

**A STUDY ON EMPLOYEE SATISFACTION IN
BHARTI AXA HEALTH INSURANCE COMPANY**

Dissertation Submitted to



The IIHMR University, Jaipur

For the partial fulfilment for the award of the degree of

Master of Business Administration (MBA)

In

Hospital and Health Management

By

Nancy Batra

Under the Supervision and Guidance of

Dr. Nutan P. Jain

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STUDENT DECLARATION

I hereby declare that this dissertation titled “**A study on employee satisfaction in Bharti Axa Health Insurance company**” is the bonafide record of my original research work. I declare that it has not been submitted to any other university or institution for the award of any degree or diploma. Information derived from the published or unpublished work of others has been duly acknowledged in the text.



NANCY BATRA

DATE-

CERTIFICATE FROM ORGANISATION



Date: 16-Jun-2021

TO WHOM SO EVER IT MAY CONCERN

This is to certify that Nancy Batra (Emp. Id: IN009090) is been employed as a full-time employee with us since 05-Apr-21 to till date. The current designation is Trainee and is based at our NCR - Noida office.

This letter is being issued to the employee for her dissertation completion on the topic "A study on employee satisfaction at Bharti AXA General Insurance Company" as a part of her MBA program from IIHMR University, Jaipur.

For Bharti AXA General Insurance Company Limited



Authorized Signatory

Registered and Corporate office address: Bharti AXA General Insurance Company Limited, Unit No. 1902, 19th Floor, Parinee Crescenzo, "G" Block, Bandra Kurla Complex, BKC Road, Near MCA Club, Bandra East, Mumbai - 400051. IRDAI Registration No. 139, Corporate Identification Number: U68030MH2007PLC351131

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I would finally like to thank my team Persona accidents and health claims team at Bharti Axa for being guiding force in completing my project.

Sincerely,

Nancy batra

MBA(HM) – 24th batch

2019-2021

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ABSTRACT

TITLE- A study on Employee Satisfaction in Bharti Axa health insurance company.

BACKGROUND- Employee satisfaction is a measure of how happy workers are with their job and working environment. If we look around the workplaces and organization, there is no dearth of competitors in the market, thus it is essential that the employees work with their utmost dedication and sincerity in the organization. If the satisfaction level of the employees is high, they would produce superior quality performance in optimized time and hence in turn help in increasing the profit of the organization.

OBJECTIVES-

- To assess the level of satisfaction among the employees in the organization.
- To identify the key factors that contribute to employee satisfaction.
- To identify the key areas of improvement in order to increase the satisfaction level among the employees.

METHODOLOGY- The study was conducted in Bharti Axa insurance company, Noida during April to June 2021. The study adopts cross sectional study design. A total of 51 employees from different teams/ units were interviewed using self - administered questionnaire developed by the Intern.

RESULTS- The results revealed that 60% of employees were satisfied with the organisation as a whole. The elements affecting employee satisfaction and playing a crucial role in producing dissatisfaction in Bharti Axa employees were a lack of training at work and pay and allowances, employees being undervalued and unappreciated by management, poor-work life balance and lack of management policies and new initiatives by organization.

CONCLUSION- Companies must develop an enabling environment that allows for remuneration, new initiatives for personal growth, recognition and appreciation, stress management measures, and team bonding. They should also maintain a pleasant and productive working atmosphere at their place of work thereby decreasing employee dissatisfaction.

INTRODUCTION

Employees who are satisfied are happy employees who assist their co-workers and others in cooperating with the organization, even in times of emergency. Employee satisfaction plays an important role in organizational productivity. Employees are the most valuable resource for all organizations; the longer an employee works for a company the more valuable it becomes ⁽¹⁾. Employee satisfaction not only affects employees, but also customer satisfaction and the productivity of the organization.

Employee satisfaction, also known as job satisfaction, is the level at which an individual is satisfied with their work and the role in their job that it plays in their lives. Employee satisfaction, the second popular driver of sustainable businesses, refers to the extent of contentment, happiness or satisfaction shown by employees with respect to their jobs, irrespective of the fact, whether they like their nature of work or job profile within the organization (Almatrooshi, Singh and Farouk, 2016) ⁽²⁾. When an employee leaves a job, it creates a negative effect and pressure on him. No individual wants to quit their job easily. However, even if employees do not find their work enjoyable, they still come to the office for the sake of a salary, which helps them to survive in this world ⁽³⁾.

There are many important factors and roles that affect the effectiveness of the organization, and one of the leading factors in them is the satisfaction of employees. ⁽³⁾ Employee satisfaction largely depend on the kind of working environment employees get in the organization ⁽¹⁾. If the organization has a good working environment it would yield happy employees.

The effectiveness of the management depends upon customer satisfaction, employee duties, employee satisfaction, job satisfaction and many more. The factor that is taken as a focus of this study here is “employee satisfaction”. Furthermore, Human resource is a key resource that has kept all the high ranked companies up in the ladder ⁽³⁾. All those companies provide remuneration and good working environment to their employees which in turn make their employees happy. A leading human resource company, “Decision wise” (2014) states that "The satisfaction of employees is emotional commitment to their work, passionate, energetic towards their work. It is defined as a state of spirit, heart and hand.” ⁽⁵⁾

In recent years, the Indian insurance industry has been under severe pressure from both internal and external forces. Higher satisfaction and performance are facilitated by intrinsic factors like motivation, happiness and contentment. External factors which include working conditions like heat, noise, lighting, ventilation, working hours, cleanliness, and resources have been hampered due to Covid-19 in the recent time. Absence of external factors has affected employee mindset.

