Employee Attitude towards Reforms in the Insurance Sector:
Gender Perspective

K. Latha
Assistant Professor, SCSVMV University, Kanchipuram, Tamil Nadu, India
E-mail: lrk.latha@gmail.com

Abstract - The attitudes in individuals are a result of observational learning from their environment which may be positive, negative or neutral. The employee attitude is important in the study of organization behavior since it helps to predict the work behavior and makes them to adapt to their work environment. The insurance industry has moved into competitive and exciting times with the arrival of private players in the market. This has paved the way for many reforms in order to break the competition. The study focuses on Employee Attitude towards reforms in the Insurance sector considering the various dimensions of employee attitude and its influence in the job performance. The dimensions of employee attitude are Nature of reforms, Interest level for reforms, Attitude towards the job, Impact of work culture, Effectiveness of attitude shift in job satisfaction, Effectiveness of training in employee attitude, Organization citizenship behavior, Management inducing work mood, Interpersonal relationship & Management concern for employees. The respondents involved in the study are selected from the Insurance sector (Public & Private Companies). The analysis is made on gender perspective, where the male & female employees attitudes are evaluated towards the job performance. The dynamic environment is primming up with several reforms day by day. The employee has to be prepared to show enthusiasm in accepting the reforms and apply in practice.

Keywords: Employee attitude, shift, reforms, performance

I. INTRODUCTION

Personality and Attitude are complex cognitive process and attitudes make up the personality. The term attitude is frequently used in describing people and explaining their behaviour. Today's competitive job market is searching for the potential manpower whose attitude level is always in favour of organisation's development. The attitudes of employees are important since they are a result of observational learning from their environment which may be positive, negative or neutral. Most of the time, the attitudes of individuals are a result of observational learning from their environment. The attitude and values of the people play a significant role in the process of developing the employee's job related attitudes which create an effective impact on organization's behavior.

Reforms in the Insurance Sector

The transition of the insurance industry in India from a Public Monopoly to a competitive environment presents interesting opportunities both to the insurance players as well as to the customer. The study focuses on Attitude shift in employees towards reforms in the Insurance sector considering the various dimensions of employee attitude and its influence in the job performance.

II. REVIEW OF LITERATURE

The researcher has collected information about the topic chosen. It has been gathered from published sources such as books, articles, various journals and abstracts from the published dissertations.

a) “Myungwoon Choi”, in his study has observed that Organizations are expected to be very supportive in enhancing the attitude & to be positive in accepting the Organizational changes. The constructs, which frequently serve as key variables in these studies, include readiness for change, commitment to change, openness to change, and cynicism about organizational change.

b) Alexander Preko’s study revealed that majority of the male employees (69.5%) preferred to work under male managers and co-ded managerial positions as masculine positions. It is recommended, therefore, that male employees should embrace and integrate female heads in decision making positions, as women constitute majority of the working population in the world.

III. STATEMENT OF THE PROBLEM

Employee attitude is important in the study of organization behavior. It makes the people to adapt to their work environment. Employee’s job related attitudes create an effective impact on organization’s behavior. The competitive scenario is in need of employees who can positively react to the healthy reforms in the Industry. This study is focusing on the attitude with respect to gender issues.

IV. OBJECTIVES OF THE STUDY

1. The primary objective is to study the employee attitude towards reforms in the insurance sector, with the gender perspective.
2. To study the attitude shift of employees in the insurance sector.
3. To study the attitude shift of employees in the insurance sector.
4. To study the factors influencing the attitude shift among employees.
5. To evaluate the effectiveness of reforms in the insurance sector.

DOI: https://doi.org/10.51983/ajms-2014.3.2.1164
ISSN: 2249-6300 (P) Vol.3 No.2, 2014, pp.1-16
© The Research Publication, www.trp.org.in

Asian Journal of Managerial Science

AJMS Vol. 3 No. 2 July - December 2014 12
V.METHODOLOGY

The researcher has collected the data from the primary as well as the secondary source. This study mainly focuses on the primary data that has been collected through a well-designed and structured questionnaire, which has facilitated the responses from the employees in the insurance sector. The stratified random sampling method is used for collecting the data. The sample size is 500.

Factors identified for studying employee attitude shift towards reforms

Determinant factors

There are various factors that contribute or determine the shift of employee attitude towards reforms. Such influential determinants are nature of reforms, employee interest level for reforms, employees job impact of work culture, job satisfaction, effectiveness of training, organization citizenship behavior, work mood, interpersonal relationship, job performance and management concern. These are the factors that have been identified for the study of employee attitude shift towards reforms.

