

# **CHAPTER – 5**

## **FINDINGS,**

## **CONCLUSIONS, SUGGESTIONS**

**&**

## **PLAN OF ACTION**

## **CHAPTER - 5**

# **FINDINGS, CONCLUSIONS, SUGGESTIONS AND**

## **PLAN OF ACTIONS**

Based on the data analysis following findings, conclusions and recommendations were drawn for this study.

### **FINDINGS:**

#### **SECTION-I**

#### **RESPONDENTS BACKGROUND ANALYSIS**

- ✚ From the present research study, it is found that the average age of the respondents is 36.41 years. The respondents with minimum age were of 19 years of age while the maximum age of the respondents was 65 years. The standard deviation found to be 10.6 and 10.6 standard deviation means that the age among all 150 respondents varied from +10.6 to -10.6 from the average age. It was found that 29.3% (n=150) of the respondents were in the age group of 28- 37 years and 18% of the respondents were in the age of 48 and above group.
- ✚ Regarding education, it is found that majority of respondents (62%) were graduated and 28% of the respondents disclosed that they are post graduated.
- ✚ Regarding the type of company where respondent work, it is found that majority of the respondents (67.3%) work in government insurance company while remaining 32.7% work in private insurance company.
- ✚ About service length in present organization, 72.7% of the respondents found in the group of 1-10 years of experience in the present organization while 12 % found in the group of 11-20 years.

- ✚ Majority of the respondents (60%) found to have one year to ten years of total experience and 20.7% of the respondents found to have total experience of 11 to 20 years.
- ✚ Looking to salary it is found that most of the respondents (68%) fall in the category of 1-5 lac annual salary.
- ✚ Majority of the respondents that is 68.7% are from executive level designations while remaining are from managerial level designation.
- ✚ About the gender it is found that 66.7% respondents were male and 33.3% were female.
- ✚ Regarding marital status, most of the respondents that is 71.3% are married while remaining are unmarried

## **SECTION-II**

### **KEY VARIABLE ANALYSIS**

#### ***Motivation at work due to assigned role***

With reference to level of motivation at work due to assigned role it is found that 57.3 % of the respondents chose 'never' option from the given alternatives followed by 27.3 % respondents who chose hardly ever response category for the expression of how frequent do employees felt motivated at work due to assigned role.

#### ***Overall level of motivation***

About the expression of overall level of motivation at work, it is found that extremely low percentage (0.7%) of respondents felt demotivated while as long as overall level of motivation is concerned more than half of (n=150) the respondents found themselves motivated and 22.7% of the respondents found to be highly motivated.

#### ***Overall job satisfaction***

While performing on the sales role it is found that overall job satisfaction is skewed toward the highly satisfied as total of 72.7 % employees (combine percentage of

satisfied, 44.7% and highly satisfied, 28%) were either satisfied or highly satisfied from their job.

### ***Level of commitment***

Role demand is one of the factors that affect the degree of commitment of employee towards organization. Insurance industry is among the domains like social work, social services and industries like hospitality, banking which demand calm nerves, compassion and high performance in given role (Mishra & Panda, 2012). Regarding level of commitment, it was found that 42.7% (n=150) respondents expressed themselves from being reasonably committed to 32.7% (n=150) highly committed.

## **SECTION III**

### **ANALYSIS OF ROLE EFFICACY DIMENSIONS AND ROLE STRESS AREAS**

#### ***Phase I: Analysis of Role Efficacy Dimensions***

- ✚ For the centrality dimension of role efficacy, it was found that 47.3 % of the employees (respondents) accepted that they are involved in performing the role which is useful and important.
- ✚ 40.7% of the employees consider that their role is very important in the organization and they feel themselves as important part of the organization
- ✚ Regarding the employees who think that their role is not the central role within the organization, it is found that 12% employees were feeling that their given role is not related to some core activity.
- ✚ Involvement of employees by assigning them such roles where they can utilize their expertise is related to integration dimension of role efficacy. Regarding integration, 62.7% of the employees have the feeling that they were able to use their knowledge and training positively while delivering on the assigned role within the organization.