Job-related stressors have been demonstrated to cause psychological, bodily, and behavioural stress reactions, such as exhaustion, misery, and psychosomatic disorders. The absence of such factors makes the job of employees more demanding physically and emotionally which is why it is essential to study employee satisfaction in Bharti Axa Insurance company.

Study Objectives:

- To assess the level of satisfaction among the employees in the organization.
- To identify the key factors that contribute to employee satisfaction in Bharti Axa insurance company.
- To identify the key areas of improvement in order to increase the satisfaction level among the employees.

Various employee satisfaction surveys tools were reviewed and modifications were done in the same. source-jotform.com(10)

KEY DOMAINS AND INDICATORS-

1. Inter personal relationship

Indicators -

- The trust imposed on employees by their superiors
- Trust in superiors for their encouragement
- Mutual Co -operation among people in the organization
- Care Shown by the superior in learning the job
- Way of listening to the suggestions made by employees

2. Pay and allowances

Indicators:

- Getting a decent income for the job performed.
- Sufficiency of income to meet family expenses
- Availability of scope for schemes of financial rewards
- Link between performance and rewards maintained by the existing system
- Clarity and ability to understand the pay and allowance by the management

3. Work environment

Indicators -

- Availability of pleasant physical environment
- Provision of lighting and ventilation facilities at the work place
- Feasibility of the working hours
- Efficiency of the equipment and tools at the work place
- Implementation of safety norms in the organization

4. Training

Indicators -

- Sufficiency of imparting training programme
- Usefulness of the training to acquire knowledge and skill
- Sufficiency of the duration of the training programme
- Encouragement to participate in the external training courses
- Seriousness on the outcome of the training programme

5. Personal growth and development

Indicators -

- Availability of schemes for personal growth and development
- Conduct of programme for personal growth and development
- Interest shown by the superiors in the development and growth of their subordinates
- Selection criteria followed for promotions

6. Management policies

Indicators -

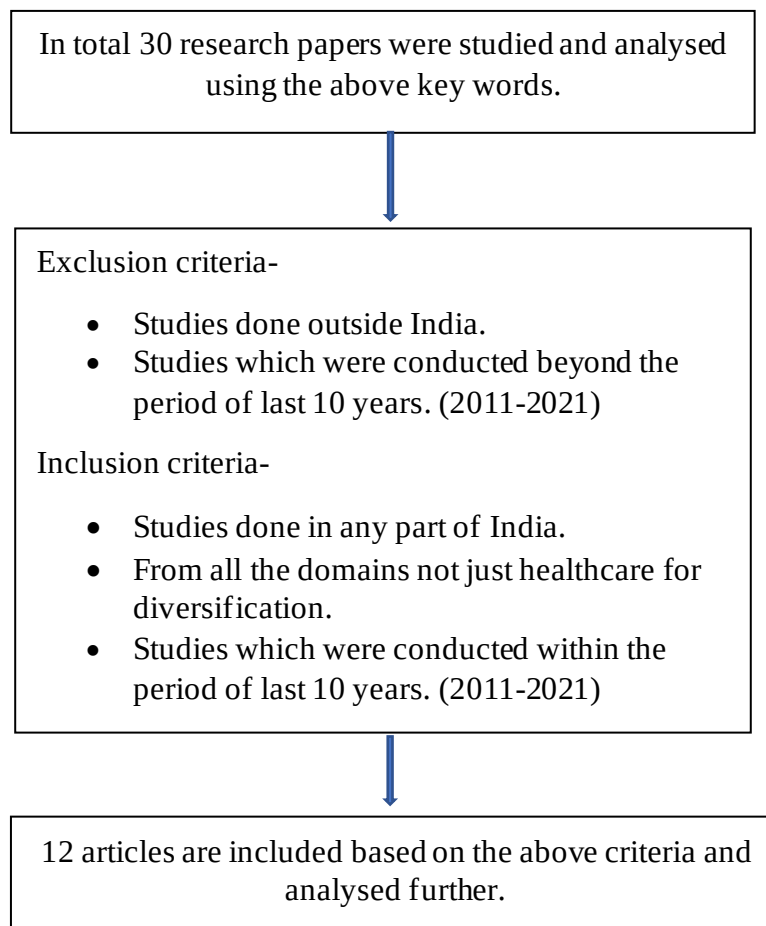
- The policies of management create conducive work environment.
- Employee welfare and its correlation with productivity
- Career opportunities and their growth is immensely considered by the management
- Trust and openness strategies of the management

REVIEW OF LITERATURE

Review of literature for conducting the study were searched with the help of PubMed and Google Scholar. The research papers were studied and analysed for the same. A total of 30 research studies were analysed and out of those 12 were included based on the exclusion criteria mentioned below.