The dimensions are identified from various Psychological & HR studies. These dimensions are highly correlated with attitude and the questions are framed to identify the employee attitude towards reforms. The factors are exploring the inner level of attitude & its impact on the job performance.

Demographic Profile

The demographic characteristics which are related to employee attitude are gender, age, marital status, education, designation, experience and income which play an important role in moulding the employee attitude for the betterment of the organization.

The aim of this research is to find out the necessary factors that play a positive role in bringing the necessary reforms to the industry. The employee attitude gains significant role in the organization development.

Study Area

The study is confined with Public Sector Insurance Company (LIC and GIC) and Private Insurance Companies (11 Companies) located in Chennai City. It constitutes the sampling domain.

Statistical Tools Used

1. Student t test
2. Chi-Square test

<table>
<thead>
<tr>
<th>TABLE 1 DISTRIBUTION OF RESPONDENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Details</strong></td>
</tr>
<tr>
<td>------------</td>
</tr>
<tr>
<td>Private Insurance</td>
</tr>
<tr>
<td>Male</td>
</tr>
<tr>
<td>26-30</td>
</tr>
<tr>
<td>Married</td>
</tr>
<tr>
<td>UG</td>
</tr>
<tr>
<td>Manager</td>
</tr>
<tr>
<td>5-10yrs exp</td>
</tr>
<tr>
<td>10001-20,000 income</td>
</tr>
</tbody>
</table>

Fig.1 Distribution of Respondents
The study focuses on the insurance sector between male & female employees. It shows that 39% of employees with low attitude towards reforms have more than 15 years of experience. The sample size constitutes 500 in number. They are drawn both from the Public & Private insurance companies. Since the market has more number of private players, the 65% of the sample is from the Private sector & the balance of 35% from the Public sector.

The male employees form the major part of 74% followed with 26% of female employees. The majority of the employees are Managerial in cadre. The male employees (74%) are more than 15 years, 21% of employees in the age of 25 years and 16% of employees are above 35 years. The majority of the employees are married representing to 56% of the sample size and 44% of the employees are unmarried. The educational qualification of the sample shows that majority of the employees are undergraduates forming 68%, 22% of employees are Professional. The majority of the employees are Managerial in cadre.

The majority of the employees corresponding to 39% have 5-10 years of experience, 30% of em ployees with less than 5 years, 21% of employees with 10-15 years and 10% of employees have more than 15 years of experience. The study shows that 39% of employees with low attitude towards reforms. Monthly income between 26,001-30,000. Only 17.2% of employees with less than 5 years, 21% of employees with 10-15 years, 10% of employees with more than 5 years, 21% of employees with 10-15 years and 10% of employees have more than 15 years of experience.

The employees strongly agree that their organization has a wide customer base and reforms lay a competitive role in the sector. They also feel that their job fetches more responsibility in the organization. The employees feel that reforms are necessary for organization growth. Generally, they feel that their employee attitude towards reforms seems to be favourable.

The male employees interest towards constructive reforms is favourable when compared to the female employees. The male employees accept that reforms are necessary for Organization growth. Female employees feel that reforms are necessary for accepting the responsibilities provided with appropriate rewards for performance and career growth.

The employees feel that management provides flexible work time in doing job and provides necessary information regarding the job. They encourage customer relationship practices, healthy ideas are shared with colleagues and they have group norms. The employees strongly agree that management provides safe and harmonious work environment, they are proud to be the employee of the ORGANIZATION and that management maintains positive attitude level for performance.

**Hypothesis-I**

Null Hypothesis: There is no significant difference between male and female employees with respect to dimension of employee attitude.

