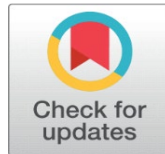
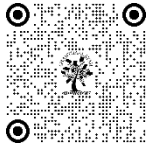


AN EMPIRICAL STUDY OF EMPLOYEE COMMITMENT IN INSURANCE INDUSTRY OF INDIA

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ABSTRACT

Insurance industry poised to grow many folds in the coming years. Over few years, poaching of efficient manpower and lack of succession planning has cost Insurance companies dearly. Insurance industry worldwide has been marred with issue of high turnover and employees' retention has been the persistent issue HR managers have been facing. Therefore, it is imperative to understand the factors which lead to turnover and counter measures adopted by organizations which contribute towards employees' retention in Insurance Industry in India. This study has been undertaken to investigate the employee commitment variances across demographic variables within insurance industry of India. Three-Component Commitment Model propounded by Allen and Meyers' in (1997) has been used to measure the employee commitment over a sample of 663 on roll employees (i.e. working on permanent basis). Sample organizations include both public and private, life as well as non-life insurance organizations and were calculated by using Cochran's sample size calculation technique. The data was analyzed through statistical techniques like Levene's test for homogeneity of variances, T-test, ANOVA and Post Hoc test by using SPSS version 16. The results revealed that, the employee's commitment vary significantly across the insurance industry of India in terms States, Nature, Designation and Work experience. This signifies lack of commitment among the employees working with this industry and remedial measures need to be taken to enhance the commitment level of employees.

Keywords: Employee Commitment, Service, Industry, Insurance Organizations



1. INTRODUCTION

The life insurance sector is small in many developing countries, because life insurance may be considered irrelevant or inappropriate for ideological, cultural, or religious reasons, or because economic security is provided through the family (Skipper and Kwon, 2017). Organizations put lot of investment of efforts and resources in their employees. Right from the recruitment, further training and development, their maintenance and retention in the organization. Therefore, all efforts to retain them into the organization are the key challenge before HR managers of insurance companies. The minimization of employees' turnover can be achieved through the effective implementation of employee retention techniques in the organizations. Employee turnover is very expensive from HR perspective which shall not only be seen merely fulfilling of vacancy. Any form of turnover is it voluntary or involuntary negatively affects productivity and profitability of organization. As a result of growing globalisation, Indian companies have come to see their employees as their most valuable asset and HR as the essential strategic resource for every business. Therefore, HR has evolved from a "backstage" support role to one of equal importance to the company. The HR department has been trying to become more strategic, with the HR director playing a crucial role on the executive team. The significance of involving and inspiring one's staff to excel in their work has grown over the years and is now recognised by all businesses. What is often overlooked, though, is that people seek jobs where they can feel they are making a beneficial impact on the world. Over the years, one of the most challenging tasks for many company owners has been ensuring that staff checks in physically, psychologically, and emotionally each day. In a nutshell, they must ensure their workers are enthusiastic

about their jobs. Today, employee engagement is a significant factor in the success of any organisation. It directly impacts morale, productivity, and motivation to stay with the organisation. In order to achieve their business goals, many companies are tapping into the strategic competency of their engaged workforce. An enthusiastic worker will always go above and beyond expectations. Employees that are invested in their work add to a company's bottom line, and their dedication to consumers is evident in the quality of their work. When employees are invested in their work, they assist in bringing in new clients and keep existing ones coming back.