Key Words used for the search:

employee satisfaction, employee satisfaction domains, healthcare employees, employee stress, work-life balance, employee attitude, employee behaviour



TITLE	AUTHOR(S)	DATE/ YEAR	OBJECTIVES	METHODOLOGY	KEY FINDINGS
1.Antecedent of employee performance: an empirical investigation in India https://www.emerald.com/insight/content/doi/10.1108/01425451211191887/full/html	Soumendu Biswas, Arup Varma	2012	To Study the relationship between psychological climate, transformational leadership, and employee performance.	357 participants from Indian organizations The demographic data of the interviewees are considered as control variables.	Organizational psychological climate and transformational leadership can predict job satisfaction. In turn, job satisfaction can predict employee performance, which is a comprehensive measurement of roles and role performance. Transformational leadership style will help employees to learn and grow together with the organization.
2.Role of organisational climate on employee satisfaction in the Indian IT organisations https://www.proquest.com/openview/a9a143988ee783fd6e3767f9b595cbb/1?pq-origsite=gscholar&cbl=2032264	Rashmi Rai	2014	To Investigate the impact of organizational climate on employee satisfaction in Indian IT organizations	100 executives from different IT industries considered	The study found that there is a positive correlation between organizational climate and employee satisfaction; If the atmosphere of any organization cannot create a satisfactory atmosphere for its employees, it can lead to a decrease in the loyalty and satisfaction of important assets of the organization, that is, employees

TITLE	AUTHOR(S)	DATE/ YEAR	OBJECTIVES	METHODOLOGY	KEY FINDINGS
3. Impact of Organizational Culture on Employee Performance http://www.indianjournalofmanagement.com/index.php/pijom/article/view/128442	Neeraj Kumari	2018	Analyze the impact of work culture on employee performance in leading plastic manufacturing companies	Exploratory research to collect preliminary information on the relationship between work culture and performance management system (PMS)	The company must carry out seminars and different activities to cultivate the team spirit of the employees. HR must ensure that the job description clearly defines KRA and employees must participate in the goal setting process.
4. Employee Commitment and Patient Satisfaction: An Initial Reflection from Indian Healthcare https://www.semanticscholar.org/paper/Employee-Commitment-and-Patient-Satisfaction	Juhi Singh, V. Mural	2015	Investigate the relationship between employee engagement with the healthcare industry and patient satisfaction	Two centers of a leading medical service provider in Bangalore all employees (excluding physicians) who interact directly with clients at the two centers.	Positive correlation between employee engagement (emotional component) and patient satisfaction, which highlights the importance of employee engagement (especially the emotional component) in the organization, especially in medical care, Health field. Central industry.

TITLE	AUTHOR(S)	DATE/ YEAR	OBJECTIVES	METHODOLOGY	KEY FINDINGS
5. The relationship between job satisfaction, performance and employee engagement: An explorative study https://journalissues.org/ibme/wp-content/uploads/sites/4/2020/04/Abdulwahab.pdf	Abdulwahab S. Bin Shmailan	2016	To examine factors such as job suitability, good communication, appreciation, and clear goals to check what contributes to satisfied employees		Employee satisfaction is directly related to employee engagement Management understands why employees are motivated and what individuals need is beneficial Poor employee engagement, organization margin , poor customer service, a high turnover rate of employees, and a decrease in competitive advantage. Dedicated employees seek meaningful work, safe and available superiors Dedicated employees become "ambassadors" for organization

TITLE	AUTHOR(S)	DATE/ YEAR	OBJECTIVES	METHODOLOGY	KEY FINDINGS
6. An exploratory study on job and demographic attributes affecting employee satisfaction in the Indian BPO industry. https://www.emerald.com/insight/content/doi/10.1108/17538291111185467/full/html	Santoshi Sengupta	2011	To determine what and how job-related and demographic variables relate to employee satisfaction of BPO employees.	500 middle-level BPO employees. Duncan's T test and post-hoc test was performed to compare various aspects of employee satisfaction for selected demographic variables (such as gender, marital status, education, age, and seniority).	According to gender, marital status, education, age, and seniority, there are differences in perceptions of work-related variables. Correlation shows that interpersonal relationships, career development, salary, company policies, working conditions, and power are significantly positively correlated with employee satisfaction, and only accountability is significantly negatively correlated with employee satisfaction.
7. Factors affecting the participation of virtual employees in India during Covid19 https://www.sciencedirect.com/science/article/pii/S2214785321043121	Vijesh Chaudhary, Poonam malik.	2021	Several companies have made the switch to temporary telecommuting and remote work for their entire workforce. The goal of this study is to look into and statistically evaluate aspects that potentially affect employee engagement.	Using an online questionnaire, data was obtained from 208 employees working from home in India, and the impact of total 10 variables was examined using multiple regression analysis.	Organizations should make it easier for people to improve virtual tools like internet speed and computer configuration. Second, employees' salaries should not be reduced. Third, top-level executives should maintain regular touch with staff, expand virtual training, and urge employees to get regular mental health screenings.