- ✚ Talking about the employees who feel that their knowledge and training was not utilized in the organization, it was found that there were 10.7% employees who thought this way about their role.
- ✚ In case of proactivity dimension of role efficacy, it was found that 10.7% of the employees did not feel freedom in their role so their level of proactivity is not what they think it should be in their role.
- ✚ Looking to the analysis of proactivity dimensions, it was found that 42.7% of the employees were of the opinion that their role gives them enough freedom that they can take initiative.
- ✚ Regarding the creativity dimension, it was found that 17.3% employees admit that they had no time for creative work in their role.
- ✚ It was found that in case of creativity dimension, 52.7% of the employees admit that in their assigned role they are able to use creativity as well as they are able to do new things as per their role's demand.
- ✚ Most of the employees that is 66.7% responded that their role demand collaboration with other colleagues this means that their role promote inter-role linkage dimension of role efficacy.
- ✚ In case of inter-role linkage dimension of role efficacy, it was found that 20.7% of the employee were of the opinion that no one can consult in their role thus they feel alone and disconnected.
- ✚ Responses related to helping relationship dimension of role efficacy it is found that 64.7% employees responded that whenever they have a problem, others help me.
- ✚ 19.3% employees responded that when they need some help, none is available.

- ✚ Regarding superordination dimension of role efficacy, it was found that 40.7% of the employees believe that what they were doing in their role likely to help others in society or in organization.
- ✚ For superordination dimension of role efficacy 27.3% employees feel regret that their role does not allow them to do something for others in the organization or to contribute to society.
- ✚ Looking at the influence dimension of role efficacy, it was found that majority (41.3%) of the employees accepted that their advice usually accepted by their seniors and 44% of the employees agreed that they contribute to some the decision because of their role.
- ✚ Talking about growth dimension of the role efficacy it is found that 33.3% employees feel that they have enough opportunities for their professional growth because of their role.
- ✚ Interesting finding on the growth dimension is that around closely similar number of the employees (32.7%) expressed that they were slowly forgetting all that they learnt because of the lacking of growth opportunity.
- ✚ Regarding confrontation dimension, most of the employees that is 59.3% responded that when a subordinate bring problem to them, they help in getting solution of the problem and 9.3% of employees expressed that they dislike being bothered by problems.





### ***Phase 2: Analysis of Role Stress Areas***

- ✚ Four areas of role stress have been analyzed and these are ‘stress due to self-role distance’, ‘stress due to inter role distance’, ‘stress due to role boundedness’ and ‘stress due to personal inadequacy’.

- ✚ In case of stress due to self-role distance 32% of the employees, sometime feels that they are not able to do many things for which they have great liking and that make them stressed.
- ✚ For stress due to self-role distance, 25.3% employees sometime while 26% employees occasionally feel that they are not able to use their strength in various things related to their role so they feel stressed from occasionally to sometime.
- ✚ Looking to employees' view related to stress due to inter role distance 22% employees never feel that their role in the family conflicts with their assigned role at work place however same percentage of employees frequently felt the conflict between their family and work role.
- ✚ About the stress due to role boundedness, it was found that equal percentage (32%) of employees feel themselves duty bound employee from sometime to quite frequently. In other words, total of 64% employees were with the opinion that they feel role boundedness.
- ✚ 32.7% employees sometime wish for being better equipped with skills and knowledge to perform their role more adequately and 20% of the employees wish for the same but occasionally.
- ✚ Regarding personal inadequacy led stress it was found that most of the employees (total of approx. 80%) feel that they don't have sufficient skills as per their role.

