

Analyzing the Impact of Human Resource Policies on Employee Satisfaction in Indian General Insurance Companies

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ABSTRACT

Employee satisfaction plays a crucial role in the success of any organization, particularly in service-based industries like general insurance. This study examines the impact of human resource (HR) policies on employee satisfaction in Indian general insurance companies. The research aims to analyse employee perceptions of HR policies, evaluate their effectiveness in enhancing job satisfaction, and identify areas for improvement. A structured questionnaire was used to collect data from 100 employees across different job roles and experience levels. The study explores key aspects such as HR policy awareness, work-life balance, performance recognition, career growth opportunities, and overall job satisfaction. Findings reveal that while some employees view HR policies positively, a significant portion expresses dissatisfaction due to issues related to policy transparency, career progression, and work-life balance. Additionally, 53% of respondents suggest changes in HR policies to improve employee engagement and job satisfaction. The study highlights the need for better communication of HR policies, improved performance recognition programs, and enhanced career development initiatives. It also suggests implementing flexible work arrangements and strengthening employee feedback mechanisms to create a more positive work environment. The research concludes that while HR policies influence employee satisfaction, their effectiveness depends on proper implementation, transparency, and alignment with workforce expectations. Future studies can focus on longitudinal research, technological advancements in HR, and cross-sector comparisons to further understand the evolving role of HR policies in employee satisfaction.

The insights from this study can help insurance companies enhance their HR strategies, leading to higher employee retention, engagement, and overall organizational success.

Keywords: *Employee Satisfaction; Human Resource Policies; General Insurance Companies; Work-Life Balance; Performance Recognition; Career Growth; HR Policy Awareness; Job Satisfaction; Organizational Effectiveness; and Employee Engagement*

INTRODUCTION

Human resources are said to be vital and unique in nature, and they form an important part of every organization. Human Resource Management (HRM) practices, commonly referred to as HR practices, have undergone significant transformation over the past few decades, particularly following the phases of privatization and liberalization. While advanced technology, strong goodwill, and economies of scale contribute to organizational success, companies are increasingly dependent upon the human resource, making HR practices critically important.

Organizations adopt HR practices to ensure consistent performance in an unpredictable environment. To capitalize on organizational opportunities amidst fierce market competition, companies must appoint the best individuals for the job. Employing the right people is essential for any organization, and this depends on HR procedures that help identify and hire the most suitable candidates. The ability of an organization to utilize its human resources effectively determines its overall performance. Success and sustainability depend on managing HR practices that align with the organization's specific area, context, and culture.

Since the 1990 liberalization and privatization initiatives, the concept of HRM has gained traction in India. Before 1990, many firms' HR procedures were inadequate, largely due to low employee involvement and ineffective manager-employee communication—often caused by rigid hierarchical structures. Many top executives lacked formal HR planning, and their leadership approaches were overly rigid. Managers had relatively undemanding responsibilities, and reward systems were

poorly aligned with performance. Although several companies offered training and development programs to enhance employees' knowledge and skills, the evolution of HR practices in Indian firms has, over time, contributed to their remarkable success.

Human Resource Management Practices in the Insurance Industry

The insurance sector in India has come full circle—from being an open, competitive market to nationalization, and eventually returning to a liberalized market. Globalization and liberalization of the Indian economy have reshaped the competitive landscape for both human resources and finished products/services, leaving no room for organizational complacency. The insurance sector is no exception.

Some key HRM practices observed in the insurance industry include: Human Resource Planning is strictly need-based; employees are hired only when specific skills are required, and there is no provision for a reserve workforce. Skill requirements for selection are rigid and maintained consistently throughout the process; as employees are chosen for specific tasks based on particular skills, job rotation is not practiced; training is generally short-term and focused on developing skills needed for specific assignments. Most of the training is on-the-job, designed to help employees perform defined roles efficiently; performance appraisal is highly formalized, with immediate superiors playing a central role. However, the results of these appraisals are not disclosed to subordinates; internal mobility, particularly promotions, is based on organizational loyalty, measured by years of service. As such, promotion tends to follow a seniority-based approach; and employee welfare is largely considered in economic terms. Organizations focus primarily on providing physical facilities in the workplace, with little attention given to the psychological environment.

HRM in the insurance sector is aligned with a management and business-oriented philosophy. It is a strategic function, led by senior leadership and focused on achieving overall organizational goals. HR practices emphasize strong cultures, strategic alignment, and a flexible, integrated approach rooted in the company's core values and vision.

Responsibilities of the HR Department in the Insurance Industry

The HR department plays a central role in shaping the organization's workforce and culture. Key responsibilities include: Preparation of HR plans; Developing HR policies in alignment with broader organizational goals; Recruitment, selection, and placement of personnel; Establishing HR development systems; Designing compensation packages in consultation with top management; Devising personnel appraisal systems; Creating retention strategies; Ensuring integration of employees with the organization; Developing and maintaining employee welfare and social programs; and Maintaining harmonious industrial relations.

LITERATURE REVIEW

Fatma Bulut Surdu (2020) “Human Resource Disclosures in Corporate Annual Reports of Insurance Companies: A Case of Developing Country” This study examines human resource disclosures made in the corporate annual reports of 54 Turkish insurance companies and determines the factors that influence such disclosures between 2007 and 2017. To do this, content analysis was used to extract human resource disclosures from corporate annual reports that covered eight sub-dimensions: employee health and safety, employment of women or minorities, disabled employees, employee training, employee assistance and benefits, employee compensation, employee profiles, and employee morale. To ascertain the effects of return on equity, return on assets, leverage, firm size, number of employees, age of the firm, public listing status, foreign ownership, and company type on these disclosures, the data were statistically tested using correlation analysis and pooled OLS (Ordinary Least Squares) models. The findings show that the degree of human resource disclosure is influenced by the company type, number of employees, and foreign ownership. The most common human resource disclosure in business reporting is employee training. It is recommended that businesses enhance their disclosure and reporting procedures concerning human resource development.