The insurance industry move from a public monopoly to a competitive environment now present challenges, both to the new players and public sector general insurance companies. The entry of private players and their foreign partners has given domestic players a tough time, because the opening up of the sector has not brought in only foreign players, but also professional techniques and technologies. The present scene in India is such that everyone is trying to put in the best efforts. The insurance penetration as well as the size of the average cover in India is well below international averages, providing great marketing opportunity for the insurance companies. The opening up of insurance sector for competition offers ample opportunities to both existing as well as new players to penetrate into untapped areas, sectors and sub-sectors and unexploited segments of population as presently both insurance density and penetration are at low level. Both indices being at very low level in the country even compared to the countries with the same level of economic development and per capita income are indicative of the vast potential of the growth of this sector in future (Saradha, 2005). Human resources constitute the most vital segment of any organization and great care is needed in recruitment, training, deployment, and developmental aspects like growth and career opportunities, retention of talent. The insurance business demands personnel of high quality, with a different range of skills and an emphasis on greater professionalism. Insurers have to attract, retain and develop people who are open to change, are creative, value teamwork, and have passion for service and delivering value in their output. In fact, experience in the insurance business by itself now perhaps counts for less than the qualities mentioned above. Many recruits, therefore, especially at the middle and senior levels in the new companies are from other services and often without any background in insurance. At the same time, in a sense, the new players, just because they are recruiting afresh, do not necessarily derive any special advantage in recruitment, because their recruits especially for middle level and senior positions are also drawn from the same stock as that from which the present industry sourced them. They do bring with them the legacy of their public sector culture. A further difficulty is that the otherwise properly qualified potential candidates do not rank the insurance industry very high on such issues as pay (not really a constraint any more) and prestige and are not, therefore, attracted easily to it. So the industry has to take special pains to find the right type of people to work with them and then train them further to suit their needs and culture. Looking to the surplus staff already with the public sector, the urgent need is to improve the quality of the existing personnel, rather than new recruitment. The public sector must immediately identify whether and on what scale, at least in respect of certain jobs, it is saddled with under qualified staff unable to respond to the demand on them, and accordingly must undertake a heavy exercise of training, retraining and redeployment (Palande, 2003). India's Insurance industry is one of the premium sectors experiencing upward growth. This upward growth of the insurance industry can be attributed to growing incomes and increasing awareness in the industry (Qurashi and Dirk, 2016). India is the fifth largest life insurance market in the world's emerging insurance markets, growing at a rate of 32-34% each year. In recent years, the industry has been experiencing fierce competition among its peers which has led to new and innovative products within the industry (Murdoch, 2017).

2. REVIEW OF LITERATURE

Keeping the workforce motivated and retaining them in the organization has always been intriguing task for HR managers. Phillip and Connel (2003) describe employee retention and low turnout rate has been the most challenging issue before organizations. The first step towards employee retention starts with better recruitment followed by adequate training and development. Adopting measures and strategies with which employees can be encouraged to remain in the organization is termed as employee retention. (Casico, 2006) opined that open and free working environment, fair and equal treatment to all employees, proper grievance handling mechanism, respect and trust to everyone are the most essential factors to retain the employees in the organization. Various studies show that turnover rates in financial institutions are worldwide phenomena and are not country specific Employee retention is not a single factor but combination of various factors (Fitzenz, 1990). The term 'turnover' means movement of employee from one organization to another which opens up vacancies within an organizational unit (Beach, Brereton, and Cliff 2003, 62). Researchers like Feldman (1982) and Brodie (1995) opined that factors like job satisfaction, organizational commitment, nature of job etc. are related to turnover intent and actual turnover of the employees from organization. Johnson et al.

(2000) argued that hiring, training of new worker as a replacement of lost employee costs 50% of worker's annual salary. It is also presumed that productivity is dropped along with loss of intellectual capital. Heneman and Schwab (1985) termed compensation as benefits and rewards provided to the employee for performance of work by the employer. Trevor et al (1997) recognized that pay has a negative impact on turnover.

Dubey O.P. (2005), stated the main reason for low insurance penetration in India has been the ineffective distribution and marketing strategies adopted by public sector general insurance companies. Traditionally tied agents were single channel through which insurance policies were sold. Author gives reason for low insurance penetration in India was public sector insurance companies never had any strategic marketing plan. Kriste M.K., et al (2003), Author presented paper on experimental investigation of performance of people when job offering a fixed salary and lower certain components of salary but potential to earn a higher amount contingent on performance. Result demonstrate that, Variable pay was preferred more often when incentives were based on individual performance. Rajiv D.B. et al (2001), Authors analyze performance data of 3776 sales employees of retail firm and result come as the incentive plan helps the firm to attract and retain more productive sales employees and motivates these employees to further improve of their productivity. Authors found that performance based incentive plan leads to attraction and retention at more productive employees and it acts as an effective screening device by sorting employees by ability.

Most of the studies favor that salary and compensation has negative correlation with employees' turnover and have positive correlation with employees' retention. Davies, Taylor and Savey (2000) are of the view that although salary and compensation can reduce the actual turnover but very few organizations use it strategically. Turnover intent of an employee can be evidenced by an employee's withdrawal behavior with indications of negative attitudes, tardiness, frequent absenteeism (Firth, Mellor, Moore, and Loquet, 2004). Every individual aspires to grow professionally. Abraham Maslow's hierarchy of needs theory favors that as soon as the basic needs of human being are completed, next layer is strived for till it reaches to self-actualization level. Pergamit and Veum (1989) found positive relationship between career promotions and employees' retention. Eyster (2008) opined that job flexibility, lucrative career is a critical factor for employee retention. Many studies found work life balance correlate positively with employee retention. Deery (2008) and Swanepoel (2000) recommended actions like flexible work arrangements, appropriate staffing, adequate breaks, provisions of various types of leaves, child and parent care facilities, recreational and fitness related activities shall boost morale of employees and reduce the actual turnover. Hyman et al (2003) found interventions of work demands into personal life leads to higher stress levels and emotional exhaustion amongst employees. Wells and Thelen (2002) have stated that generous HR policies always enhance motivation of employees.