TITLE	AUTHOR(S)	DATE/ YEAR	OBJECTIVES	METHODOLOGY	KEY FINDINGS
8. Employee Satisfaction of Insurance Agents: Empirical Evidences https://www.researchgate.net/profile/Sudhir-Chandra-Das/publication/320150079_Employee_Satisfaction_of_Insurance_Agents_Empirical_Evidences/links/	Sudhir Chandra Das & Anuj Agrawal	2012	To assess the satisfaction of individual agents with the management practices of Indian life insurance companies.	200 respondents through structured questionnaire in 6 regions of the Indian life insurance; judgment sampling methods.	Agent satisfaction with business management practices is highly correlated with agent status. The highest position of the agent has a greater degree of satisfaction with all factors, including organization, personnel, command, control and coordination. Full-time agents dedicated to the agency business have a high degree of satisfaction in all aspects, with people.
9. The influence of leader empowering Behaviour and employee psychologic empowerment on customer satisfaction Link-https://www.emerald.com/insight/content/doi/10.1108/IJCHM-11-2012-0218/full/html	Karthik Namasivayam	2014	This study aims to examine the role of psychological empowerment (PE) and employee satisfaction (ES) in the relationship between leadership empowerment (LEB) and customer satisfaction (CS) and employee organizational engagement (OC).	The data comes from 365 front-line employees and 2,915 customers in 40 units of a restaurant chain.	The results of structural equation modeling (SEM) show that LEB affects PE, and PE in turn affects employee satisfaction, leading to higher employee OC levels and higher customer satisfaction.

TITLE	AUTHOR(S)	DATE/ YEAR	OBJECTIVES	METHODOLOGY	KEY FINDINGS
10. A study on factors affecting employee job satisfaction. http://ijrar.com/upload_issue/ijrar_issue_20543261.pdf	Gnaneshwar Koorella	2019	To discover the impact of employee job satisfaction. The study also found several factors that affect the satisfaction of 4,444 employees.	107 employees were sampled, representing 46% of the total number of employees.	Job satisfaction is related to different socioeconomic and personal factors, such as age, gender, motivation, work environment, education, duration of work, etc.
11. Managing Organizations Through Employee Engagement: An Indian Perspective https://www.igi-global.com/chapter/managing-organizations-through-employee-engagement/221411	Shikha Rana	2019		Secondary research	Employee engagement defined as the emotional and intellectual commitment to the organization. Feeling of being valued and a higher degree of organizational involvement can increase employee engagement. Sense of being valued in the organization comes from various policies and practices implemented in the organization. Training and development, communication, and cooperation are policies that make employees feel valued in the organization, while job satisfaction, familiarity, and direct management increase their participation in the organization.

TITLE	AUTHOR(S)	DATE/ YEAR	OBJECTIVES	METHODOLOGY	KEY FINDINGS
12. Job Satisfaction among Employees of Automotive Industries in India https://www.semanticscholar.org/paper/Job-Satisfaction-among-Employees-of-Automotive-in-Swarnalatha-Sureshkrishna/ee21ac66ca70417616b45d23a05f74822e0f34e0?p2df	C. Swarnalatha, G. Sureshkrishna	2012	By introducing employee authorization, teamwork, employee compensation and managerial leadership in the research model to study employee job satisfaction in Indian automotive industry, to test management practices.	A survey of 234 employees in the Indian auto industry showed that employee job satisfaction is at a moderate level and senior management should pay attention to improving employee job satisfaction.	The results also show that there is a significant relationship between 1) employee empowerment, 2) teamwork, 3) employee compensation, and 4) management leadership. Finally, these effects are discussed in further discussion and research.

METHODOLOGY

Study design: Cross-sectional observational study

Study Population: The respondents of the survey were the employees working in the following departments of the study organization for more than 6 months:

Table 1.0: Distribution of respondents by departments

Department	No. of employees	No. of employees interviewed
Medical claims	14	12
Operations	8	5
Underwriting	14	10
Human resource	7	5
Health	11	9
IT Team	4	3
Marketing team	9	7
Total	67	51 (76% of total employees)

In depth interview was done with HR team of 5 persons and the head of the organization.

Study Duration: 3 months (April to June 2021)

Sample Size: 51 (out of 67 total employees)

All the employees who were working since last 6 months but completed only 51 due to covid isolation and staff being on leave. Only the staff available have willingly participated in the survey.

Sampling Method: Convenience Sampling

Data collection Methods:

- Primary data –
 - Electronic survey using self – administered Questionnaire.
 - In-depth interview with HR team and head of the organization.
- Research journals from PubMed, google scholar, Research Gate, Elsevier etc.

Data collection tools:

- Semi – structured questionnaire using google forms
- Checklist for literature and HR policies review

Data Analysis:

- Simple Statistical aggregate (mean was calculated for each domain)
- Pareto Analysis

Steps taken to conduct the study-

- 1) The working culture, environment and the HR policies in the organization were reviewed.
- 2) Following factors were decided based on literature review and discussions with the senior staff and human resource manager to develop the tool for studying employee satisfaction in Bharti Axa.
 - Inter personal relationship
 - Pay and allowances
 - Work environment
 - Training
 - Personal growth and development
 - Management policies
- 3) Self- administered tool was prepared and circulated after approval of the respective mentors of IIHMR University, Jaipur and Bharti Axa.
- 4) Questions to be answered in the format of 5-point Likert scale.
1 – highly dissatisfied, 2 – dissatisfied, 3 – neutral, 4 – satisfied, 5 – highly satisfied.
- 5) Consent was taken for each respondent to ascertain their willingness to participate in the survey.
- 6) Collection of the list of employees working in organisation for more than 6 months.
- 7) Explaining all the employees regarding the survey.
- 8) Collection of the data from various departments and teams
- 9) Data was recorded for each question for every respondent in Ms excel.
- 10) Cumulative percentages and averages were calculated to find out the results.
- 11) Aggregate was calculated for individual domain to rule out the key areas of improvement.
- 12) Pareto chart was used to analyse the same.