**SECTION-IV**  
**CROSS TABULATION AMONG INDEPENDENT VARIABLES**  
**AND DEPENDENT VARIABLES & TESTING OF**  
**CORRELATION**

***Phase-1: Cross Tabulation between demographic background variables and Key variables (Role Efficacy and Role Stress)***

-  27.5 % respondents from the age of 18 to 27 years were found in category 'A' which denotes highest level of role efficacy quotient (REQ). 52.5 % of the respondents from the age category of 18-27 found in category 'B' of REQ. Least number of respondents from all the age categories found in category 'C' of REQ. The results of hypothesis testing found that there is a non-significant association ( $p = 0.404 > 0.05$ ) between age and role efficacy.
-  46.0 % respondents who belong to male category were found to fall in category 'A' while majority of the female respondents (70 %) fall in the category 'B' of REQ. Based on the chi-square test results it is found that there is a significant association ( $p = 0.000 < 0.05$ ) between gender and role efficacy.
-  38.8 % respondents who were getting the salary of 1-5 lac were found in 'A'-category of role efficacy which represent the highest level of role efficacy quotient (REQ). 43.7 % of the respondents from the salary category of 1-5 lac found in the 'B'-category of role efficacy. The results of hypothesis testing found that there is a non-significant association ( $p = 0.197 > 0.05$ ) between salary and role efficacy.
-  28.9 % respondents who were having the total work experience of 1 to 10 years of experience found in 'A'-category of role efficacy however category 'A' is dominated by the respondents (64.5%) who were having 11 to 20 years. Chi-square test results shows that there is a significant association ( $p = 0.005 < 0.05$ ) between total work experience and role efficacy.



- ✚ Most of graduation degree holders (46.2%) and post-graduation degree holders (50.0 %) belong to category 'B' of REQ. Category -A of REQ contains most of the respondents who were having education up to 12<sup>th</sup> class. Hypothesis test results infer that there is a non-significant association ( $p = 0.108 > 0.05$ ) between education and role efficacy.
- ✚ Role stress has linkage with social environment of a person and also with various demographic characteristics. In the present research hypothesis was done to study the association between role stress and demographic characteristics like Education, Age, Experience, salary and Gender. It was hypothesized that there is no significant association between demographic variables (Age, Education, Experience, salary and Gender) and Role Stress.
- ✚ It has been found that there is significant association ( $p=0.000$ ) between role stress and age of the employees who work in insurance companies.
- ✚ Results of hypothesis testing infer that a significant association ( $p=0.002 < 0.05$ ) exist between role stress and salary of the employees.
- ✚ Regarding education, 100 % employees who have doctoral degree and also 100% employees who have 'Other degrees' were found in the moderate role stress (2 to 3 average stress score) categories as a result there was no one from these two education categories in the lowest (0 to 2 average stress score) and highest (3-4 average stress score) role stress category.
- ✚ It was found that education level and role stress are significantly associated ( $p=0.002 < 0.05$ ).
- ✚ The important finding is that none from total work experience category of 21-30 and 31 and above was present in the highest level of role stress category (3 to 4 Average Stress Score).
- ✚ It has been found that the total work experience and role stress are significantly associated ( $p=0.000 < 0.05$ ).

- ✚ It is found that the only gender and role stress are not significantly associated with each other ( $p=0.628 > 0.05$ ).

### ***Phase-2: Correlation among Role Efficacy and demographic variables***

- ✚ When role efficacy quotient (the measure of role efficacy) increases, it helps in improvement in performance and various factors affect role efficacy and demography related factors are some these factors. The nature and significance of correlation was studied and it was found that the correlation among role efficacy and demographic variables were positive and statistically important.

### ***Phase-3: Correlation among Role Stress and demographic variables***

- ✚ The nature and significance of correlation was studied and it was found that the correlation among role stress and demographic variables were positive and statistically important.

