, HA12 and HA14.

value=5.456), CI ( $\beta= 0.172$ , t-value=2.783) and HRWP ( $\beta= 0.221$ , t-value=2.678, which supports Hypotheses HA3, HA6, HA15.

3. CI ( $\beta= 0.066$  t-value=1.135), SS ( $\beta= 0.003$  t-value=0.055), HRWP ( $\beta= 0.135$  t-value=1.71) on organisational commitment has not been supported and hence  $H_{A5}$ , HA8, HA9 are rejected. According to the results it is concluded that :

- Communication and interaction (CI) does not have a significant effect on organizational commitment, suggesting that having an effective communication network in the Life insurance companies may not impact the commitment level of employees. Hence  $H_{05}$  is accepted. But CI will have an impact on the JS and OC level.
- Social Security (SS) does not have a significant effect on organizational commitment, suggesting that adding the extra benefit for the social security need of an employee by the Life insurance companies may not impact the commitment level of employees. Hence  $H_{08}$  is accepted.
- HR Work Policies (HRWP) does not have a significant effect on organizational commitment, which suggests that improvements in the HR Work policies may not impact the organizational commitment of the employees. Hence  $H_{09}$  is accepted. But effective HRWP will have an impact the JS and OC level of the employees.

4. SS ( $\beta= -0.005$  t-value=0.927), M ( $\beta= 0.017$  t-value=0.197) and GD ( $\beta= 0.058$  t-value=0.438) on turnover intention was not supported and hence HA12, HA14 and HA18 are rejected. According to the results it is concluded that:

- Social Security (SS) does not have a significant effect on turnover intention, suggesting that if the social security is provided to the employees of Life insurance companies may not impact the turnover



intention of employees. Hence  $H_{012}$  is accepted. But SS will have an impact on the JS level of the employees.

- Motivation (M) does not have a significant effect on turnover intention, suggesting that the effective motivation practice in the Life insurance organisations may not impact turnover intention of employees. Hence  $H_{014}$  is accepted But the Motivation as a HRM factor will an impact on the JS and OC level of employees.
- Growth and development (GD) does not have a significant effect on Turnover intention, suggesting that an effective training and development model and clear career planning, may not impact the turnover intention it is because of the economic changes of the market or goodwill of a particular company. Hence  $H_{018}$  is accepted. But Growth and development as a HRM factor will an impact on the JS and OC level of employees.

## 5.2 Conclusion of the Study

The analysis conducted through Structural equation model (SEM), which explored the extent of relationship that exists between HRM practices JS, OC and TI. The Life insurance industry was witnessing an increase in the employment post nationalization and banking reforms. The increase in the number of foreign collaborations increased the demand for employees both in the banking and insurance industry. According to the annual report of IRDA (2017-18), along with growth of India's potential market, it is estimated that the Life insurance industry will witness a high rate of growth in the coming years. However, there are many factors that can cause hindrance in growth of Life insurance organizations in India. With widening of life insurance market the trends indicate increase in the growth of the job market. The rising employment opportunities

offered the employees a variety of options and they no longer relied on their present jobs. The employees have started making comparison in terms of the benefits, rewards and recognitions offered to them. This increased the importance of HRM practices adopted by the organizations. The organizations started framing new HRM practices with the motive to retain their existing employees and attracting expert individuals as their employees from the market. The companies started framing policies, rules and regulations for the employees. In addition to this, the organisations started adopting new HR strategies that can be beneficial for the employees and would motivate them to stay committed with their present organization. These strategies acted as the main instrument through which the HR departments in these companies competed in the market.

The employees always desire certain type of benefits from the organization for which they are working. The employee's perception about their job determines the intention to be committed and associated with the organization for a long term. Therefore, the employment situation in the insurance industry totally relies upon the factors such as the level of job satisfaction, organizational commitment and turnover intention. Further, these factors depend on the HRM practices adopted by an organization. In the study, results show that HRM practices have a direct link with job satisfaction, organizational commitment and turnover intention. In the Life insurance sector, it is required that more and more effective HRM practices should be used so that attrition rate can be controlled. The current study follows the research objectives discussed in the previous sections and makes the following significant contribution to the Life insurance sector:

1. The study links the HRM practices with job satisfaction, organizational commitment and turnover intention. Although there is an existence of literature which conceptualize and define the relationship of HRM practices with job Satisfaction, the relationship of HRM practices with organizational

commitment and the relationship of HRM practices with turnover intention individually, but the present study establishes the link of the HRM practices with job satisfaction, organizational commitment and turnover intention as a whole.