Ethics related issues:

- Data confidentiality was maintained throughout the study
- An informed consent was sent which have all demographical details except name of the employee to maintain confidentiality.
- Voluntary participation was ensured and consent form was developed to take their consent.

RESULTS

The data was collected and analysed on basis of a 5-point Likert scale in which 5 indicates highly satisfied and 1 means highly dissatisfied. There are 6 domains on which the data has been analysed namely- inter personal relationship, pay and allowances, work environment, management policies of the organization and personal growth and development. Each domain has its own indicators, which have been interpreted based on the data received to rule out the probable key problems causing the dissatisfaction of the employees in the organization.

INTER PERSONAL RELATIONSHIP

Table 2 Percent distribution of respondents by their ratings on Interpersonal Relationship related items (n = 51)

Domain		Rating Scale				
Inter Personal Relationship		1 Highly Dissatisfied	2 Dissatisfied	3 Neutral	4 Satisfied	5 Highly Satisfied
1	The trust imposed on employees by their superiors	2	8	18	37	35
2	Trust in superiors for their encouragement	2	8	10	39	41
3	Mutual Co -operation among people in the organization	0	4	18	33	45
4	Care Shown by the superior in learning the job	0	8	31	31	30
5	Way of listening to the suggestions made by employees	2	6	29	24	39
Aggregate %		1.2	6.8	21.2	32.8	38

Table 2 depicts that around 71% of the employees are satisfied or highly satisfied in the sub domains of inter-personal relationship. As many as 37% employees are satisfied and 35% are highly satisfied in the area of trust imposed on them by their seniors, and only 18% employees are neutral and 10% are below the satisfaction level. Moving to the next sub domain, around 39% employees are satisfied and 41% are highly satisfied in having trust in their superiors for encouragement and around 10% are neutral and 10% are below the satisfaction level. Then, 33% of the employees are satisfied and 45% are highly satisfied with respect to mutual co-operation among people in the organization, and rest 18% are neutral and very few are below the satisfaction level. In the next sub domain which is care shown by the supervisors in learning the job, 31% are satisfied and 30% are highly satisfied with respect to care shown by the superior while learning a new job, while 31% are neutral and 8% are below the satisfaction level. Lastly, around 24% of the

employees are satisfied and 39% are highly satisfied in the way of listening of suggestions made by the employees and around 29% are neutral and very few are below the satisfaction level.

TRAINING

Table 3. Percent distribution of respondents by their ratings on Training related items (n = 51)

Domain		Rating Scale				
Training		1 Highly Dissatisfied	2 Dissatisfied	3 Neutral	4 Satisfied	5 Highly Satisfied
1	Sufficiency of imparting training programme	49	31	16	2	2
2	Usefulness of the training to acquire knowledge and skill	59	14	19	8	0
3	Sufficiency of the duration of the training programme	39	21	8	10	22
4	Encouragement to participate in the external training courses	46	27	17	10	0
5	Seriousness on the outcome of the training programme	31	27	20	12	10
Aggregate %		44.8	24	16	8.4	6.8

Table 3 depicts that around 69% of the employees are highly dissatisfied or dissatisfied in the sub domains of training. As many as 49% employees are highly dissatisfied and 31% are dissatisfied in the area of sufficiency of imparting training programme and only 16% are neutral. However, a small fraction of the employees is satisfied with the same. In the next domain, around 59% of the employees are highly dissatisfied and 14% are dissatisfied with the usefulness of the training for acquiring skills and knowledge and around 19% are neutral and none are satisfied. Then moving on to next domain which is sufficiency of the time duration for the training program. In this 39% are highly dissatisfied with the sufficiency of the duration of the training program while 21% are dissatisfied while on the other hand 22% are satisfied with the same. In the next sub domain, which is encouragement given by the superiors to participate in external training programs, 46% are highly dissatisfied and 27% are dissatisfied while 10% are satisfied and 10% are neutral. Lastly, around 27% of the employees are satisfied with the seriousness of the outcome of training programs and 31% are highly dissatisfied with the same still 12% are satisfied and 20% are neutral.

PAY AND ALLOWANCES

Table 4. Percent distribution of respondents by their ratings on Pay and allowances related items (n = 51)

Domain		Rating Scale				
Pay and Allowances		1 Highly Dissatisfied	2 Dissatisfied	3 Neutral	4 Satisfied	5 Highly Satisfied
1	Getting a decent income for the job performed.	46	24	11	19	0
2	Sufficiency of income to meet family expenses	61	27	12	0	0
3	Availability of scope for schemes of financial rewards	52	30	6	6	6
4	Link between performance and rewards maintained by the existing system	39	29	20	12	0
5	Clarity and ability to understand the pay and allowance by the management	55	18	23	4	0
Aggregate %		50.6	25.6	14.4	8.2	1.2