## **SECTION-V**

### **CALCULATION AND ANALYSIS OF ROLE EFFICACY**

- ✚ The level of role efficacy among the respondent measured in terms of role efficacy quotient. The values of role efficacy quotient (REQ) ranges between 38 to 92. On the basis of distribution of REQ five categories were found.
- ✚ First category has the respondents having REQ score of 4 on any of the ten dimensions of role efficacy and this category supposed to have adequate positive perception on that dimension.
- ✚ Second category has the respondents having REQ score of 3 on any of the ten dimensions of role efficacy and this category supposed to have 75% adequacy and 25% inadequacy or deficiency.

- ✚ Third category has the respondents having REQ score of 2 on any of the ten dimensions of role efficacy and this category supposed to have 50% adequacy and 50% inadequacy or deficiency
- ✚ Fourth category has the respondents having REQ score of 1 on any of the ten dimensions of role efficacy and this category supposed to have 25% adequacy and 75% inadequacy or deficiency.
- ✚ The last fifth category has the respondents having REQ score of zero or -1 on any of the ten dimensions of role efficacy and this category supposed to have 0 to -25% deficiency

## **SECTION-VI**

### **CALCULATION AND ANALYSIS OF ROLE STRESS**

- ✚ Analysis of the calculated role stress scores was used to create three categories of role stress
- ✚ First category included the employees (respondents) who were having the average stress score from zero up to two.
- ✚ Second category included the employees who were having the average stress score from two up to three.
- ✚ The last third category included the employees who were having the average stress score from three up to four.
- ✚ Majority (56.7%) of the respondents were found into first category that represent least role stressed employees
- ✚ 37.3% of the respondents were under the moderate level of role stress as these belong to the second category that represent moderate role stressed employees
- ✚ 6% of the employees belonged to the highest stressed employees' category as these found to be in the third category that contains the highest average role stress scores.

## SECTION-VII

### PROPOSED MODEL TO RELATE ROLE EFFICACY WITH

### INDEPENDENT VARIABLES

✚ Regression analysis was conducted to drive a model that relates the role efficacy with other independent variables.

✚ *The proposed model is:*

$$\text{Role efficacy} = 62.100 + (-.395) (\text{Service in current co.}) + .067 (\text{Age}) + .406 (\text{Total Exp.}) + .791 (\text{Salary})$$

✚ For this model four independent variables were involved and these were annual salary (in lac), age (in years), service in current company (in years), and total work experience (in years).

✚ The significant value found to be less than 0.05 and this shows that the overall regression model is a good fit for the data.

## **CONCLUSION**

- ✚ The interesting finding from these two questions is that role of the employee is just is one of the reasons for the motivation at work and there are many other aspects of the job that are important for the employees (Wooten, Kim, & Fakunmoju, 2014). During conversation while getting responses from respondents, most of the employees shared that when they sell insurance product to someone (customer) who really need insurance or to those who work in life threatening jobs or who are deprived and poor then feeling of empathy and level of motivation to work more to reach such needy people suddenly increased. The motivation for job in insurance sales found to be affected by various latent factors that are actually related to the sales role and most of the sales people found to consider motivation due to role and overall motivation separately.
- ✚ Job satisfaction has been considered as one of the major issues especially in sales jobs for insurance companies because employees' perception about overall job satisfaction conclude the efforts of organizations towards making employee satisfy in the given role and explained job description (Reddy & Sumalatha, 2019). Since majority of the sales people were found to be overall satisfied from their job so it can be concluded that the insurance companies where these employees were working have been successful in designing good policy level framework and the efforts of the human resource department can be appreciated.
- ✚ The insurance companies be the private or public level of commitment found to be among core issues to be managed or solved. Analysis and related Findings of the present study has provided the evidences that majority of the sales employees in private as well public insurance companies remain committed towards company. Based on the findings it can be concluded that the level of commitment varies from optimally committed to reasonably committed to highly committed employees while a very small section of employees also exist that rated themselves as somewhat committed. Thus, commitment of employees does not appear to be as a core issue for insurance companies.