2. The research study builds up a SEM model, which characterizes the constructs that influence job satisfaction, organizational commitment and turnover intention in the Indian Life insurance sector.
3. The study suggests HRM practices, which should be adopted to decrease the attrition rate and retain the best talent within the organization and reduce the employee's intention to quit.

### **5.3 Recommendations**

The recommendations will help the Life insurance organizations to enhance the JS, OC and reduce TI. Further the recommendations will help the senior level management of the Life insurance organizations to have effective management so as to achieve the profitability of organizations. The recommendations are based on results of Structural equation modelling (SEM) results.

#### **5.3.1 Effective rewards and appraisal policies for Employees**

The employees play a crucial role in the Life insurance industry. They are responsible for sharing the information with the customers. In addition to this, their attitude and behavior determine the relationship with the customers. Further, efficient employees can help the insurance companies in retaining the existing policyholders for a long term. This is because the sales and marketing tools used by them have maximum influence on the policyholders (Parameswari & Yugandhar, 2015).

In order to retain these employees, the HRM practices should be framed in a manner, which can act as motivating force. The incentives can be given in the form of performance appraisals and rewards. Through these incentives, the companies can make these agents realize that they are an important part of the organization. In addition to this, employees will develop a feeling that they are being compensated for their hard work and the extra effort they put in their work.

They will develop commitment towards the organization and would desire to get associated with the company for a long term. Better compensation and rewards will make them feel satisfied. The higher level of job satisfaction and commitment will, in turn, reduce the amount of turnover intention.

### **5.3.2 Adopting new Training and development techniques in the Life insurance industry**

Overtime, the employees desire higher standards of living due to which they have become more committed towards their career. Employees always desire growth opportunities, which can yield higher returns in the future. In addition to this, the growth in technology has raised the demand for employees who possess strong critical thinking skills and ability. Further, the employees must also possess greater knowledge in context to the use of the latest technology and communication tools (Vyas & Sengupta, 2013).

In order to achieve higher growth, the Insurance organisations must focus upon the training, education, and development of the employees. This training should be provided at all levels of management including the senior and middle-level

employees. So that, the employees must be segregated in different groups according to their skills and experience. In addition to this, the HR department must examine the skills, knowledge, and abilities of the employees before and after the training sessions.

For the newly recruited employees, induction-training programs must be framed. The sales staff or agents should be provided with a training module that comprises of sales effectiveness, product knowledge, problem-solving techniques, and IT knowledge. The training module for the senior management must focus upon solvency, capital requirements, corporate governance, audit compliance, and risk management. The middle management should be trained for using new software and artificial intelligence techniques. Further, to make employees work in a team, there must be cross-functional training and the focus should be on team training, and orientation training.

If the employees feel satisfied with the training, they will be more interested towards the organization. In addition to this, they will feel more committed and would be satisfied with their job. A higher level of commitment and job satisfaction will, in turn, reduce the turnover intention of the employees.

### **5.3.3 Adoption of New leadership models**

Leadership always acts as an instrument that determines the success and failure of any organization. Leadership in the financial sector is a much more challenging task than any other form of leadership. This is because the financial sector involves strategic decisions that involve the management of a high level of risk. Any wrong decision in the insurance can deliver an outcome in the form of huge failures. All the failures in the insurance market are due to the external circumstances that are exposed to

weaknesses and vulnerabilities because of the non-effective HRM practices that are being followed.

For this purpose, it is essential that the leaders assess the risk and opportunities. In addition to this, it is essential that the leaders explore all sought of techniques that can motivate the employees and engaged them in the organization. Effective communication between the leaders and the employees both at personal and work level can bring a sense of belongingness with the organization.