Chandrasiri Gannile (2020) “Systemic Review on Impact of Strategic Human Resources Management on Organizational Performance in Insurance Industry” This study looks at how SHRM functions affect the organizational performance of insurance businesses in Sri Lanka. It also looks at whether the influence of SHRM practices on organizational performance depends on the people element of the company. In order to achieve the stated goals of the study, a multi-respondent survey of 29 licensed insurance businesses was conducted. The data gathered was then subjected to descriptive statistics and correlation analysis using SPSS and AMOS statistical tools. A well-structured questionnaire, based on nine SHRM and performance dimensions—namely strategy, structure, systems, personnel, skills, shared values/style, HR statistics, people strategy, and organizational performance—was utilized to assess the focus of the study. The study is a survey of the literature.

Dr. J. Jeya (2020) “Customer Service Techniques and National Insurance Company Efficiency” The goal of the study was to see how customer happiness affected service quality efficiency at National Insurance companies. The National Insurance Company of India (NIC) is a large general insurance company in India that serves a wide customer base. The study employed exploratory factor analysis to examine how satisfied people were with the NIC's services. Clients are exceptionally delighted with the service standards of Prompt Claim Settlement and Fair Premium, according to EFA's data. The impact of satisfaction on NIC service efficiency was investigated using a structural equation model, and the results reveal that a Fair Premium and the usage of clearly understandable policy papers have a significant impact on NIC efficiency. This study will be valuable to the NIC and other general insurance companies, academics, researchers, and regulators.

Prateek Kalia (2022) “Human resource management practices and employee retention in the Indian textile industry” This study is the maiden attempt to understand the effect of specific human resource practices (HRPs) on employee retention (ER) with the mediation of job satisfaction (JS) and moderation of work experience (WE) and job hopping (JH) in the context of the textile industry. A quantitative methodology was adopted, and quota sampling was used to collect data from employees (n = 5365) of leading textile companies in India. The conceptual model and hypotheses were tested using Partial Least Squares–Structural Equation Modelling (PLS-SEM).

The findings of a path analysis revealed that compensation and performance appraisal (CPA) had the strongest impact on JS, followed by employee work participation (EWP). Conversely, EWP exerted the greatest influence on ER, with grievance handling (GRH) ranking second. The study also confirmed that JS acts as a strong mediator between HRPs such as CPA and ER.

According to the multi-group analysis (MGA), EWP and health and safety (HAS) were more significant for employee groups with greater WE, while the opposite was observed for CPA. The study further found that EWP may lead to disloyal behavior among employees who exhibit JH tendencies. In contrast, JS positively influenced ER, with more devoted employees showing a stronger effect. This indicates that the relationship between job satisfaction and employee retention is significantly influenced by workplace engagement levels.

The study suggests that organizations should focus on enhancing job satisfaction to promote employee loyalty and improve overall well-being. By implementing strategies that increase workplace engagement, companies can create a supportive environment where employees feel valued and motivated. Ultimately, such proactive efforts not only boost morale but also lead to higher retention rates and a more productive workforce.

Naser Khmour (2021) “Human resource management practices and total quality management in insurance companies: Evidence from Jordan” This study aims to extend the argument about the association between HRM and Total Quality Management (TQM) in insurance companies in Jordan. It is argued that the consideration of TQM can be supported in terms of configuration as an effect of Human Resource Management (HRM), whether or not other HRM practices are present. Data for this study were collected from 24 insurance companies listed on the Amman Stock Exchange, involving 342 employees. PLS-SEM was used to analyze the data through path analysis, and structural equation modelling was employed to examine causal relationships between the variables.

The overall effect of HRM on TQM was evaluated to enhance quality orientation and people-related criteria in insurance companies. The findings revealed a significant and positive effect of teamwork, staffing, performance appraisals, and compensation on TQM. However, training and development showed a negative but significant impact on TQM. Additionally, the study found that TQM significantly and positively influences the HRM of an organization. Furthermore, organizational performance was also found to be positively and significantly affected by HRM. These results confirm that TQM is an important factor within HRM in insurance companies.

Prakash Shrestha (2024) “Improving Commitment among Employees with Human Resource Management Practices: Evidence from Insurance Companies” Developing a committed workforce is critical to the success of today's businesses. In this regard, this study aims to analyze the association of HRM practices on commitment among employees of Nepalese insurance companies. The study employs a descriptive research approach, distributing 30 sets of questionnaires in each of the six insurance companies. The findings reveal a positive and significant relationship between employee commitment and HRM practices in insurance companies.

Results show that an effective and enhanced compensation plan is essential, as it helps clarify employees' evolving roles and provides a stronger long-term outlook. Regularly organizing training and development events is equally important, as it enhances employees' skills, encourages innovation, and boosts overall performance—all contributing to increasing employee commitment. Furthermore, companies should implement a successful system for performance reviews to help employees fulfill their responsibilities effectively. Such practices ultimately help in improving employee commitment.

Adi Kuswanto (2024) “Insurance Human Capital Development: Literature Review.” In insurance company, human resources play an important vital role in creating competitive advantage and achieving organizational objectives. This research aims to explore various problems that exist in insurance companies related to human capital, based on a literature review. These problems include the strategic role of human capital in creating and maintaining competitiveness, managing top talent, governing good corporate practices, fostering innovation in rapidly changing industry and environment, planning work-life balance, improving service to customers, increasing the company's performance, and maintaining company sustainability. The results of this research show that insurance companies face several problems, and these can be resolved by increasing the competency and empowerment of all human resources.

Caroline Chepkurui Chirchir (2024) “Outsourcing of Human Resources (Hr) Functions and Performance of Insurance companies in Kenya”

The performance of insurance companies in Kenya has encountered several challenges in recent years. Reports indicate that the sector continues to struggle with issues such as low penetration rates, which were approximately 2.9% of GDP as of 2021—significantly below the global average of 7%.