- ✚ On the basis of standard accepted range of values of Cronbach's alpha coefficient, it can be concluded that 0.717 value of Cronbach's alpha justify the reliability of the role efficacy scale.
- ✚ Based on the standard accepted range of Cronbach's alpha coefficient values, it can be concluded that 0.847 value of Cronbach's alpha justify the reliability of the role stress scale.
- ✚ An employee must have mandatory skills, education and competency as per the role at the same time the employee should have a role that allows the employee to use competency. Lack of any one of the two would result in low effectiveness. Role efficacy is defined by using ten dimensions that determine the employee's quotient of role efficacy. (Tsui, Nifadkar, S.S.Ou, & A.Y., 2007). In case of role efficacy dimensions, it can be concluded that majority of the employees expressed towards positive side of the dimensions. On almost all dimensions employees found to have realistic realization as per their assigned role in the organization so it can be concluded that cumulatively all the ten dimension of role efficacy contribute toward the recognition of one's true potential and acknowledgement of what they feel and how they act at work place as well as how they interact in the society. The results of analysis and findings related to the ten dimension of role efficacy actually act as indicator to understand employee's behaviour at work place in a particular role. Further it can also be concluded that for optimum level of role efficacy employees need to work upon the ten dimensions of the role efficacy.
- ✚ With reference to the findings of role stress areas it can be concluded that lack of clearly defined role description can make some roles overburdened as a result employee may not be able to do the things which they like most. Further it can also be concluded that there are more complex issues prevailing among the employees who feel stress due to inter role distance because in the analysis it was found that the percentage of employees never felt conflict between family and work role and the employees who frequently felt the conflict are same. Looking at the findings about employees' view related to personal skill and knowledge inadequacy, it can be concluded that personal inadequacy is one of

the area of role stress because majority of the employees shared that from frequently to sometime they feel that they don't have enough skills and knowledge that are required to justify them in their role and most of the employees felt that they were not doing justice to their family role as son or daughter, husband or wife, father or mother etc.

✚ Referring to the findings of analysis and further hypothesis testing results of cross tabulation between demographic background variables such as age, gender, education, salary, total work experience and key variable role efficacy it can be concluded that there is a significant association between gender and role efficacy, total work experience and role efficacy. However, the results of the hypothesis testing concluded that there is non- significant association exist between age categories and categories of role efficacy, categories of salary and role efficacy categories and also between education categories and categories of role efficacy.

✚ Talking about role stress and results of cross tabulation between demographic background variables such as age, gender, education, salary, total work experience and key variable role stress it can be concluded that there is a significant association between age and role stress, total work experience and role stress, salary and role stress, education and role stress but the results of the hypothesis testing also concluded that there is non- significant association exist between gender categories and categories of role stress.

✚ Looking at the findings of analysis and further hypothesis testing results of correlation between role efficacy and demographic variables it can be concluded that factors like age, gender, education, total experience and salary affect the role efficacy significantly.

✚ Looking at the findings of analysis and further hypothesis testing results of correlation between role stress and demographic variables it can be concluded that factors like age, gender, education, total experience and salary affect the role stress significantly.

✚ From the findings of REQ for each of the employee (respondent) and their classification in the five categories can be concluded that classification of employees into different categories that represent diverse percentages of adequacy and inadequacy on ten dimensions of role efficacy help the companies to address issues that are related to role of employees in more structured manner. Looking at the categories of the employees it can be easy to understand that which category of employees needs more attention and support and that too on what dimension.