#### **5.3.4 Fair Compensation and Security**

Compensation acts a decision tool for the employees, which assist them in deciding the extent of association of the employee with the organization. This compensation comprises a set of tools including the base, variable pay, equity, incentives and benefits. The HR departments always face a major challenge in form of providing fair compensation to the employees in order to ensure job satisfaction. As many researches explained in chapter 2 Literature review have supported that compensation is a major factor, which influence the employee's job satisfaction, organizational commitment and turnover intention.

The HR department needs to develop a well-designed compensation framework that can determine the behavior of the employees in regard to the clearly defined goals of the organization. The fair level of compensation and promotion strategies motivates the employees to deliver a high level of performance. In order to ensure an effective compensation system, the HR department must be transparent with respect to the level in which the compensation system operates in an organization. A proper target must be discussed with the employees for their rewards and appraisals. A transparent

mechanism in acknowledging the hardworking employees in front of others will ensure the satisfaction as well as commitment towards the organization.

### **5.3.5 Employee Involvement**

Many a times the employees feel dissatisfied if they are not involved in discussions and decisions of the organization. The HRM practices that encourage the involvement of employees in the strategic decisions of the organization promote transparency. The employees must be engaged in decision-making process in addition to the autonomy for executing the associated work actions associated. This makes the employees realize that they are an important part of the organization. This encourages the employees to develop commitment towards the organization and reduces the probability of quitting the organization, in turn, reducing the attrition rate in the organization. Other de-stress skills can be organized in the organization that looks forward to employee's health as well as emotional aspect.

### **5.3.6 Proposed model**

The Proposed model is based on the results of the study and the Literature review done in Chapter 2. This is a proposed suggestive model.

#### **5.3.6.1 Selective Hiring**

The attitude of the human capital determines the success and failure of the firm. To achieve this, it is important to recruit and retain selective candidates that have a positive attitude towards the organization. The human resource department must possess methods to identify skills and the interest of candidates. Therefore, the main responsibility of the HR department is to apply the correct selection approach during

the time of recruitment. Selection of the right candidate is important because negative attitude in any employee can create large-scale spillover effects on the other employees as well. Apart from written examinations, preliminary interviews, and group discussions, the organizations must conduct a personality test in order to discover an individual's system, emotional reactions, maturity, and characteristic mood. This helps the HR managers in evaluating emotional control, decisiveness, sympathy, stability, and self-confidence of the candidate. Further, the management can conduct an interesting test of the individual in order to understand an individual's likes and dislikes in relation to the person's job, occupations, hobbies, and recreational activities. This is done to find out the area of job range/occupation in which the candidate must be interested. A clear transparency should be maintained in terms of recruiting a desired candidate.

#### **5.3.6.2 Employees Counselling**

One of the major reasons of high attrition rate in the insurance industry is due to lack of identification of the needs of an individual. The HR department hardly takes any initiative or incentive to understand the problems of the employees. This, in turn, led to high rate of absenteeism and reduced productivity. Employee counseling can assist the HR managers in solving these problems. Employee counseling is the process that can help the employees as well as managers to gain knowledge about the performance of the organization. It acts as a tool to help the employees in improving their performance. The HR managers act as a counselor or hire counselors to discuss the problems of the employee. Organizing employee assistant programmes can also do this. This helps the management in arriving at certain conclusions about the



dissatisfaction among the employees. After understanding the problems, the HR managers formulate an action plan to explore the possible solutions and execute these solutions. Employees have different needs and the HR must understand it.

### **5.3.6.3 Job Rotation**

The scientific management approach of employee management highlighted that jobs must be divided into a simple and repetitive task in order to maximize productivity. However, there was limited scope for innovation, creativity, and variety. The workload on the employees often has a negative impact on the employees. High work pressure on the employees often makes them feel bored. The process of job rotation can be defined as the process of systematic movement of the employees from one job to another. The process involves the periodic shift of employees from one task to the other that requires a different set of skills. This helps the employees in developing an interest in their work. This is because they learn a new set of skills, which satisfies them. In addition to this, the job rotation approach helps the employees in expanding their scope of work through social interaction and personality development. Further, it motivates the employees and provides the opportunity of utilizing their abilities. This, in turn, improves the productivity and performance of the employees.