The general objective of the study was to assess the influence of outsourcing of human resources functions and performance of insurance companies in Kenya. Specifically, the study aimed to evaluate the impact of benefits administration outsourcing and legal compliance outsourcing on the performance of insurance companies in Kenya.

The study was guided by Human Capital Theory and Institutional Theory and adopted a descriptive research design. The target population included management employees from 56 insurance companies located in Nairobi City County, Kenya. Thus, the unit of observation was insurance companies in this region, while the unit of analysis consisted of 336 management-level employees, including top managers, middle managers, and lower-level managers.

The sample size was determined using Krejcie and Morgan's sample size determination formula, resulting in a sample of 179 respondents, selected through simple random sampling. Data was collected using a questionnaire administered via the drop-and-pick-later technique. A pilot test was conducted with 18 managers, who were not part of the final study.

SPSS (version 22) was used for quantitative data analysis. Descriptive statistics such as percentages, means, standard deviations, and frequencies were calculated, and the data was presented in tables and figures. Pearson R correlation was applied to assess the strength and direction of linear relationships between variables. In addition, multiple regression models were employed to determine the effect of outsourcing of human resources functions on the performance of insurance companies in Kenya.

The study concluded that benefits administration outsourcing has a positive and significant effect on performance. Similarly, legal compliance outsourcing also positively and significantly impacts performance. Based on these findings, the study recommends that the management of insurance companies in Kenya adopt benefits administration outsourcing to enhance employee engagement and retention, thereby improving organizational performance. Collaborating with specialized benefits administration providers can help deliver a more comprehensive and competitive benefits package tailored to the diverse needs of the workforce.

Ram Krishna Singh (2024) “The impact of employee benefits on job satisfaction and retention: Internship report”

Employee benefits play a crucial role in shaping job satisfaction and retention. This internship project investigated these relationships at NHPC Limited, a public sector organization in India. Through a comprehensive employee survey and company data analysis, the project aimed to understand employee sentiment regarding benefits, job satisfaction, and intention to leave. The analysis revealed a moderate positive correlation between employee benefits and overall job satisfaction. Work-life balance emerged as a top priority for many employees. While retention rates were found to be within industry averages, a subset of employees expressed a higher likelihood to leave. Based on these findings, the project report concludes the outcome and detailed the approach of survey analysis. Future research opportunities include analyzing factors influencing employee departures, evaluating communication strategies for benefits, and exploring demographic variations in employee needs. This project empowers NHPC with data-driven insights to support strategic decisions regarding their employee benefits program, ultimately fostering a more satisfied and engaged workforce with a higher retention rate.

METHODOLOGY

Research Design

This study follows a descriptive research design to analyze the impact of human resource (HR) policies on employee satisfaction in Indian general insurance companies. A quantitative approach is used to collect and analyze data from employees working in various insurance organizations.

Sample Size and Sampling Technique

The study uses a sample size of 100 employees from different general insurance companies in India. A simple random sampling technique is employed to ensure an unbiased representation of employees across various job levels, departments, and experience levels.

Data Collection Method

Primary data is collected using a structured questionnaire, which is divided into the following sections:

- Demographic Information (Age, Gender, Education, Experience, Job Position)
- Employee Satisfaction (Job Role, Work-Life Balance, Career Growth, Rewards & Recognition)
- HR Policies (Awareness, Transparency, Communication, Implementation)
- Relationship between HR Policies and Employee Satisfaction

The questionnaire includes Likert-scale questions (ranging from Strongly Agree to Strongly Disagree), multiple-choice questions, and an open-ended response section.

Data Analysis Technique

Descriptive Statistics (Mean, Percentage, Frequency) are used to summarize demographic details.

Ethical Considerations

Participation is voluntary, and informed consent is obtained from respondents.

Confidentiality is maintained, and responses are used strictly for research purposes. The study follows ethical guidelines to ensure data privacy and anonymity.

This methodology ensures a structured and reliable approach to understanding how HR policies influence employee satisfaction in the Indian general insurance sector.

Objectives of the Studies

To investigate employee satisfaction in Indian general insurance organizations

To study the insurance company's human resource policy

To evaluate human resource policy and employee satisfaction procedures

Hypothesis

Ho – There are negative effect on Employee satisfaction in insurance company

H1 – There are positive effect on Employee satisfaction in insurance company

Ho – There are no relation between human resource policies and insurance policy

H1 – There are relation between human resource policies and insurance policy

Ho – There are no impact of HR policies on insurance company

H1 – There are impact of HR policies on insurance company

Data Analysis

What is your age group?

	Frequency	Percent
Below25 years	13	13
25–35 years	11	11
36–45 years	25	25
46–55 years	30	30
Above55years	21	21
Total	100	100

Interpretation

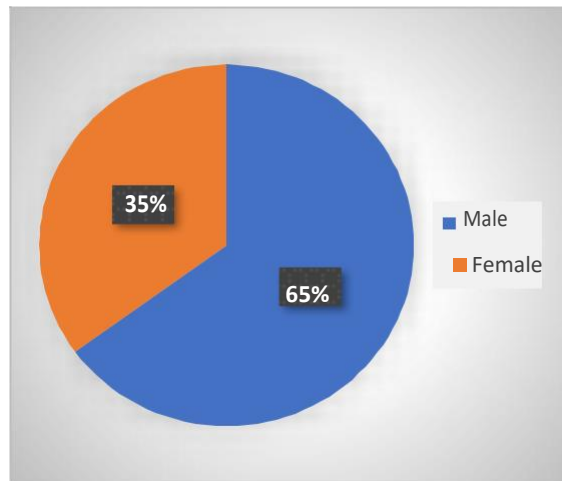
The majority of respondents (30%) belong to the 46–55 years age group, indicating that middle-aged employees make up the largest portion of the workforce in the insurance sector. The second-largest group is 36–45 years, comprising 25% of the sample, representing employees with mid-level experience. 21% of respondents are aged above 55 years, reflecting a significant presence of senior employees who are nearing retirement. 13% of participants are below 25 years, representing the entry-level workforce. Finally, 11% of respondents fall into the 25–35 years age category, suggesting that younger professionals are relatively fewer in this sector.