In (1977) Steer developed a model describing antecedents and outcomes of commitment, according to which there are three main categories of variables that influence the commitment and they are; (a) Personal characteristics or attachments (including, need for achievement, work experience, age, and education), (b) Work experience, describing socializing forces impact on attachments formed with the organizations including experience and attitude of an individual as well as groups towards the organization and (c) Job characteristics pertaining challenges, opportunities for social interaction and feedback etc. In continuation of the earlier contributions to enrich the concept of commitment Mowday et al (1982) propounded the exchange theory which was modified version of Steer's model of antecedents to commitment (1977) by adding more antecedents to it i.e. personal characteristics, role-related variables; work experience and structural characteristics. Each of these factors is assumed to have a bearing on the subjective utility of organizational membership, which directly affects the levels of commitment. Bateman and Strasser (1984) was with the view that, the reasons for studying organizational commitment are related to (a) Employee behavior and performance effectiveness, (b) Attitudinal affective, and cognitive constructs such as job satisfaction (c) Characteristics of the employee's job and role such as responsibility and (d) Personal characteristics of the employee such as age, job tenure etc. Demographic variables represent the personal characteristics of the respondents in terms of age, gender, qualification, work experience etc and measuring them in relation with the dependent variable which is employee commitment in case of present study. Bruning and Snyder (1983) investigated the respondent's gender and their employment positions as predictors of organizational commitment. In the same year Gradelink and Farris (1983) made an effort to examine the gender differences in commitment and job involvement along with issues pertaining to role conflicts, treatment on the job, involvement in professional activities and significant differences were found between men and women on the level of organizational commitment. Several other demographic variables were found related with commitment as Age Mowday et al. (1982); Glisson and Durik (1998); Sharma and Singh (1991); Martin and Bennett (1996); Tenure Mowday et al., (1982); Welsch and Lavan (1981); Kline and Peters (1991). Additionally, workers personality, personal needs and values have been reported to be associated with employee commitment Buchanan (1974); Dubin et al. (1975); Steers and Spencer (1977) Higher Education is found inversely or negatively related to

organizational commitment Steers (1977); Sharma and Singh (1991); Sommer et al. (1996). Moreover, relationship between work experience and affective commitment witnessed to differ slightly across tenure levels and not across all employee age groups. Chen and Francesco (2000) found that age, gender, education, and tenure show no relationship with employee commitment in Chinese context, against studies conducted in the United States. A study by Aarthi (2019) focusing on the insurance sector in India highlights that the psychological contract significantly impacts employee turnover intentions. The findings suggest that a well-managed psychological contract can enhance employee commitment, thereby reducing turnover rates. Sun & Bunchapattanasakda, (2019) suggest that higher levels of employee engagement lead to increased organizational commitment. This relationship is particularly pronounced in the insurance sector, where employees' engagement directly affects their commitment levels and overall job satisfaction. The interplay between engagement and commitment highlights the need for organizations to implement strategies that enhance employee engagement as a pathway to fostering commitment. Therefore, based on the existing literature the study has identified several demographic variables used by researchers time to time in relation with commitment of employees. In total four demographic variables have been identified to be used for the purposed study including Work experience, Designation, Nature of organization and Category of States have been selected keeping in view the need of the study and specifications of the industry under study.