✚ It can be concluded that most of the employees were under less role stress as their average role stress score found from zero up to 2. Very few were stressed due to their role



## **SUGGESTIONS**

- ✚ On the basis of findings obtained from data analysis and by including the off the record conversation with the respondent, the researcher suggests that behavioural aspect that focus on importance of insurance from social dimension need to be coached and guided. Sales people particularly in insurance product selling roles should be given the training about how the people who are not earning enough but need insurance can be covered under insurance. The employees should also be provided mentoring and guidance about how to avoid conflict between social compassion developed due to understanding of other people's insecurities and commercial goals associated with sales role.
- ✚ Since the nature of the insurance is very close to the intent of social work so job satisfaction should not be considered to be influenced by present role and other job-related benefits only (Gleasonwynn & Mindel, 1999). The researcher is with the opinion that there are various latent influencers of job motivation that needed to be explored and addressed. It is suggested that insurance companies should initiate exploration of latent influencers related to sales job satisfaction in insurance companies.
- ✚ Regarding level of commitment of employees in insurance companies, the present research study found that a joyful and committed employee is not an issue. Hence, the researcher's view is that insurance companies need to work on the how to maintain or enhance existing level of commitment. Past studies suggest some of the areas that companies should focus to improve commitment level among employees, these include addressing personal and professional conflicts with flexible approach, regular interaction to share feedback and fair policies and policy driven decision making (Risal, 2018). In addition to these the researcher wants to suggest that many a times employees face problems like, problem with any of the colleague or over concern for job retention etc., and they avoid sharing these kind of personal issues with higher authorities so promoting team bonding to address individual specific issues or morale related issues could resolve some of such problems, effective engagement of employees in social work outside the formal setup of organization and clear future oriented career opportunities within

organization may also improve level of commitment because effective engagement that too in some kind of social work expose employees to realize importance of his role towards society.

✚ Various similarities between social work and insurance industry can be pointed out, just for example, the ability to work together with possibly high level of empathy and compassion for each other is essential for success in both the cases. Based on the dimensions of role efficacy and the understanding about the role efficacy, the researcher in this present research study suggests that the ten dimensions can further be studied by grouping them into three main categories namely 'Role Making' (includes self-role integration, proactivity, Creativity and Confrontation dimension), 'Role Centering' (includes Centrality, Influence and Personal Growth dimension) and 'Role Linking' (includes Inter-role linkage, Helping relationship and Superordination dimension). On the basis of findings, it can be suggested insurance companies should focus on the 'Role Centering' group of dimensions by exploring job design aspect which in turn may refresh the existing role of employee and give more clarity on growth due to role, influence generated by the performance on the assigned role and foster the realization that the assigned role is related to very important part of the organization and the performer in the assigned role occupies the very important core position.

✚ One suggestion to reduce the stress due to self-role distance is that organizations can switch role of employees at some calculated time intervals this will give them opportunity to explore themselves in a creative and constructive manner and for the employees it can be suggested that possibilities of activities within the limits of assigned role that are liked by them can be listed and presented to immediate reporting authority. The distance among various roles increase with increase in the demand or expectations by one role as compared to other roles (Coetzer & Rothmann, 2006). The researcher is of the opinion that stress due to inter role distance arise when an employee deals with many roles within and outside of the organization so it can be suggested that insurance companies should take initiative where their employees can assemble informally and interact freely and in non-stressful environment to discuss issues of their personal life and organization then can explore the common personal issues that can be possibly managed by

managing employees role at work place. As per this study majority of the employees (56%) were in the age group of 18 to 37 years so the researcher suggest that companies can offer self-care benefits that includes tax-planning, legal services etc., preventive benefits that includes healthcare, finance and insurance benefits because in this age group the concern level of employee for the future gradually building up and that demand structured solution and any gap here led to family and work role conflict.

✚ The research studies show the empirical evidence of the association between role efficacy and individual's demographic variables and it has been observed that apart from skills effectiveness in a role also depends on personal characteristics which are mainly demographic related. Looking at the conclusion it can be suggested that insurance companies should give consider gender and work experience while deciding role of employee however second priority can be given to age and education. The researcher also like to suggest that gender is not significantly associated with role stress but other demographic variables such as age, education, total work experience and salary has significant association with role stress thus while deciding any training or policy level decision to manage role related stress these demographic variables should be primarily considered.