What is your gender?

	Frequency	Percent
Male	65	65
Female	35	35
Total	100	100

Interpretation

The table represents the gender distribution of the 100 respondents in the study. The key findings are 65% of respondents are male, indicating that the general insurance sector in India has a male-dominated workforce. 35% of respondents are female, showing that women are present in the industry but in a comparatively lower proportion. This distribution suggests that while there is female participation in the insurance sector, the industry is still largely male-dominated. This could impact work place dynamics, HR policies, and employee satisfaction levels, especially in areas like work-life balance, career growth opportunities, and workplace inclusivity.

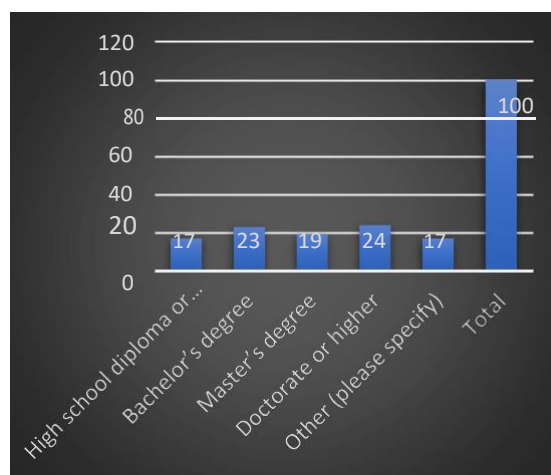


What is your highest level of education?

	Frequency	Percent
High school diploma or below	17	17
Bachelor's degree	23	23
Master's degree	19	19
Doctorate or higher	24	24
Other (please specify)	17	17
Total	100	100

Interpretation

The table represents the educational qualifications of the 100 respondents in the study. The key findings are 24% of respondents hold a doctorate or higher degree, indicating a significant presence of highly educated professionals in the insurance sector. 23% of respondents have a bachelor's degree, suggesting that many employees enter the industry with undergraduate qualifications. 19% of respondents have a master's degree, reflecting the presence of employees with advanced professional qualifications. 17% of respondents have a high school diploma or below, showing that some employees in the sector may be in entry-level or administrative roles. 17% selected "Other", which could include specialized certifications, diplomas, or professional courses related to the insurance industry. This distribution suggests that the workforce in the Indian general insurance sector is diverse in terms of educational background, with a mix of highly qualified professionals and employees with entry-level educational qualifications. The level of education may influence employee satisfaction, career growth opportunities, and perceptions of HR policies.



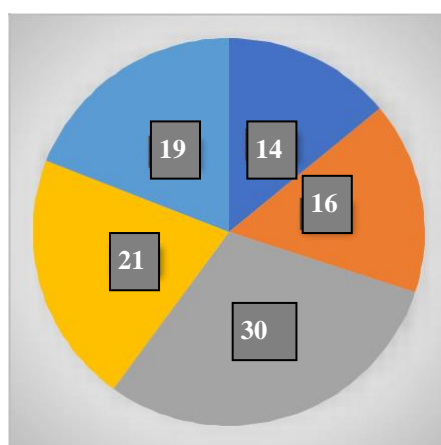
How many years have you worked in the insurance industry?

	Frequency	Percent
Less than 1 year	14	14
1–5 years	16	16
6–10 years	30	30
11–15 years	21	21
More than 15 years	19	19
Total	100	100

Interpretation

The table represents the work experience of the 100 respondents in the Indian general insurance industry. The key findings are 30% of respondents have 6–10 years of experience, indicating that a significant portion of employees are in their mid-career stage. 21% have worked for 11–15 years, showing a strong presence of experienced professionals in the sector. 19% have more than 15 years of experience, reflecting a stable workforce with long-term employees who may hold senior or managerial roles. 16% have 1–5 years of experience, representing early-career professionals who are still establishing themselves in the industry. 14% have less than

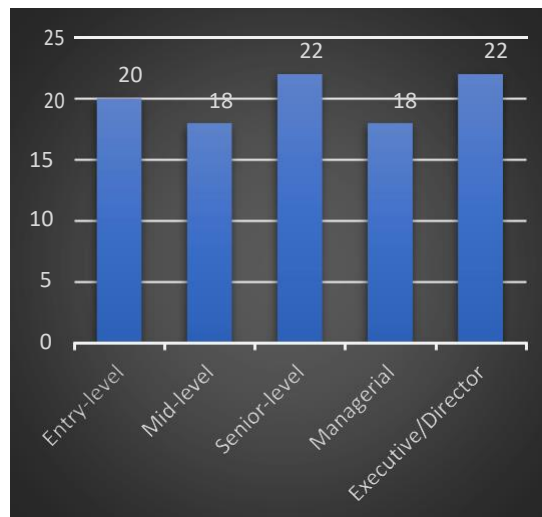
1 year of experience, indicating a smaller proportion of new hires or fresh entrants. This distribution suggests that the insurance sector has a well-balanced mix of early-career, mid-level, and senior employees, which could influence employee satisfaction levels based on tenure, job expectations, and career growth opportunities. What is your current job position?