Table 4 depicts that around 76% of the employees are highly dissatisfied and dissatisfied with sub domains of pay and allowances in the organization. Almost 46% are highly dissatisfied with the income they get for the job they perform and 24% are dissatisfied with the same. However, 19% are satisfied with the income they get and 11% are neutral. Moving on to next sub domain, almost 61% are highly dissatisfied with the sufficiency of their income to meet their family expenses and 27% are dissatisfied with the same while 12% are neutral with the same. Next sub domain has highest percentage of dissatisfaction of 52% which accounts for the availability of scope for schemes for financial rewards. About 30% employees are dissatisfied and very few are satisfied with this sub domain. Moving on to next sub domain, none are satisfied and 39% are highly dissatisfied while 29% are dissatisfied with the rest 20% are neutral. Lastly, 55% are highly dissatisfied with the clarity to understand the pay and allowances by the management of the organization while 18% are dissatisfied while 23% are neutral and only a few are satisfied with the same.

WORK ENVIRONMENT

Table 5. Percent distribution of respondents by their ratings on Work Environment related items (n = 51)

Domain		Rating Scale				
Work Environment		1 Highly Dissatisfied	2 Dissatisfied	3 Neutral	4 Satisfied	5 Highly Satisfied
1	Availability of pleasant physical environment	0	8	19	14	59
2	Provision of lighting and ventilation facilities at the work place	0	2	12	31	55
3	Feasibility of the working hours	0	0	20	22	58
4	Efficiency of the equipment and tools at the work place	4	8	20	29	39
5	Implementation of safety norms in the organization	4	4	6	45	41
Aggregate %		1.6	4.4	15.4	28.2	50.4

Table 5 depicts that around 79% of the employees are highly satisfied and satisfied with the domains of work environment in the organization. As many as 59% employees highly satisfied and 31% are satisfied with the availability of pleasant physical environment in the organization, and only a few are dissatisfied with the same while 12% are neutral. Moving to the next sub domain 55% employees are highly satisfied and 31% are satisfied with the same while 12 % are neutral with the provision of lighting and ventilation facilities at the workplace. The next sub domain analysis is that 58% are satisfied with working hours and 22% while 20% are neutral with the same. Almost 39% are highly satisfied with efficiency of the equipment and tools at the workplace and 29% are satisfied with the same while 20% are neutral with this sub domain. Lastly, 45% are satisfied with the implementation of safety norms in the organization and 41% are satisfied with the same however very few are highly dissatisfied with this sub domain or are neutral.

MANAGEMENT POLICIES

Table 6. Percent distribution of respondents by their ratings on Management Policies related items (n = 51)

Domain		Rating Scale				
Management policies		1 Highly Dissatisfied	2 Dissatisfied	3 Neutral	4 Satisfied	5 Highly Satisfied
1	Trust and openness strategies of the management	8	14	20	27	31
2	Career opportunities and their growth is immensely considered by the management	2	6	23	17	52
3	Employee welfare and its correlation with productivity	0	8	19	14	59
4	The policies of management create conducive work environment.	0	10	22	29	39
	Aggregate %	2.5	9.5	21	21.75	45.25

Table 6 depicts that around 67% of the employees are satisfied or highly satisfied with the sub domains of management policies. As many as 31% of employees are highly satisfied and 17% are satisfied with the trust and openness strategies of the management while 14% are dissatisfied and 20% are neutral. Moving on to next sub domain, 52% are highly satisfied with the career opportunities and growth considered by the management while only a few are highly dissatisfied with the same however 23% neutral with the same. The analysis for next sub domain states that 59% employees are highly satisfied with the employee welfare and its correlation with productivity while none are highly dissatisfied with the same while 19% are neutral with the same and 14% are satisfied. Lastly, around 39% of the employees are highly satisfied and 29% are satisfied with the policies of the management and their conduct for effective work environment while only 10% are dissatisfied with the same and 22% are neutral with the same.

PERSONAL GROWTH AND DEVELOPMENT

Table 7. Percent distribution of respondents by their ratings on Personal Growth and Development related items (n = 51)

Domain		Rating Scale				
Personal growth and development		1 Highly Dissatisfied	2 Dissatisfied	3 Neutral	4 Satisfied	5 Highly Satisfied
1	Availability of schemes for personal growth and development	6	6	8	29	51
2	Conduct of programme for personal growth and development	0	8	19	14	59
3	Interest shown by the superiors in the development and growth of their subordinates	2	8	20	30	40
4	Selection criteria followed for promotions	4	4	19	16	57
Aggregate %		3	6.5	16.5	22.25	51.75