✚ With regard to the role efficacy, it has been found in previous researches that role efficacy of insurance employees has significant potential to impact their performance (Risal, 2018). In reference to role efficacy, the researcher would like to suggest that insurance companies should avoid assigning such work roles to employees that contradict their education level or work experience because factors like education and work experience have significant correlation with role efficacy. Every role has some output expectations so it is suggested here that any change in role without change in salaries or discriminatory will negatively affect the role efficacy and that will led to poor performance so insurance companies should workout rational job roles that promote role efficacy.

✚ Talking about the role stress, stress free environment can create stress free workforce and in case of insurance selling job roles, stress level usually remain

high (Coetzer & Rothmann, 2006). In reference to role stress, the researcher would like to suggest that employees of different age group and income group may face work life balance issues and companies should allow remote working or flexi hour working for some fixed day of highly needy time on the part of employee. This not helps in preventing loss of productivity due to stress but also help the employee in managing stress. Loyalty is not one-sided construct so here researcher also suggest that some time-based commitment like work experience related promises from the insurance company side will help to project fair side of company policies and this also help to reduce the role stress that is sourced to total work experience like stress due to overthinking on what will be the future if an employee stay long in the same organization.

- ✚ It can be suggested that the category of the employees having no inadequacies can help the other categories of the employees who lack on some or other dimension of role efficacy. Companies can point out the trainer groups and training groups within organization to take initiatives like each-one-help-one.

## **PLAN OF ACTION**

- ✚ Based on the findings, conclusions and suggestions following action plan has been proposed to be followed by the insurance companies for enhancement of employee role efficacy and there by employee's effectiveness. The findings of this study have contributed in the addition of valuable content and practical approach to show how range of variables is associated with other key variables. This present research has highlighted the social aspect of insurance and insurance sales. It has also pointed out the need to address the role of sales people in insurance companies from a less obvious but contemporarily relevant dimension.
  
- ✚ The researcher through this research work tends to explore and emphasized on such an area that has implications for insurance industry, employees that are serving insurance sector in sales role and for society as well. The employees of insurance sector not only perform on their work or job roles but also contributed to the society by encouraging and convincing people to get insured irrespective of their social standing in the society. Primary role of sales people who work in insurance companies begin with making people aware about the need of insurance. In this research it has been tried to point out at relevant places that the people who work for insurance companies remain unaware about insurance related concerns of the poor. Submissively the researcher also tried to show the need to consider social aspect of insurance more seriously and passively researcher mentioned that insurance companies should not continue to carry forward the assumption that because the poor cannot afford insurance so it is not possible to serve insurance services to them. For all these kinds of gradual transformation working on role and specially role efficacy and role stress is most important.
  
- ✚ Researcher has showed some practical aspects that can contribute in the realization of importance of role efficacy for employees, in spreading awareness about how role efficacy can be used to classify employees to make them more effective in the assigned role, in highlighting how role stress has distributed among the sales employees of insurance companies. The present

research has elaborated on areas of role stress and how to classify employees to manage role stress of the employees in insurance sector. Researcher at various places attempt to highlight the need to accept the social aspect of insurance business by insurance companies. Through this research work researcher propose a plan that intend to develop a role improvement cum role stress management system that also explore the possibilities for idea generation to insurance product designing for socially deprived poor people.

✚ This ‘Role Improvement cum Role Stress Management System’ can be developed by any insurance company in three phases. The first phase is “Exploration Phase”. In this phase company study the ten dimension of role efficacy and explore how the demographic profile of their employees is associated with the role efficacy. For this a team of employees will be required to collect data from employees by using standard role efficacy scale and that also guide the process of converting data of role efficacy dimensions in role efficacy quotient (REQ). During this phase level and area of role stress will also be explored by using standard role stress scale. Focus group studies will be conducted to explore the possibilities of bow to address the insurance needs of socially deprived and poor people.