### **5.3.6.4 Recreational activities**

The organisation must also take notice of employee's physical as well as emotional status since it directly impacts the working of the company. In this regard, the study recommends that the organisation must organise on site meditation, games, and flexibility in working with the company.

The proposed model is further elaborated in the figure 5.1.

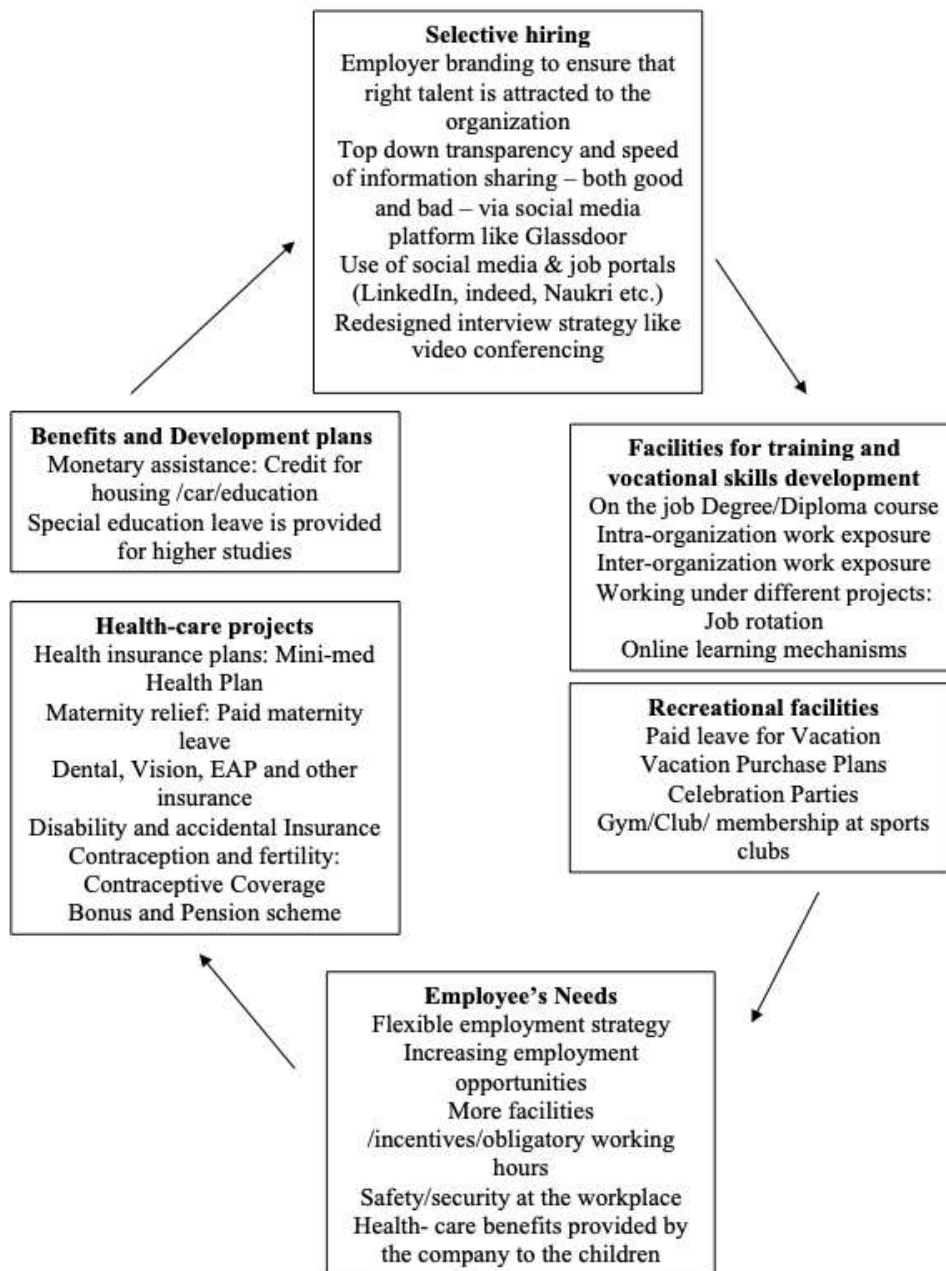


Figure 5.1: Proposed Model

Since JS and OC are the best predictors of employee intent to quit, organizations should conduct formal assessments of their employees to measure success in providing an employment environment that promotes JS and OC. This may provide useful information for analyzing and modifying HRM practices that will help to improve the deficiencies in employee perception of JS and OC.

#### **5.4.2 For Academicians**

As shown above in the previous section, there is lack of literature available with regard to the Indian life insurance industry, which shows the relationship of HRM practices with job satisfaction, organizational commitment and turnover intention. The research study increases the value of the present writing in research field and gives the academicians an extent of study.

#### **5.5 Limitations**

The present study entails a few limitations that can influence the relationship of HRM practices on JS, OC and TI of the employees in Life insurance industry, which are as follows:

1. The study focused only upon HRM practices, which are internal to the organizations. However, there are many external forces that impact the HRM practices adopted by an organization.
2. The study was limited to the branches of Life insurance companies situated in Delhi region only. Employees operating in any other state may hold a different view of the level of JS, OC and TI. This may be due to the fact that employees working in Insurance companies of Delhi may witness greater employment opportunities in comparison to any other state. Due to very vast and varied

geographical expanse of India, the respondents in the study represent only a certain geographical region. A more diverse coverage of geographic regions could have given more generalizable view.

3. The study captured insights from 409 employees (middle level and Senior level) working in select Life insurance companies. These companies may not highlight the thinking and perspectives of the whole Life insurance industry in India.
4. The study focuses only on the employees in the life insurance industry; this kind of study can be implemented in various other sectors also.