	Frequency	Percent
Entry-level	20	20
Mid-level	18	18
Senior-level	22	22
Managerial	18	18
Executive/Director	22	22
Total	100	100

Interpretation

The table represents the job position distribution of the 100 respondents in the Indian general insurance sector. The key findings are as follows: 22% of respondents hold senior-level positions, indicating a strong presence of experienced professionals within the industry. 22% of respondents are in executive/director roles, reflecting a considerable proportion of high-ranking decision-makers. 20% of respondents are at the entry level, showcasing the presence of fresh talent and new hires in the sector. 18% of respondents are in mid-level positions, representing employees in transition from junior to senior roles. 18% of respondents are in managerial positions, highlighting the importance of leadership roles responsible for team and business operations. This distribution suggests that the workforce in the Indian general insurance sector is well-divided across various job levels, with a significant number of employees occupying leadership and senior roles. Employee satisfaction may differ based on job position, responsibilities, and career growth opportunities.

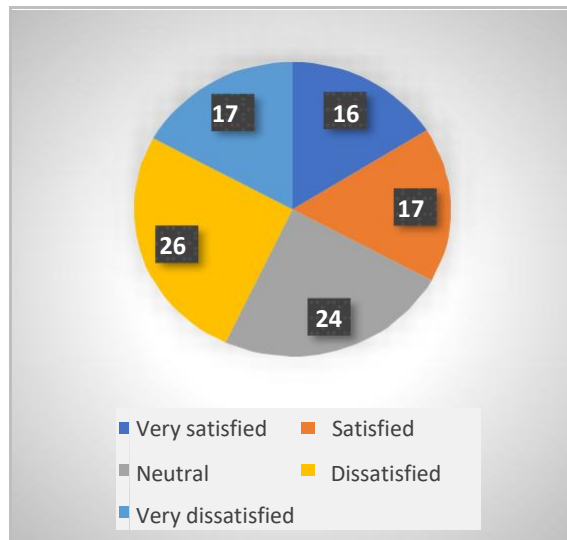


How satisfied are you with your job role in your insurance company?

	Frequency	Percent
Very satisfied	16	16
Satisfied	17	17
Neutral	24	24
Dissatisfied	26	26
Very dissatisfied	17	17
Total	100	100

Interpretation

The table represents employee satisfaction with their job roles in Indian general insurance companies. The key findings are as follows: 16% of respondents are very satisfied, indicating a small portion of highly content employees. 17% are satisfied, suggesting a moderate percentage of employees have a generally positive experience with their job roles. 24% remain neutral, reflecting a significant number of employees with mixed or indifferent feelings about their job satisfaction. 26% are dissatisfied, representing the largest group, which points to considerable dissatisfaction among employees. 17% are very dissatisfied, further emphasizing concerns regarding job roles and overall workplace satisfaction.



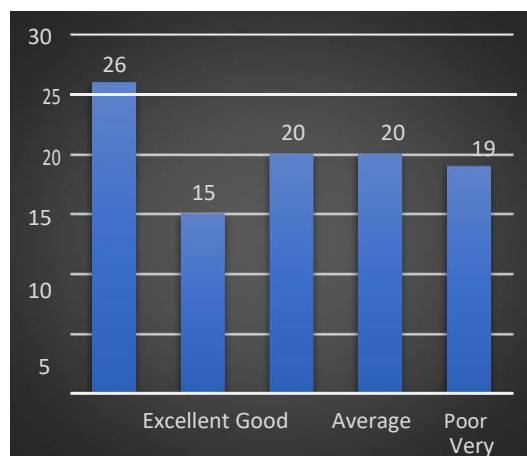
How would you rate your work-life balance in your current organization?

	Frequency	Percent
Excellent	26	26
Good	15	15
Average	20	20
Poor	20	20
Verypoor	19	19
Total	100	100

Interpretation

The table presents employees' perceptions of work-life balance in Indian general insurance companies. The key findings are as follows: 26% of respondents rate their work-life balance as excellent, indicating a positive experience for a significant portion of employees. 15% rate it as good, suggesting that a combined 41% (Excellent + Good) of employees have a favorable perception of their work-life balance.

20% consider it average, reflecting a moderate number of employees who feel neutral on the issue. 20% rate it as poor, pointing to dissatisfaction with factors such as workload, work hours, or lack of flexibility. 19% rate it as very poor, further emphasizing employee concerns regarding work-life balance. This distribution suggests that while a notable portion of employees are satisfied, work-life balance remains a significant concern for many. To address these challenges, HR policies may require improvements in areas such as flexible work arrangements, stress management, and equitable workload distribution.



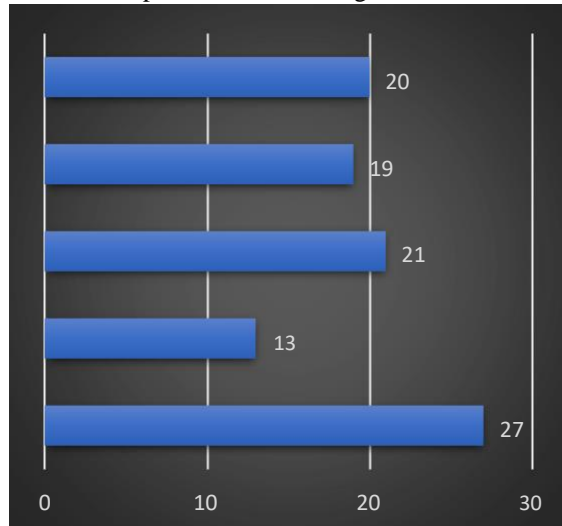
Do you feel that HR policies in your company support employee career growth and development?

	Frequency	Percent
Strongly agree	27	27
Agree	13	13
Neutral	21	21
Disagree	19	19
Strongly disagree	20	20
Total	100	100

Interpretation

The table represents employees' perceptions of whether HR policies support career growth and development in Indian general insurance companies. The key findings are as follows: 27% of respondents strongly agree that HR policies effectively support career development, indicating a positive response from a significant portion of employees. 13% agree, bringing the total to 40% (Strongly Agree + Agree) who believe that HR policies promote growth and development.