✚ The second phase is “Empirical Phase”. In this phase classification of employees will be done by using REQ scores and those dimensions will be found where employees need to improve up on. From the same data a group of employees will be constructed which is adequately performing on all ten dimension of the role efficacy and these employees can be assigned the take of “each one-improve one”. Further the group of employees will be created on the basis of average role stress scores and then the group of employees will be constructed on the basis of areas of role stress. In this phase the inputs of focus group studies will be discussed among the senior members of a team called “social insurance product team”. This team evaluate the proposed ideas and design outline of social insurance products with relevant detailing of how this product can be delivered by the company.

✚ The third and final phase is “Training, Mentoring and product development Phase”. In this phase short term to regular year-long training modules will be designed as per the requirements that have been explored in phase one and evaluated in phase two and the designed training programs shall be delivered and the impact of training shall be measured to decide the further need of mentoring. In this phase the social insurance product team will prepare a feasibility report of the comprehended social insurance product with the help of people who develop insurance products.

✚ In subsequent months the ‘Role Improvement cum Role Stress Management System’ can be promoted to be used in the orientation as well as succession planning programs. This plan of action has the root in this research work. The students from academic institutions can be involved in some specific activities (such as focus group discussion) of ‘Role Improvement cum Role Stress Management System’ during their internship program. This will let the system open for having fresh ideas.

## **How Insurance sector is close to social work?**

Social work is primarily concerned with eradication of various social ill practices as well as upliftment of weaker section of society. Other than the issue of ROTI-KAPDA and MAKAN, the other prominent problem of weaker section is their life is most of the time remain at stake of health risk, safety risk and risk of emergencies caused by the death of main earning member.

How much the social work done by social workers as well as social institutions including government has been successful is reflected in Social Progress Index (SPI).

As of 2017 India ranked 93<sup>rd</sup> out of 128 countries in this index. Inability to manage risk by poor increase their vulnerability to lose everything they have obtained by virtue of their own efforts and because of social support extended by social workers, NGOs and other institutions.

World development Report 2014 pointed out that without taking care of risk coverage most of the efforts done to uplift weaker section couldn't produce effective results.

Social Progress Index, World development report and World bank too has highlighted Insurance as a powerful instrument that actually integrate the efforts of all social works conducted for social upliftment. There are lots of initiatives at policy level and also at institutional level have been taken in last half a decade time. Community based risk prevention insurance schemes, Microinsurance, Community based health insurance are some of such initiatives.

Insurance has a deep connect with social work and is essential for the success of social welfare programs. This is the base why I picked up insurance sector.

### **Now**

The most common perception of insurance jobs and their description is related to sales of insurance policies. Yes! Sales is an important part but Insurance regulatory development authority (IRDA) keep a tab on company of public and private sector not only to have policies but also made sales of the same to various sections of society including poor and farmers to cover medical, life and general insurance risks.

The insurance sales executives and manager ensure sales, continuity of policy related awareness, timely knock about premium due date, insurance related documentation, and disbursement of sum assured to beneficiaries or to insured person. Their job is not only complex in nature but involve extensive social communication. Getting poor people convinced to buy insurance is quite challenging.

### **Few limited options to choose from were research about**

- Effective Designing of insurance policies for social upliftment
- Comparative study micro insurance plans of private and public insurance companies that basically target weaker section.
- Evaluation of contribution made by insurance companies in social welfare by their insurance products.
- Study the level of stress among employees of insurance companies and the extent of role clarity.



So I choose to go with the study of Role Efficacy and Role Stress among Insurance Sector Employees Working in Government and Private Companies at Vadodara District, Gujarat, India

Another reason is very limited research work has been done around this topic. So, this indicated a gap to pursue a research in this area.

In broader perspective Insurance sector is playing important role in social upliftment and bottom up risk reduction. This cannot be possible without having employees who are not cleared about their role. Directly the insurance sector has a link with social work and indirectly the employees of this sector are also contributing to ensure social safety of several sections of society.