## **5.6 Scope for Further Research**

The future scopes of the research are as follows:

1. The Indian Non-Life insurance sector has displayed a high growth in the past few years. However, Indian non-Life insurance sector is also facing tough competition from the developed countries. This competition has arisen through the innovative products in form of new types of health and medical insurance. Many studies have targeted the growth and innovation in Asian countries like China and Japan. Similar studies can be in context with the growth of employment scenario and challenges in the Non-Life insurance sector in India.
2. As the study reveals that though many private players have entered in the Life insurance industry in India, LIC continues to be one of the dominant players in the industry. The future studies should target the factors that affect the growth in public and the private sector in the Life insurance industry. In addition to

this, the studies can focus on the reasons and policies due to which LIC continues to be the most dominant players in the industry.

3. The present study focuses upon the HRM practices that influence JS, OC and TI in the Life insurance industry in India. In this context, other studies can focus on the comparative analysis of the HRM practices in India with that of other countries. This type of research will provide insights that HRM practices and policies adopted in developed countries can help in improving the turnover intention in the Indian Life insurance industry. In addition to this, this research will provide the direction in context to the policies that must be adopted by Indian government to improve the current employment scenario in India.
4. The present study analyzed the perception of the senior level and middle-level employees in the Life insurance industry. The future studies must capture insights even from the staff members involved in low skilled jobs and must compare the perception of the employees at different levels of the job. This will help in understanding the perception and views of employees at different levels of hierarchy.
5. The skills and experiences of employees are the greatest asset to the organization. In this context, the present study highlighted that HRM practices related to JS, OC and TI, which play a major role in determining the growth of Life insurance companies in India. However, there are several economic conditions such as recession, unemployment etc. that affect the growth scenario in the Life insurance industry in India. The future studies should focus on such economic changes.

