

A STUDY ON EMPLOYEE SATISFACTION IN BHARTI AXA HEALTH INSURANCE COMPANY

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INTRODUCTION

- Employee satisfaction (ES), 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.
- ES is one of the important factors that affect effectiveness of the organization
- ES is emotional commitment to their work, and a state of spirit, heart and hand.
- 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.
- If the organization has a good working environment it would yield happy employees.

WHY EMPLOYEE SATISFACTION?

- 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.
- 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.

OBJECTIVES OF THE STUDY

- 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

REVIEW OF LITERATURE

In total 30 research papers were studied and analysed

- Studies done outside India.
- Studies which were conducted beyond the period of last 10 years. (2011-2021)

Inclusion criteria-

- Studies done in any part of India.
- From all the domains not just healthcare for diversification.
- Studies which were conducted within the period of last 10 years.

12 articles are included based on the above criteria and analysed further.

TITLE	AUTHOR(S)	DATE/ YEAR	OBJECTIVES	METHODOLOGY	KEY FINDINGS
1.Antecedent of employee performance: an empirical investigation in India	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. 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	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.

3. Impact of Organizational Culture on Employee Performance	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	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.
5. The relationship between job satisfaction, performance and employee engagement: An explorative study	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.

6. An exploratory study on job and demographic attributes affecting employee satisfaction in the Indian BPO industry.	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	According to gender, marital status, education, age, and seniority, there are differences in perceptions of work-related variables.
7. Factors affecting the participation of virtual employees in India during Covid19	Vijesh Chaudhary, Poonam malik.	2021	The goal of this study is to look into and statistically evaluate aspects that potentially affect employee engagement.	Using an online questionnaire, 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.
8. Employee Satisfaction of Insurance Agents:	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.
9. The influence of leader empowering Behaviour and employee psychologic empowerment on customer satisfaction	Karthik Namasivaya m	2014	This study aims to examine the role of psychological empowerment (PE) and employee satisfaction (ES)	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

10. A study on factors affecting employee job satisfaction.	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	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.
12. Job Satisfaction among Employees of Automotive Industries in India	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:

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)

- **Study Duration:** 3 months (April to June 2021)
- **Sample Size:** All the employees who were working since last 6 months but completed only 51 due to covid isolation
- 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

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

- 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

- 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.
- 1 – highly dissatisfied,
- 2 – dissatisfied,
- 3 – neutral,
- 4 – satisfied,
- 5 – highly satisfied.

RESULTS

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

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

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

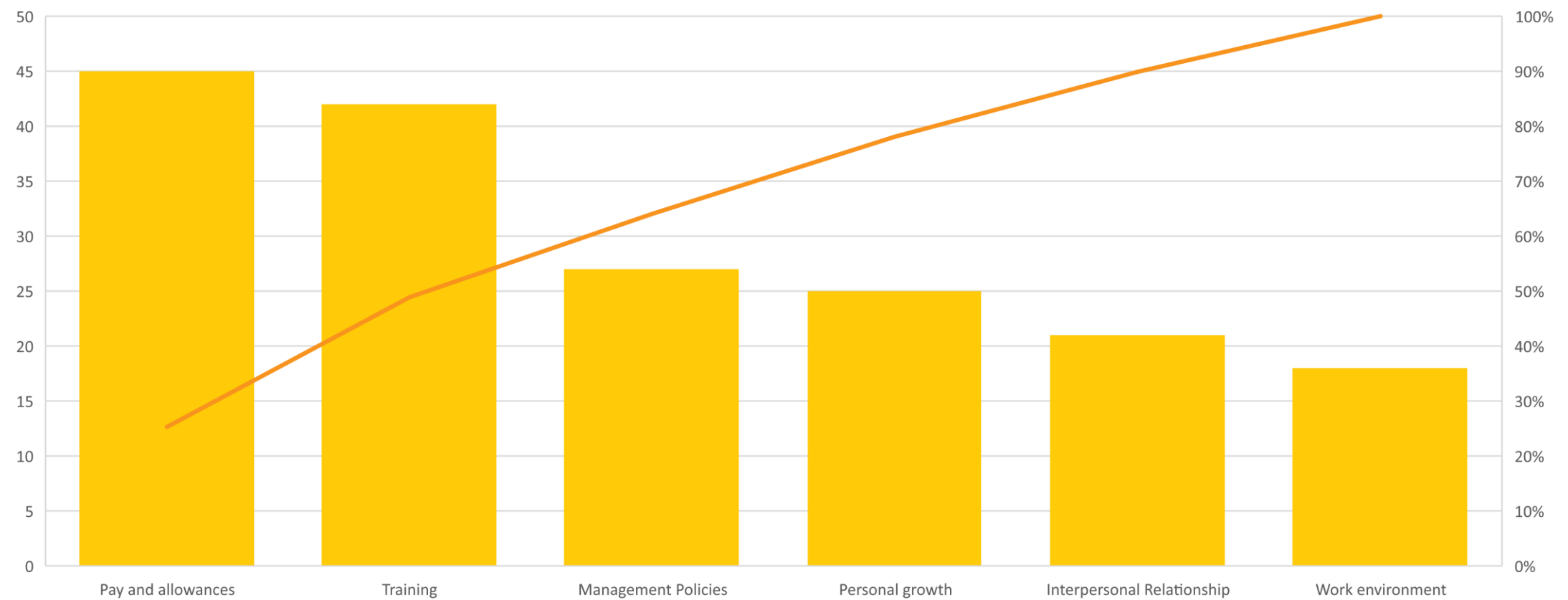
Domain		Rating Scale				
Work Environment		1 Highly Dissatisfied	2 Dissatisfied	3 Neutral	4 Satisfied	5 Highly Satisfied
1	Availability of pleasant physical environment	0	8	19	14	59
2	Provision of lighting and ventilation facilities at the work place	0	2	12	31	55
3	Feasibility of the working hours	0	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

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

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

- 38% of the employees are satisfied with inter-personal relationship between employees.
- 44.8% of the employees are dissatisfied with training domain .
- 50.6% are highly dissatisfied with pay and allowances.
- 50.4% are satisfied with environment of the organization.
- 45% of the employees are satisfied with the policies of the management.
- 51% are satisfied with the domain of personal growth and development.

PARETO CHART - EMPLOYEE DISSATISFACTION



KEY AREAS FOR IMPROVEMENT

- 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.

DISCUSSION

- 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.

- 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

- This study reveals that 53% of the employees who have worked for the company for at least six months are satisfied with Bharti Axa.
- This study reveals 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.
- 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.
- 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 dissertation can become a stepping stone to improving employee satisfaction of Bharti Axa Insurance Company.

THANK YOU