21% are neutral, reflecting uncertainty or mixed opinions about the effectiveness of HR policies in this area. 19% disagree, suggesting that a notable segment of employees do not find HR policies supportive of career advancement. 20% strongly disagree, further reinforcing dissatisfaction with HR's support for professional development. This distribution indicates that while some employees recognize the value of HR policies in supporting career growth, a significant percentage feel inadequately supported. To address this, organizations should consider enhancing training programs, expanding promotion opportunities, and establishing robust mentorship initiatives to strengthen career development efforts.



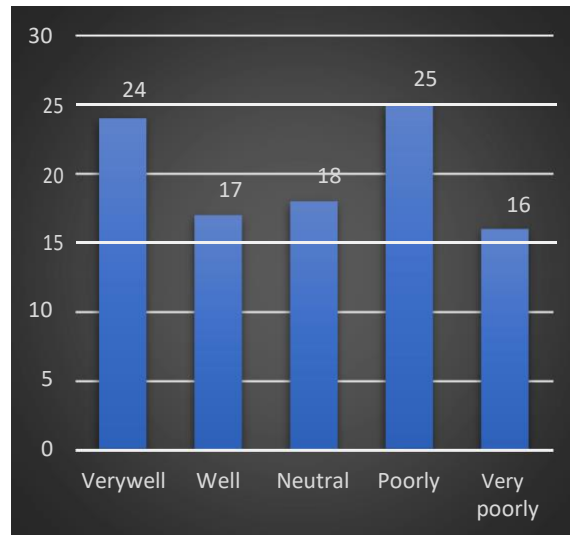
How well does your organization recognize and reward employee performance?

	Frequency	Percent
Very well	24	24
Well	17	17
Neutral	18	18
Poorly	25	25
Very poorly	16	16
Total	100	100

Interpretation

The table represents employees' perceptions of how well their organization recognizes and rewards employee performance in Indian general insurance companies. The key findings are that 24% believe their organization recognizes and rewards performance very well, indicating a positive perception among a quarter of employees. Another 17% say it is well managed, meaning a total of 41% (Very Well + Well) feel their performance is acknowledged.

Meanwhile, 18% remain neutral, suggesting that these employees neither strongly agree nor disagree with the effectiveness of recognition policies. On the other hand, 25% feel their performance is poorly recognized, showing dissatisfaction with the organization's reward system. Additionally, 16% rate it as very poorly managed, further highlighting concerns about employee recognition. This distribution suggests that the company's recognition and reward system is polarized, with nearly equal satisfaction and dissatisfaction levels. Organizations may need to enhance performance appraisal methods, introduce better incentive programs, and ensure fair recognition to improve employee motivation and satisfaction.

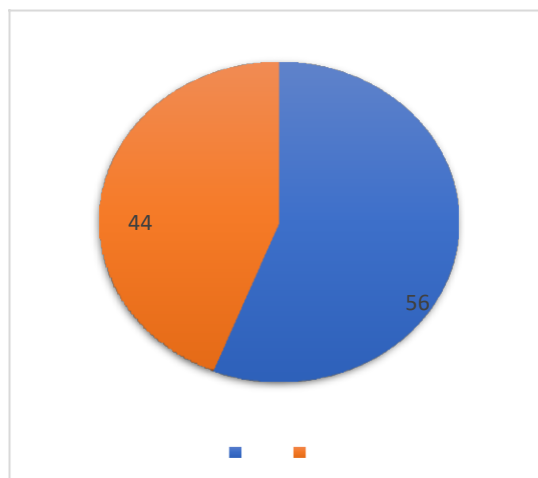


Are you aware of the human resource policies implemented by your company?

	Frequency	Percent
Yes	56	50
No	44	50
Total	100	100

Interpretation

The table represents employees' awareness of HR policies implemented in their insurance companies. The key findings are that 56% of employees are aware of their company's HR policies, suggesting that a majority have some knowledge of the policies affecting their work. However, 44% of employees are unaware of HR policies, indicating a lack of communication or engagement from HR departments. This finding suggests that HR departments should enhance communication and training programs to ensure that all employees are well-informed about the policies that impact their work and career development.



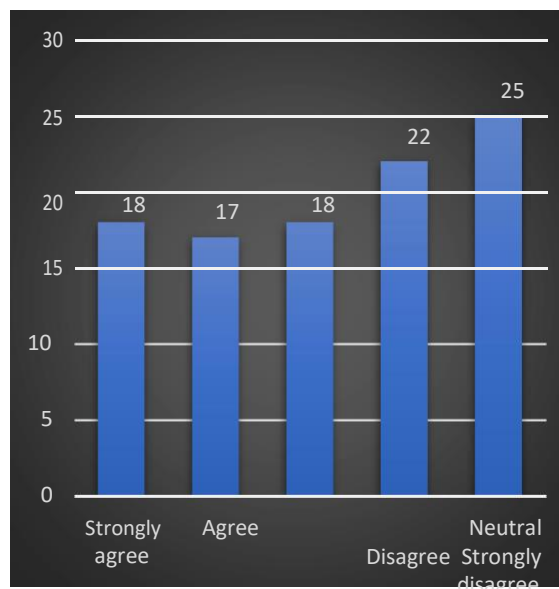
Do you think HR policies in your organization are transparent and effectively communicated?

	Frequency	Percent
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Strongly agree	18	18
Agree	17	17
Neutral	18	18
Disagree	22	22
Strongly disagree	25	25
Total	100	100

Interpretation

The table represents employees' perceptions of whether HR policies in their organization are transparent and effectively communicated. The key findings are that 18% of employees strongly agree that HR policies are transparent and well-communicated, while 17% agree—indicating that a total of 35% (Strongly Agree + Agree) have a positive perception of HR policy transparency. Meanwhile, 18% remain neutral, reflecting uncertainty or indifference toward HR communication practices. On the other hand, 22% disagree, suggesting that a significant portion of employees feel HR policies are not clearly communicated. Additionally, 25% strongly disagree, further emphasizing dissatisfaction with transparency. This distribution suggests that many employees feel HR policies are not effectively communicated, which could lead to misunderstandings, dissatisfaction, or a lack of trust in the organization. HR departments should focus on improving communication strategies, conducting regular policy awareness sessions, and ensuring transparency to enhance employee confidence in HR policies.