3. RATIONALE OF THE STUDY

Insurance is a growing sector. This sector stood at a strong US \$ 72 billion in 2012 and has a potential to grow to US \$ 280 billion by 2020. Insurance has had a very positive impact on India's economic development. This sector is gradually increasing its contribution to the country's GDP. In addition, insurance is driving the infrastructure sector by increasing investments each year. Further, insurance has boosted the employment scenario in India by providing direct as well as indirect employment opportunities. The aim of this paper is to understand the need of employee retention in insurance industry in India. Employee retention has ever been termed as complex phenomenon and always intrigued HR managers. General Insurance industry in India is sunrise industry. Post-liberalization, the insurance industry in India has recorded significant growth which could not have been possible without efforts of human resources involved in it. The factors which make employees to stay in organization are known as retention factors. In view of the extant research review cited above it is evident that, numerous studies have been conducted to identify the demographic variables in relation to commitment level of employees. But, no study has been conducted so far measuring variances among the commitment level of employees working with insurance industry of India. Therefore, to fill this lacuna, the present study intends to unearth the variances across demographic characteristics in relation to commitment level of employees within insurance industry of India in terms of Work experience, Designation levels, Nature of organizations and Categories of States using Allen and Meyers three component commitment model.

4. OBJECTIVES OF THE STUDY

The present study aims to achieve the following objectives;

- i. To critically review the extant literature available on the topic of research under question.
- ii. To study the demographic profile of the sample study respondents.
- iii. To ascertain the variances in terms of employee commitment across demographic variables identified in support of literature within sample study organizations.
- iv. To provide suggestions based on the results of the study enabling sample organizations to identify the variances in order to enhance the commitment level of employees within sample study organizations.

5. RESEARCH HYPOTHESIS

There is no significant variance between the levels of commitment perceived by the sample respondents in terms of:

- ✓ Nature of organizations
- ✓ Designations
- ✓ States
- ✓ Work experience

6. RESEARCH METHODOLOGY

The present study has selected four states namely, Jammu and Kashmir, Delhi, Haryana and Uttar Pradesh on the basis of sharing a significant relationship with sampled insurance organizations, followed by the selection of top four insurance organizations based on the total number of employees working with each organization throughout the country

namely, LIC of India, United India Insurance Corporation Ltd., HDFC life pvt and ICICI Lombard pvt. However, it becomes imperative to mention that, these four sample insurance organizations have also been selected on the basis of their nature i.e. Public and Private as well as the nature of work i.e. Life Insurance and General Insurance so that the employees from both the sectors could be included into the study. The sample further focused only on (On roll employees) who were working on permanent basis. Cochran W.G's (1977) model (formula) has been used to determine the accurate sample size for the present study which came out as 663 and was obtained by using Stratified Random Sampling (SRS) Technique.

7. DESCRIPTIVE STATISTICS

The brief information about the various sample characteristics are discussed below see Table (1) the profile of the respondents pertaining to mention that, public sector employ's the huge number of personnel in India compared to private sector as the sample consists of 430 respondents from public and 233 from the private insurance organizations. In terms of work experience 50 respondents had <1 year of experience, 143 respondents had 1-5 years of experience, 120 respondents had 6-10 years of work experience, 150 were having 11-15 years of experience, and 200 respondents had the experience of above 15 years. Further, in terms of level or scale of designation maximum number of respondents i.e. 200 fell under clerical level, 230 were from scale-1 (i.e. Administrative officers), 85 belonged to scale-2 (i.e. Assistant Manager) whereas, 98 respondents were from scale-3 (i.e. Branch Manager) and only 50 belonged to scale-4 (i.e. Divisional Manager). In summary, the sample industry represents more of public sector domination in employing individuals and is also male dominated with high work experience workforce.

Table 1: Demographic Profile of Respondents

Demographic Constructs	Frequency (n=663)	%age
States		
Jammu and Kashmir	140	21.1
Delhi	160	24.1
Haryana	180	27.1
Uttar Pradesh	183	27.6
Nature of Organizations		
Public	430	64.8
Private	233	35.1
Experience		
Less than 1 year	50	7.5
1-5 years	143	21.5
6-10 years	120	18.0
11-15 years	150	22.6
Above 15 years	200	30.1
Designation		
Clerical Staff	200	30.1
Administrative officers (scale -1)	230	34.6
Assistant Managers (scale-2)	85	12.8
Branch Managers (scale-3)	98	14.7
Divisional Managers (scale-4)	50	7.5

8. RESULTS AND DISCUSSIONS

8.1 TESTING THE ASSUMPTION OF HOMOGENEITY OF VARIANCE

As revealed by Table (2) for employee commitment the F-value for Levene's test was ($f= 2.219$) with sig. ($p=.137$) and as the p-value was ($>.05$) it was concluded that, there is no significant difference between these two groups in terms of homogeneity of variances.