<table>
<thead>
<tr>
<th>Dimension of Employee Attitude</th>
<th>Male Mean</th>
<th>SD</th>
<th>Female Mean</th>
<th>SD</th>
<th>t value</th>
<th>P value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nature of Reforms</td>
<td>41.35</td>
<td>3.21</td>
<td>40.33</td>
<td>3.42</td>
<td>3.10</td>
<td>0.002**</td>
</tr>
<tr>
<td>Interest level for Reforms</td>
<td>39.75</td>
<td>4.23</td>
<td>38.08</td>
<td>3.51</td>
<td>4.05</td>
<td>0.002**</td>
</tr>
<tr>
<td>Attitude towards Job</td>
<td>39.98</td>
<td>4.05</td>
<td>39.60</td>
<td>3.92</td>
<td>0.92</td>
<td>0.356</td>
</tr>
<tr>
<td>Work Culture</td>
<td>38.26</td>
<td>6.42</td>
<td>38.95</td>
<td>3.34</td>
<td>1.17</td>
<td>0.242</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>38.36</td>
<td>5.36</td>
<td>38.64</td>
<td>4.00</td>
<td>0.56</td>
<td>0.577</td>
</tr>
<tr>
<td>Training</td>
<td>40.02</td>
<td>4.74</td>
<td>41.55</td>
<td>4.49</td>
<td>3.22</td>
<td>0.001**</td>
</tr>
<tr>
<td>Citizenship behaviour</td>
<td>39.92</td>
<td>3.19</td>
<td>37.95</td>
<td>5.43</td>
<td>4.96</td>
<td>0.000**</td>
</tr>
<tr>
<td>Work mood</td>
<td>38.54</td>
<td>5.23</td>
<td>36.67</td>
<td>4.97</td>
<td>3.56</td>
<td>0.000**</td>
</tr>
<tr>
<td>Interpersonal relationship</td>
<td>38.93</td>
<td>5.52</td>
<td>38.56</td>
<td>4.47</td>
<td>0.70</td>
<td>0.487</td>
</tr>
<tr>
<td>Concern for employees</td>
<td>36.57</td>
<td>7.26</td>
<td>34.90</td>
<td>5.72</td>
<td>2.39</td>
<td>0.017*</td>
</tr>
<tr>
<td>Overall employee attitude</td>
<td>391.7</td>
<td>36.2</td>
<td>385.2</td>
<td>25.2</td>
<td>1.89</td>
<td>0.060</td>
</tr>
</tbody>
</table>

Note: ** denotes significant at 1% level *,denotes significant at 5% level
Since P value is less than 0.01, the null hypothesis is rejected at 1% level of significance with regard to nature of reforms, interest level for reforms, training, organization citizenship behaviour, management inducing work mood. Hence there is significant difference between male and female employees with respect to dimension of employee attitude. The company has been successful in influencing the male employees on reforms. Since P value is less than 0.05, the null hypothesis is rejected at 5% level of significance with regard to management concern for employees. Hence there is significant difference between male and female employees with respect to the dimension management concern for employees.

Since P value is more than 0.05, the null hypothesis is accepted. Hence there is no significant difference between male and female employees with respect to the dimension of interest level for reforms, and training, organization citizenship behaviour.

Hence there is significant difference between male and female employees with respect to the dimension concern for employees.

The study emphasizes that the employee attitude is high with the Private employees where 77.6% of the employees show high attitude and 12% of the female employees exhibit high employee attitude. The male gender readily accepts the necessary reforms for organization growth. The female employees also accept the reforms but in the initial stage there is a little aversion.

The training provided by the organization increases the job satisfaction which influences job attitude. The proper training will positively improves the employee citizenship behaviour and this will favour employee attitude.
towards reforms in the organization. The attitude shift of employees is greatly influenced by age, experience and marital status of employees in the organization.

The Research study on employee Attitude clearly proves that all dimensions are interlinked and are complimentary in providing the final output. When the management has an optimistic team, it can be successful in moulding the attitude and shifting it to become complimentary for Organization’s Goal.

VII. RECOMMENDATIONS

1. Management Employee Interaction – Majority of the problems can be trimmed when there are healthy and constructive interactions between the Management and Human Resource. A attitude is s a n internal factor which is not stable with any individual. This is a lways fluctuating between the spectrum of favourable and unfavourable colours. Interaction is an effective strategy to identify the actual level of employee attitude in the organization.

2. Positive Superior – The leaders in the organization occupy the key position in influencing the attitude of employees. The superiors who are related to the employees have to measure their attitude and take suitable measures in promoting the best attitude force for organization development.

3. Constructive Reforms – The companies can introduce only the essential development oriented reforms and to avoid the unwanted reforms so that the interest level of the employees will not drop.

4. Eliminate Fear attitude – The reforms fail since the employees fear that it may affect their career in the organization. The organization is responsible to clear the employees doubts and eliminate the fear attitude, so that the male & female employees & train them to work for the Organization benefit.

The study emphasizes that the attitude level towards reforms is favourable with the male employees. They are capable of understanding the reforms especially the importance of technology changes as very much inevitable for the organization development. They are very much clear in accepting the innovative ideas for the betterment of service to the customers.

The female employees are also exhibiting a positive management attitude towards reforms but with a small degree of aversion in the initial stage.

REFERENCES


VIII. CONCLUSION

The Insurance sector is the only sector which is experiencing the rapid growth in this competitive market. Under the present market forces and strict competition, has made the insurance companies to become highly innovative. The liberalization of Indian insurance sector has opened the sector to Private competition. A number of foreign insurance companies have set up representative offices in India and have also tied up with various asset management companies.