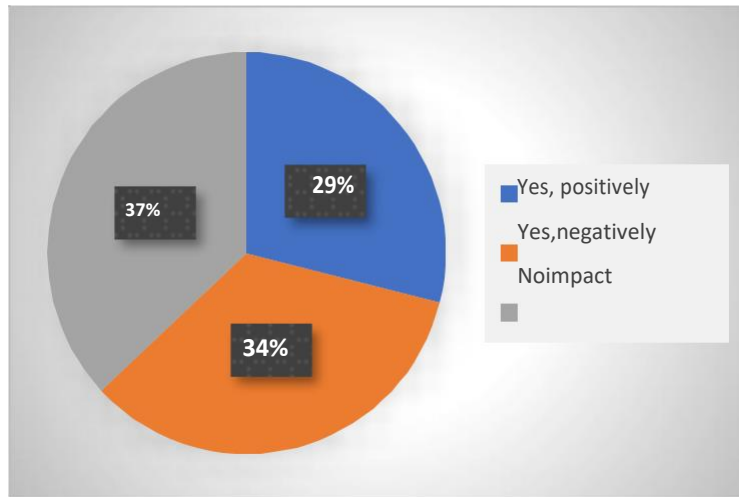


Do you believe HR policies in your company impact overall employee satisfaction?

	Frequency	Percent
Yes, positively	29	29
Yes, negatively	34	34
No impact	37	37
Total	100	100

Interpretation

The table represents employees' perceptions of whether HR policies impact overall employee satisfaction in Indian general insurance companies. The key findings are 29% believe HR policies have a positive impact, indicating that some employees feel supported by their organization's HR practices. 34% think HR policies have a negative impact, suggesting dissatisfaction with how HR policies are implemented or perceived. 37% feel HR policies have no impact, meaning they do not see a direct connection between HR policies and their satisfaction at work. This distribution suggests that HR policies may not be effectively addressing employee needs, leading to a lack of engagement, dissatisfaction, or indifference. Organizations should focus on enhancing HR initiatives, ensuring fair and transparent policies, and improving employee engagement strategies to positively influence overall satisfaction.

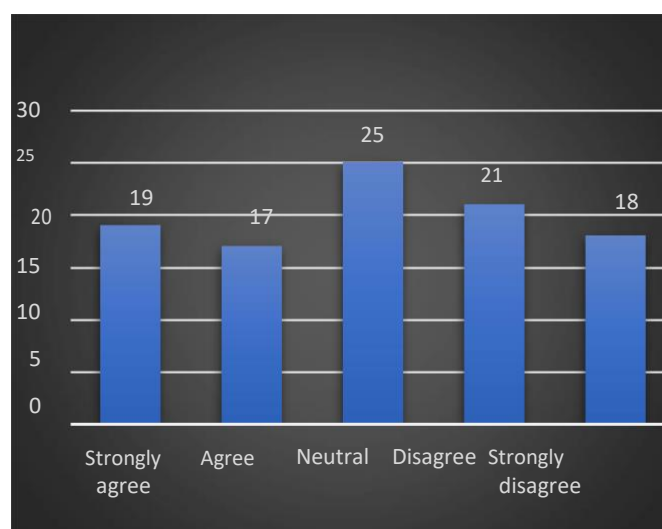


Do you think there is a direct connection between HR policies and your job satisfaction?

	Frequency	Percent
Strongly agree	19	19
Agree	17	17
Neutral	25	25
Disagree	21	21
Strongly disagree	18	18
Total	100	100

Interpretation

The table represents employees' opinions on whether HR policies directly impact their job satisfaction in Indian general insurance companies. The key findings show that 19% of employees strongly agree that HR policies influence their job satisfaction, while 17% agree—bringing the total to 36% (Strongly Agree + Agree) who believe there is a direct connection between HR policies and job satisfaction. Meanwhile, 25% remain neutral, suggesting that a significant portion of employees are unsure or indifferent about the impact of HR policies on their job satisfaction. In contrast, 21% disagree, indicating that some employees do not view HR policies as a major factor influencing their satisfaction at work. An additional 18% strongly disagree, further reinforcing the view that HR policies may not significantly affect their work experience. This distribution suggests that while HR policies do influence job satisfaction for some employees, many may find other factors more impactful. Organizations should focus on making HR policies more relevant, transparent, and effective to ensure they contribute positively to employee well-being and satisfaction.

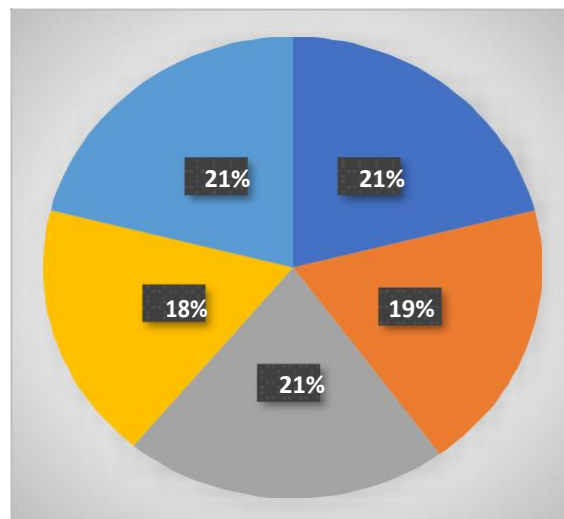


How effective do you think HR policies are in ensuring a positive work environment?