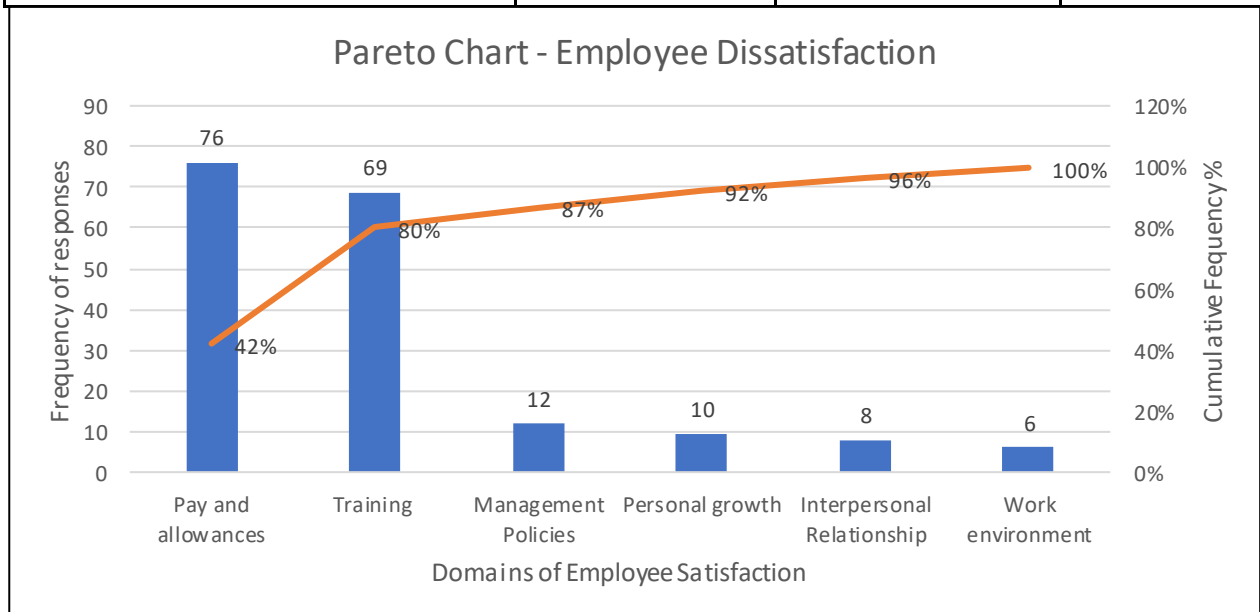
Table 7 depicts that around 74% of the employees are highly satisfied and satisfied with this sub domains of personal growth and development. About 51% of the employees are highly satisfied and 29% are satisfied with the availability of schemes for personal growth and development while very few are highly dissatisfied or dissatisfied or are neutral with this. Moving on to next domain, 59% of the employees are highly satisfied with the conduct of program for personal growth and development and 14% are satisfied however 8% are dissatisfied and 19% are neutral with same. The analysis for next sub domain states that about 40% of the employees are highly satisfied and 30% are satisfied with interest shown by the superiors in the development and growth of their subordinates while very few are dissatisfied or highly dissatisfied. Lastly, 57% of the employees are highly satisfied with the selection criteria available for promotions while 16% are satisfied however only a few are highly dissatisfied or dissatisfied with this sub domain and 19% of the employees are neutral.

In order to assess problems or causes in a process that involves frequency of occurrence, duration, or cost, a Pareto chart is a useful tool. It's also useful when we are dealing with a long list of issues and want to focus on the most important ones as in the most problematic areas here.

PARETO CHART

Pareto Analysis is done to find out the key problem areas to prioritize them with respect to their maximum cumulative impact in the given scenario. In this study, the Pareto Chart is prepared to identify the key issues in the employee satisfaction and to understand how much impact these key issues exert on the overall problem of employee dissatisfaction. To generate the pareto chart as shown below, the percentage of responses that were in the Rating scale of 1 and 2 were considered for the frequency and cumulative frequency percentages were calculated.

Domains	Frequency of Responses	Cumulative Frequency (CF)	CF%
Pay and allowances	76	76	42%
Training	69	145	80%
Management Policies	12	157	87%
Personal growth	10	167	92%
Interpersonal Relationship	8	175	96%
Work environment	6	181	100%



As per the Pareto Analysis, it is observed that **70 - 80 % of the problems are found** to be in the domain of **training as well as pay and allowances** which are the key areas of improvement.

As such, the improvement strategies should focus on improving the satisfaction level of the employees in these two domains and their respective sub domains. To improve training, organization need to design annual design calendar, with sessions of optimum duration which should be neither too lengthy nor too short and based upon the training need analysis performance appraisal methodology can be inculcated in day-to-day tasks and activities. However, focusing on pay and allowances is very complex task. In general, many people do not satisfy. Human resource team should review it further.

DISCUSSIONS

The study was conducted with employees who were associated with the organization for more than six months. The reason for choosing such employees was to understand the thinking of the employees who have been into the organization for a long time as they are aware about eligibility for remunerations and promotions and all factors.

As per the result of the study, there are some crucial places which needs to be looked into by the management, team and human resource team as well.

- **Training programs** – More than 49 % employees are dissatisfied or not happy with the way trainings are conducted. As per the analysis of the data and graph, 39% are not happy with the duration of the sessions. They might be lengthy or short but are not apt as per the employees. Measures should be taken in order to improve training duration and outcomes.
- **Pay and allowances** - More than half or nearly 50 percentage of the employees are not very happy with the clarity and ability to understand pay and allowances. This also includes undefined allowances and pay. More than 50% are satisfied with the availability for scope of financial rewards. This implies the extra credits of remunerations are needed so that employees are eager to complete work with full dedication.
- Only approximately 55% of employees believe their skills and abilities being put to good use. Despite their best efforts, the remaining 46% of employees find this lacking. When an employee is multitasking, there is frequently a 'wavelength' mismatch between the employee and the task managers. Managers are frequently unable to comprehend due to their hectic schedules and responsibilities. The employees as a result, lack in their skills and knowledge. In order to improve the same, proper communication with monthly evaluation may be initiated.
- The score for assessing the managers' connection and bonding suggests that there is room for improvement and that corrective action should be taken. This score could be the effect of the managers' leadership style.
- Work-life balance is just as vital as a positive work environment and culture. The score for determining an employee's work-life balance indicates that the employees' work-life balance is unbalanced. Motivation, timely promotions and limited work hours with fun activities will be useful.