Table 2: Levene's test for homogeneity of variance in terms of Nature of Organizations

Test of Homogeneity of variances			
Constructs	Levene's Statistics (F-Value)	Df	Sig.
OVERALL COMMITMENT	2.219	692	.137

8.2 COMPARISON OF MEANS ON THE BASIS OF NATURE OF ORGANIZATION

To measure the level of difference between the study variables independent sample T-test was applied which revealed a comparative picture of perceived commitment of employees on the basis of nature of organizations see Table (3). The public sector employees score high mean on affective commitment indicating that, they are emotionally attached with their organizations compared to their private sector counter parts who scored high mean on continuance and normative commitment depicting that, they are just continuing with organization as an obligation to do so as well as for the high cost attached to switching the jobs. And the difference in such mean scores was statistically tested using t-test and is found to be statistically significant on affective ($t=9.041$; $p=.000^{**}$), normative ($t= - 5.996$; $p=.000^{**}$) and on overall commitment ($t= 2.219$; $p=.014^{**}$) at 95% confidence level, but for the continuance commitment ($t= - 0.397$; $p=.691$) difference is found to be statistically non-significant at 95% confidence level. This supports the findings of Patiraj and Bhanu (2017) that, public sector employees are more committed compared to private sector employees. And, the difference between the means is statistically significant, that is in contradiction with the findings of Carol and James (1996) revealing, organizational commitment of public sector employees are not that different from employees working with other sectors and they are not more committed despite the widespread belief that public servants ought to be more dependent on normative incentives. Moreover, to measure the effect size of differences observed in responses of two sectors Cohen's D test was applied, and the values of affective and normative commitment (0.819 and 0.685) indicate the difference between two groups is large. However, overall D value of overall commitment of employees (0.242) depicts the difference between groups is small.

Table 3: Mean comparison test of Employee Commitment in terms of Nature of Organization

.Constructs	Nature	N	Mean	Std. Deviation	T-value	P-value	Cohen's D (ES)
AFFECTIVE COMMITMENT	Public	430	3.8987	1.08957	7.512	.000**	0.819
	Private	233	2.8479	1.44990			
CONTINUANCE COMMITMENT	Public	430	3.7422	.93434	-0.397	0.691	0.80
	Private	233	3.7792	.89301			
NORMATIVE COMMITMENT	Public	430	2.6957	1.07434	-8.171	.000**	0.685
	Private	233	3.3063	.65663			
OVERALL COMMITMENT	Public	430	3.4455	.53510	2.472	0.014**	0.242
	Private	233	3.3111	.57530			

Source: Primary Data; For Cohen's D an Effect Size of 0.2 to 0.3 is considered "small effect", around 0.5 is "medium effect" and 0.8 or above is relatively considered a "large effect"

8.3 TESTING THE ASSUMPTION OF HOMOGENEITY OF VARIANCE

As revealed by Table (4) the F-value for Levene's test for overall commitment was ($f= 15.519$) with sig. ($p=0.053$) and the p-value was ($>.05$), depicting, no significant differences between the variances in terms of homogeneity among designation categories which allows the researcher further to conduct the Tukey's Post Hoc test.

Table 4: Levene's Test of Homogeneity of Variance in terms of employee designations

Constructs	Levene Statistic (F-Value)	df1	df2	Sig.
OVERALL COMMITMENT	15.519	4	698	.053

8.4 MULTIPLE MEAN COMPARISON OF EMPLOYEE COMMITMENT IN TERMS OF DESIGNATION (ANOVA)

As revealed by Table (5) the mean score of Scale-4 i.e. Divisional managers for affective commitment was higher followed by Scale- 3 i.e. Branch Managers indicating that, only managerial level employees perceive that, they are affectively committed towards their organizations however, their clerical and administrative staff scores high for continuance and normative commitment compared to the affective one depicting, lower level employees are not affectively committed rather they perceive to remain with organization as an obligation and also because of the high cost attached to switching the job. And to make an analysis of variance, One-Way ANOVA test was applied and is found to be statistically significant for all types of commitments i.e. affective ($f=27.617$; $p=.000^{**}$), continuance ($f=12.625$; $p=.000^{**}$), normative commitment ($f=5.925$; $p=.000^{**}$) and overall commitment ($f= 5.405$; $p=.000^{**}$) at 95% confidence level. This was in consensus with the findings of Adnan (2010) that, managers and supervisors are more committed with their organizations compared to lower level workers and the difference between the groups is found to be statistically significant. And, V. Konya et.al (2016) revealed that there is a statistically significant difference between respondents in managing and non-managing positions within scores of commitment and higher levels employees perceive higher levels

of commitment to stay with the organization compared to their junior counterparts. Further to interpret the relative magnitude of any difference between group means, the effect size was calculated using eta squared. The Eta2 statistics of (0.033 and 0.030) for normative and overall commitment indicate the effect size is small, but for affective and continuance commitment (0.137, 0.068) depicts the effect size was found medium.