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*Annexures*

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## QUESTIONNAIRE

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The following questionnaire purported to conducted survey with employees of insurance sector based in Delhi, has the aim to explore the HRM practices in each of the organizations and understand their corresponding relationship with job satisfaction, organizational commitment and turnover intention

### Section A: Demographic Profile

1. Gender

- Male
- Female

2. Age

- 25-34 years
- 35-44 years
- 45-54 years
- Above 55 years

3. Educational Qualification

- Diploma
- Graduate Degree
- Post-Graduate degree
- Vocational Course
- Professional Course (management, engineering, etc.)

4. Position held

5. Administration (Middle Level)

6. Administration (Senior Level)

7. Middle Management Level

8. Senior Management Level



9. Duration of position held

- 0-3 years
- 4-7 years
- 8-11 years
- 12-15 years
- More than 15 years

10. Duration within the Company

- 0-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- More than 21 years

11. Yearly Remuneration

- < 5 lakhs INR
- 5-10 lakhs INR
- 10-15 lakhs INR
- More than 15 lakhs INR

**Section B: Perception on HR practices**

The following 14-item questions on the perception of general HR practices within the case organization is based on 5-point Likert on relevance, where 5= Excellent, 4= Above Average, 3= Average, 2= Below Average, and 1= Very Poor. Select the one which is more relevant to your organizational practices.

	<i>HR Practices</i>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
	<b>Motivation</b>					
M1	Training and Development opportunities					
M2	Sense of belongingness					
M3	Leadership skills of Supervisor					
M4	Recognition/Reward					
M4	Promotion Policy					
	<b>Growth and Development</b>					
GD1	Promotion Policy					
GD2	HRD of Organization					
GD3	Quality Circle					
GD4	Work-life balance					
GD5	Financial Status of Organization					
GD6	Counselling session for employees					
	<b>Social Security</b>					
SS1	Post Retirement Facilities					
SS2	Retirement Age					
SS3	Loans and advances from organization					
SS4	Disciplinary procedure					
	<b>HR Work Policies</b>					
WP1	Replacement Planning					
WP2	Teamwork					
WP3	HRP of Organization					
WP4	Time spent in Orientation					
	<b>Communication and Interaction</b>					
CI1	Organizational outcome					
CI2	Organizational culture					
CI3	Personal employees dimension					
CI4	Counselling session for employees					
	<b>Reinforcement and Performance Measurement</b>					
RPM1	Performance Appraisal					
RPM2	Performance bonus/commission					
RPM3	Reward and reinforcement					
	<b>Guidance and Supervision</b>					
GS1	Perceived organizational support					
GS2	Perceived employer support					
GS3	Organizational justice					

	<i>HR Practices</i>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
	<b>Turnover Intention</b>					
TI1	Retention Strategies					
TI2	Promotion based on performance					
TI3	Interpersonal relationship					
	<b>Wellness Strategies</b>					
WS1	Provision of health and wellness programmes					
WS2	Setting performance target for subordinate					
	<b>Terminal Benefits</b>					
TB1	Good Terminal Benefit					
	<b>Healthy Work Culture</b>					
HWC1	Trust enthusiasm					
	<b>Supportive Environment</b>					
SE1	Right Sizing Strategies					
	<b>Couple Hiring</b>					
CH1	Dual couple career					
	<b>Job Security</b>					
JS1	Job security					

**Section C:**  
**Perception about Job Satisfaction, Organizational Commitment and Turnover**  
**Intention**

S.no.	Constructs	Questions	5	4	3	2	1
		<i>"I am compensated fairly for the work that I perform".</i>					
1.	<b>Job Satisfaction</b>	<i>"Fringe benefits provided by extension are competitive with those offered by other organizations with which I considered employment".</i>					
		<i>"People get ahead as fast in my organization/ I am satisfied with my chances for promotion".</i>					
		<i>"My Supervisor keeps me informed about important issue and he is fair to me".</i>					
		<i>"I feel my job is meaningful and I enjoy my job".</i>					
		<i>"I am satisfied with the people I work with".</i>					
2.	<b>Organizational Commitment</b>	<i>"I am proud that I work in this organization and I am happy to spend my career in this organization only".</i>					
		<i>"I like my profession too much to think about changing".</i>					
		<i>"One of the major reason I continue to work for this organization is that leaving would require considerable personal sacrifice and another organization may not match the overall benefit I have here".</i>					
		<i>"One of the few serious consequences of leaving this organization would be the scarcity of available alternatives".</i>					
		<i>"I think that people these days move from company to company too often".</i>					
		<i>"One of the major reasons I continue to work in this organization is that I believe loyalty Is important and therefore feel a sense of moral obligation to remain".</i>					
3.	<b>Turnover Intention</b>	<i>"I often think about quitting my present job".</i>					
		<i>"I will probably look for a new job in the next year".</i>					
		<i>"As soon as possible, I will leave the organization".</i>					