CONCLUSION

Employee satisfaction is essential for employees to stay happy and perform their best. Satisfied employees are those who are extremely loyal to your organization and can persevere even in the worst case. An employee assessment of how satisfied or dissatisfied he or she is with his or her job is a complex aggregation of a number of discrete elements or domains. This study proves that 53% of the employees who have worked for the company for at least six months are satisfied with Bharti Axa.

This study proves that key factors leading to employee's dissatisfaction are lack of training sessions, low remunerations and new initiatives for allowances, disrupted work-life balance and excessive work pressure and lack of encouragement. Although employees are satisfied with the good connection between team members, the workplace itself, organizational culture, and employee's numerous growth and development opportunities, management policies still have a room for improvement. Certain initiatives can be taken in this respect which may include inculcating positive feedback, evaluation meeting, engagement programs, giving extra facilities of transportation and food, initiating new schemes or remunerations and allowances.

I hope this research project report can become a stepping stone to improving employee satisfaction of Bharti Axa Insurance Company.

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Annexure 1: questionnaire

Directions:

Please read all the questions carefully. The survey has been designed to facilitate easy answering.

Answer requires either a V or to indicate your appropriate responses. All surveys are **confidential**.

Demographic behaviour

1. **Gender**
 - ☐ Male
 - ☐ Female

2. **Age**
 - ☐ Less than 30
 - ☐ 31-40
 - ☐ 41-50
 - ☐ Above 50

3. **Education Level**
 - ☐ Diploma/School
 - ☐ Under Graduate
 - ☐ Post Graduate

4. **Category of Employee**
 - ☐ Permanent employee
 - ☐ Probational employee
 - ☐ Part time employee
 - ☐ Others

5. **Marital status**
 - ☐ Married
 - ☐ Unmarried

6. **Monthly Income level (in Rupees)**
 - ☐ Less than 20,000
 - ☐ 20,001 to 30,000
 - ☐ 30,001 to 40,000
 - ☐ Above 40,000

7. **Work Experience**
 - ☐ Less than 10 years

Please choose the most appropriate answer.

INTER- PERSONAL RELATIONSHIP-

S.NO.	STATEMENT	HIGHLY SATISFIED ☺	SATISFIED	NEUTRAL	DISSATISFIED	HIGHLY DISSATISFIED ☹
1.	The trust imposed on me by my superiors					
2.	Trust in my superiors for their encouragement					
3.	Mutual Co operation among people in the organization					
4.	Care Shown by the superior in learning my job					
5.	Way of listening to the suggestions made by employees					

PAY AND ALLOWANCES-



S.NO.	STATEMENT	HIGHLY SATISFIED ☺	SATISFIED	NEUTRAL	DISSATISFIED	HIGHLY DISSATISFIED ☹
1.	I get decent income for the job I perform.					
2.	Sufficiency of income to meet family expenses					
3.	Availability of scope for schemes of financial rewards					
4.	Link between performance and rewards maintained by the existing system					
5.	Clarity and ability to understand the pay and allowance by the management.					

WORK ENVIRONMENT-

S.NO.	STATEMENT	HIGHLY SATISFIED 😊	SATISFIED	NEUTRAL	DISSATISFIED	HIGHLY DISSATISFIED 😞
1.	Availability of pleasant physical environment					
2.	Provision of lighting and ventilation facilities at the work place					
3.	Comfort ability of the working hours					
4.	Efficiency of the equipments and tools at the work place					
5.	Implementation of safety norms in the organization					

TRAINING-

S.NO.	STATEMENT	HIGHLY SATISFIED 😊	SATISFIED	NEUTRAL	DISSATISFIED	HIGHLY DISSATISFIED 😞
1.	Sufficiency of imparting training programme					
2.	Usefulness of the training to acquire knowledge and skill					
3.	Sufficiency of the duration of the training programme					
4.	Encouragement to participate in the external training courses					
5.	Seriousness on the outcome of the training programme					

PERSONAL GROWTH AND CAREER DEVELOPMENT-

S.NO.	STATEMENT	HIGHLY SATISFIED ☺	SATISFIED	NEUTRAL	DISSATISFIED	HIGHLY DISSATISFIED ☹
1.	Availability of schemes for personal growth and development					
2.	Conduct of programme for personal growth and development					
3.	Conduct of workshops and seminars for further development					
4.	Interest shown by the superiors in the development and growth of their subordinates					
5.	Selection criteria followed for promotions.					

MANAGEMENT POLICIES-

S.NO.	STATEMENT	HIGHLY SATISFIED ☺	SATISFIED	NEUTRAL	DISSATISFIED	HIGHLY DISSATISFIED ☹
1.	The policies of management create conducive work environment.					
2.	Employees welfare and its correlation with productivity					
3.	Career opportunities and their growth is immensely considered by the management					
4.	Trust and openness strategies of the management					