Table 5: Multiple Mean Comparison test of Employee Commitment in terms of Designation

Construct	Designation	N	Mean	Std. Deviation	F-Value	P-Value	Eta ² Effect Size
AFFECTIVE COMMITMENT	Clerical staff	200	3.3388	1.28304	27.617	.000**	0.137
	Administrative officers (scale-1)	230	3.9035	1.05931			
	Assistant managers (scale-2)	85	4.1932	.97874			
	Branch managers (scale-3)	98	4.6944	.48526			
	Divisional managers (scale-4)	50	4.8529	.48460			
	Total	663	3.7186	1.22405			
CONTINUANCE COMMITMENT	Clerical staff	200	3.8361	1.00756	12.625	.000**	0.068
	Administrative officers (scale-1)	230	3.9022	.77482			
	Assistant managers (scale-2)	85	3.5540	.75947			
	Branch managers (scale-3)	98	3.0833	.71510			
	Divisional managers (scale-4)	50	2.9706	.64881			
	Total	663	3.7486	.92687			
NORMATIVE COMMITMENT	Clerical staff	200	2.8805	1.04483	5.925	.000**	0.033
	Administrative officers (scale-1)	230	2.8601	1.05604			
	Assistant managers (scale-2)	85	2.7188	.83890			
	Branch managers (scale-3)	98	2.1167	1.08528			
OVERALL COMMITMENT	Divisional managers (scale-4)	50	2.6618	1.00367	5.405	.000**	0.030
	Total	663	2.8004	1.04043			
	Clerical staff	200	3.3518	.60971			
	Administrative officers (scale-1)	230	3.5553	.48117			
	Assistant managers (scale-2)	85	3.4886	.42476			
	Branch managers (scale-3)	98	3.2981	.35422			
OVERALL COMMITMENT	Divisional managers (scale-4)	50	3.4951	.30114	5.405	.000**	0.030
	Total	663	3.4225	.54414			
	Clerical staff	200	3.3518	.60971			

Source: Primary Data; For ETA 2 Effect Size of 0.01 is considered “small effect”, 0.06 is “medium effect” and 0.14 or above is relatively considered a “large effect” (Pallant, 2001.)

8.5 POST HOC (MULTIPLE COMPARISONS) TEST

Post hoc test results (see Table 6) revealed that, the variances in different designation categories fall into a single homogeneous subset reflecting significant variances in commitment of employees.

Table 6: Multiple comparison of differences between group means of commitment in terms of employee Designations.

EMPLOYEE-COMMITMENT		
Tukey B		
Designation	N	Subset for alpha = 0.05

		1
Branch managers (scale-3)	98	3.2981
Clerical staff	200	3.3518
Assistant managers (scale-2)	85	3.4886
Divisional managers (scale-4)	50	3.4951
Administrative officers (scale-1)	230	3.5553

Means for groups in homogeneous subsets are displayed.

8.6 TESTING THE ASSUMPTION OF HOMOGENEITY OF VARIANCE

As revealed by Table (7) the F-value for Levene's test for employee commitment was ($f= 3.640$) with sig. ($p=0.213$) and the p-value was ($>.05$), depicting, there is no significant difference between the group variances in terms of homogeneity across states allowing researcher to conduct the Tukey's Post Hoc test.

Table 7: Levene's Test of Homogeneity of Variance in terms of States

Test of Homogeneity of Variances				
OVERALL COMMITMENT	Levene Statistic(F-Value)	df1	df2	Sig.
	3.640	3	696	.213

8.7 MULTIPLE MEAN COMPARISON TEST OF EMPLOYEE COMMITMENT IN TERMS OF STATES (ANOVA)

As revealed by Table (8) the mean score of J & K state for affective commitment was higher followed by Delhi indicating, the employees of these states perceive that, they are affectively committed towards their organizations compared to the employees from other states. However, the employees from Haryana and Uttar Pradesh were found more normatively committed towards their organizations as depicted through their higher mean scores which reflects the employees from these two states are not affectively committed rather they perceive to remain with the organization as an obligation and also because of the high cost attached to switching the job. And to make an analysis of variance, One-Way ANOVA test was applied and is found to be statistically significant for affective ($f=3.830$; $p=.010^{**}$), normative commitment ($f= 8.018$; $p=.000^{**}$) and overall commitment ($f= 11.062$; $p=.000^{**}$) at 95% confidence level. However, continuance commitment ($f=1.926$; $p=.0124$) was found to be statistically non- significant at on 95% confidence level. Further to interpret the relative magnitude of difference between group means, the effect size was calculated using eta squared. The Eta2 statistics of (0.016, 0.033, and 0.046) for affective, normative and overall commitment indicate the effect size is small.