*Any other comments*

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*Thank You!*

## LIST OF PUBLICATIONS

<i>S.no.</i>	<i>Title of the Paper</i>	<i>Name of the Author</i>	<i>Name of Journal</i>
1.	<i>Predictive Modelling of Employee Turnover in Indian IT Industry using Machine Learning Techniques</i>	<i>Khera N. Shikha &amp; Divya (2019)</i>	<i>Vision- The Journal of Business Perspectives,2019 SAGE</i>
2.	<i>*Impact of IRDA guidelines on Consumer Confidence in Life Insurance Market: Then and Now.</i>	<i>Khera N. Shikha &amp; Divya (2019)</i>	<i>JJBR(Jindal Journal of Business Research published through SAGE)</i>
3.	<i>*Substantiation of the Impact of Innovative Human Resource Management Practices (IHRPs) on Employee Commitment and Turnover Intention in Indian Life Insurance Sector</i>	<i>Khera N. Shikha &amp; Divya (2019)</i>	<i>Journal of Insurance Institute of India</i>
4.	<i>Relationship of Human Resource Practices with Job Satisfaction, Organizational Commitment and Turnover Intention: A Conceptual Model</i>	<i>Khera N. Shikha &amp; Divya (2017)</i>	<i>Journal of Central University of Haryana Volume 2</i>
5.	<i>Breaking the glass Ceiling: Gender Parity in Boardrooms in India</i>	<i>Khera N. Shikha &amp; Divya (2017)</i>	<i>University News</i>
6.	<i>Myraids of colors: From Household to Corporatism</i>	<i>Divya &amp; Mishra (2015)</i>	<i>Women Empowerment, Vol I, issue I , pp. 121-138, ISBN-13:978-935125-160-6.</i>
7.	<i>Measuring Personality Traits with 'Big Five' Model: A Scale of Development study</i>	<i>Divya &amp; Mishra (2014)</i>	<i>Business Researcher, Vol II issue I, pp. 2-13. ISSN-2321-2659.</i>

\* S.No. 3 is in press for publication.

### International Conferences

- Paper Name : “Attractive Succession planning a new mantra for retaining Human Asset” Presented in 6<sup>th</sup> International Conference on Contemporary Business (ICCB) 2012 at IIT Delhi on 18<sup>th</sup> & 19<sup>th</sup> October 2012.
- Paper Name: “Making of Digital India: Effect of Demonetisation on the shadow economy” in Embracing the Digital era: Management Perspectives”, Presented in International Conference on Embracing the Digital Era: Management Perspectives at GGIPU Delhi on 13<sup>th</sup> January 2017.

3. Paper Name: “Dare to be different: A Constructive study of linking Human resource Practices and Innovation Performance”, Presented in XIX Annual International Conference on Managing Digital Revolution: Inventing Future India at DTU Delhi on 5<sup>th</sup> & 6<sup>th</sup> January 2018.

### **Other Conferences**

1. Paper Name: “Measuring Personality Traits with Big Five Model: A Scale Development Study”, Presented in National Conference on Contours of Commerce Education in India at MD University Rohtak on 12<sup>th</sup> May 2013.

### **Wokshops Attended**

1. FDP of 2 days on “Rubrics of Analytical Management Research” at RDIAS Rohini, Delhi in October 2012.
2. FDP of 2 days on “ Panel Data Regression Modelling” at Apeejay Institute of Management , Delhi in December 2013.
3. Workshop on “R Software” at Delhi School of Management, DTU Delhi in August 2014.