Table 8: Multiple Mean Comparison test of Employee Commitment in terms of States

Construct	States	N	Mean	Std. Deviation	F-Value	P-value	Eta ² Effect Size
AFFECTIVE COMMITMENT	J&K	140	3.9760	.96115	3.830	0.010	0.016
	Delhi	160	3.8371	1.20960			
	Haryana	180	3.6277	1.31017			
	Uttar Pradesh	183	3.5608	1.25272			
	Total	663	3.7186	1.22405			
CONTINUANCE COMMITMENT	J&K	140	3.6800	.90060	1.926	0.124	-
	Delhi	160	3.6543	.89612			
	Haryana	180	3.8813	.90575			
	Uttar Pradesh	183	3.7270	.98726			
	Total	663	3.7486	.92687			
NORMATIVE COMMITMENT	J&K	140	2.7716	1.13947	8.018	.000	0.033
	Delhi	160	2.5484	.99434			
	Haryana	180	2.8032	.91832			
	Uttar Pradesh	183	3.1500	1.09542			
	Total	663	2.8004	1.04043			
OVERALL COMMITMENT	J&K	140	3.6687	.64684	11.062	.000	0.46
	Delhi	160	3.3989	.51911			
	Haryana	180	3.3617	.49788			
	Uttar Pradesh	183	3.3532	.50089			
	Total	663	3.4225	.54414			

Source: Primary Data; For ETA 2 Effect Size of 0.01 is considered "small effect", 0.06 is "medium effect" and 0.14 or above is relatively considered a "large effect" (Pallant, 2001.)

8.8 POST HOC (MULTIPLE COMPARISONS) TEST

Post hoc test results (see Table 9) revealing, the variances in different selected states identified the two homogeneous subset reflecting significant variances in commitment of employees.

Table 9: Multiple comparison of differences between group means of commitment in terms of States

EMPLOYEE COMMITMENT			
Tukey B			
Name of state	N	Subset for alpha = 0.05	
		1	2
Uttar Pradesh	183	3.3532	
Haryana	180	3.3617	
Delhi	160	3.3989	
JandK	140		3.6687

Note: Means for groups in homogeneous subsets are displayed.

8.9 TESTING THE ASSUMPTION OF HOMOGENEITY OF VARIANCE

As revealed by Table (10) the F-value for Levene's test for commitment was ($f= 16.314$) with sig. ($p=0.163$) and the p-value was ($>.05$), depicting, there is no significant difference between group variances in terms of homogeneity in work experience categories allowing researcher to conduct the Tukey's Post Hoc test.

Table 10: Levene's Test of Homogeneity of Variance in terms of work experience

Test of Homogeneity of Variances				
OVERALL COMMITMENT	Levene Statistic(F-Value)	df1	df2	Sig.
	16.314	4	695	.163

8.10 MULTIPLE MEAN COMPARISON TEST OF EMPLOYEE COMMITMENT IN TERMS OF WORK EXPERIENCE (ANOVA)

As revealed by Table (11) the mean score of employees having more than 15 years of work experience was higher for affective commitment followed by the employees with work experience of 11-15 years indicating only senior employees perceive that, they are affectively committed towards their organizations however, employees with less experience i.e. 1-5 years and from 6-10 years score high for continuance and normative commitment compared to the affective depicting, employees with less work experience are not affectively committed rather they perceive to remain with organization as an obligation and also because of the high cost attached to switching their jobs. And to make an analysis of variance, One-Way ANOVA test was applied and is found to be statistically significant for all types of commitments i.e. affective ($f=128.54$; $p=.000^{**}$), continuance ($f=11.015$; $p=.000^{**}$), normative commitment ($f=40.244$; $p=.000^{**}$) and overall commitment ($f= 24.774$; $p=.000^{**}$) at 95% confidence level. This was in consensus with the study of Rahati et.al (2015) revealing a significant difference between the mean scores of employee commitment with different levels work experiences ($P = 0.043$).and Tukey post hoc test also depict the difference in scores was significant across the categories of work experience. Further to interpret the relative magnitude of any difference between group means, the effect size was calculated using eta squared. The Eta2 statistics of (0.425 and 0.188) for affective and normative indicate the effect size is large whereas, values of continuance and overall commitment (0.060 and 0.125) depicts the effect size was found medium.

Table 11: Multiple Mean Comparison test of Employee Commitment in terms of work experience

Construct	Work Experience	N	Mean	Std. Deviation	F-Value	P- Value	Eta ² Effect Size
AFFECTIVE COMMITMENT	Less than 1 year	50	1.4808	.33011	128.543	.000	0.425
	1-5 years	143	2.8066	1.27522			
	6-10 years	120	2.8242	1.17001			
	11-15 Years	150	3.7950	1.05916			
	above 15 Years	200	4.4545	.57972			
	Total	663	3.7186	1.22405			
CONTINUANCE COMMITMENT	Less than 1 year	50	3.7308	1.35962	11.015	.000	0.060
	1-5 years	143	3.9333	1.02009			
	6-10 years	120	3.3051	.99900			
	11-15 Years	150	3.7838	.87092			
	above 15 Years	200	3.6523	.79924			
	Total	663	3.7486	.92687			
NORMATIVE COMMITMENT	Less than 1 year	50	2.9038	.63359	40.244	.000	0.188
	1-5 years	143	3.2383	.92102			
	6-10 years	120	3.5191	.74116			

VERALL COMMITMENT	11-15 Years	150	2.7477	.93450			
	above 15 Years	200	2.3871	1.01879			
	Total	663	2.8004	1.04043			
	Less than 1 year	50	2.7051	.65847	24.774	.000	0.125
	1-5 years	143	3.2324	.63168			
	6-10 years	120	3.2161	.62799			
	11-15 Years	150	3.4422	.41664			
	above 15 Years	200	3.5917	.42714			
	Total	663	3.4225	.54414			

Source: Primary Data; For ETA 2 Effect Size of 0.01 is considered "small effect", 0.06 is "medium effect" and 0.14 or above is relatively considered a "large effect" (Pallant, 2001.)

8.11 POST HOC (MULTIPLE COMPARISONS) TEST

Post hoc test results (see Table 12) revealed that, the variances in different designation categories fall into a single homogeneous subset reflecting significant variances in commitment of employees.

Table 12: Multiple comparison of differences between group means of commitment in terms of States

ORGANIZATIONAL COMMITMENT				
Tukey B				
Experience	N	Subset for alpha = 0.05		
		1	2	3
Less than 1 year	50	2.7051		
6-10 years	120		3.2161	
1-5 years	143		3.2324	
11-15 Years	150		3.4422	3.4422
above 15 Years	200			3.5917

Means for groups in homogeneous subsets are displayed.

9. SUMMARY, CONCLUSION AND SUGGESTIONS

The in-depth analysis of variances across demographic variables in relation to employee commitment clearly revealed that, there are huge variances in terms of commitment among the employees working with insurance industry of India revealing lack commitment among the workforce. Therefore, it is very important for the authorities to rectify the reasons behind lack of employee commitment within insurance industry of India. And based on the above discussed findings the following suggestions will be helpful to improve the commitment level of sample study respondents. This industry is employing huge number of youth which makes it mandatory for them to provide all kinds of employee oriented benefits to increase the commitment of young talent of the nation. Therefore, it is suggested that, IRDA should establish a single body or a separate department directly under its own assistance which will guide and monitor the HR departments of various organizations within this industry from both the sectors. The study further suggests that, strategic recruitment and selection practices should be introduced by the authorities for encouraging the highly qualified youth to join this industry which will increase the commitment level of newly recruited employees as well rather than the enhancing the commitment of senior employees only. Public sector organizations like LIC of India have started such kind of recruitment practices but that process still needs further development to get in proper shape by conducting such drives in a continuous and systematic manner. Further, private organizations should also create employment opportunities through these kinds of state-level recruitment drives by focusing on local youth and encouraging them to join and help in expanding this industry which will eventually leads to create states-wise employment opportunities. Private organizations should frame a uniform basic pay scale for its employees across different levels i.e. from clerical to higher scale officers like public sector organizations have that will help to increase the commitment of employees by eliminating the pay disparities as well as inter-conflicts. Further, public sector organizations should adopt the performance based increments or bonus policies which will equally encourage employees to perform better.

CONFLICT OF INTERESTS

None.

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