	Frequency	Percent
Very effective	21	21
Somewhat effective	19	19
Neutral	21	21
Ineffective	18	18
Very ineffective	21	21
Total	100	100

Interpretation

The table represents employees' perceptions of how effective HR policies are in ensuring a positive work environment in Indian general insurance companies. The key findings reveal that 21% of employees believe HR policies are very effective, indicating that a portion of the workforce experiences a positive impact. Another 19% say they are somewhat effective, bringing the total to 40% (Very Effective + Somewhat Effective) who find HR policies helpful in creating a good work environment. Meanwhile, 21% are neutral, suggesting that some employees neither agree nor disagree about the effectiveness of HR policies. On the other hand, 18% find HR policies ineffective, and 21% consider them very ineffective—together highlighting significant dissatisfaction with how policies are implemented. This distribution suggests that while HR policies are beneficial for some employees, a substantial portion perceives them as ineffective. To foster a truly positive and supportive work environment, organizations should focus on strengthening workplace policies, enhancing communication, and addressing employee concerns more proactively.

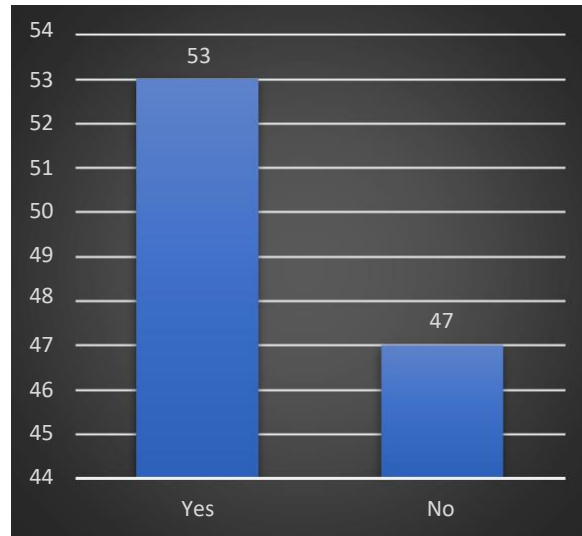


Would you recommend changes in the HR policies to improve employee satisfaction? If yes, please specify.

	Frequency	Percent
Yes	53	53
No	47	47
Total	100	100

Interpretation

The table represents employees' willingness to recommend changes in HR policies to improve employee satisfaction in Indian general insurance companies. The key findings show that 53% of employees say 'Yes', indicating a majority believe changes in HR policies are necessary to enhance job satisfaction. On the other hand, 47% say 'No', suggesting that nearly half of the workforce is either satisfied with current HR policies or does not perceive a need for changes. This distribution highlights a divided sentiment and suggests that HR departments should actively seek employee feedback to identify specific areas for improvement. A deeper analysis may help in understanding the particular concerns of the 53% advocating for change while also recognizing what aspects are working well for the remaining 47%. Tailored, evidence-based policy revisions could help increase overall satisfaction and engagement.



Findings: Impact of HR Policies on Employee Satisfaction in Indian General Insurance Companies

Based on the survey data, the following key findings have emerged regarding the impact of HR policies on employee satisfaction in Indian general insurance companies:

Demographic Overview:

- The majority of employees belong to the 36–55 age group, indicating an experienced workforce.
- 65% of respondents are male, showing a gender imbalance in the sector.
- Employees have a diverse range of educational qualifications, with a mix of high school, bachelor's, master's, and doctorate degrees.
- A significant portion (30%) have 6–10 years of experience, suggesting a moderately experienced workforce.
- Job positions are well distributed across entry-level, mid-level, senior-level, managerial, and executive roles.

Job Satisfaction and Work-Life Balance:

- Only 33% of employees (Very Satisfied + Satisfied) are happy with their jobs, while 43% (Dissatisfied + Very Dissatisfied) express dissatisfaction.
- 41% rate their work-life balance as excellent or good, whereas 39% feel it is poor or very poor, suggesting a need for better work-life integration.

HR Policy Awareness and Transparency:

56% of employees are aware of their company's HR policies, while 44% lack awareness, highlighting communication gaps.

- Only 35% believe HR policies are transparent and effectively communicated, whereas 47% disagree, indicating a lack of clarity in HR operations.

Impact of HR Policies on Employee Satisfaction:

- 29% believe HR policies positively impact job satisfaction, while 34% think they have a negative impact, and 37% see no impact at all.
- 36% agree there is a direct connection between HR policies and job satisfaction, but 39% disagree, suggesting that other factors may influence job satisfaction more.
- 40% believe HR policies ensure a positive work environment, but 39% find them ineffective, highlighting a need for HR improvements.

Performance Recognition and Career Growth:

- 41% feel their company recognizes and rewards employee performance well, but 41% think it is poorly managed, indicating dissatisfaction with the recognition system.
- 40% believe HR policies support career growth, whereas 39% disagree, showing mixed opinions about professional development opportunities.

CONCLUSION

The study reveals that HR policies play a crucial role in shaping employee satisfaction in Indian general insurance companies; however, their effectiveness varies significantly among employees. While some view these policies positively, a substantial portion remains dissatisfied, citing a lack of transparency, ineffective communication, and limited opportunities for career growth as key concerns.

Key Findings

The key findings indicate that many employees feel HR policies do not sufficiently support their job satisfaction, with mixed opinions on performance recognition, work-life balance, and policy effectiveness. Additionally, a notable proportion of employees are either unaware of HR policies or feel they are not well-communicated, leading to uncertainty and disengagement.

Given that 53% of employees recommend changes in HR policies, it is evident that organizations must re-evaluate and improve HR strategies to foster a more supportive, transparent, and engaging work environment. Companies should focus on:

- Enhancing HR policy communication and awareness to ensure all employees understand their rights and benefits.
- Improving performance recognition and career development programs to motivate employees and encourage long-term retention.
- Implementing policies that promote work-life balance to reduce dissatisfaction and burnout.
- Regularly seeking employee feedback to align HR policies with workforce expectations.

By addressing these areas, general insurance companies in India can strengthen employee satisfaction, boost morale, and enhance overall organizational effectiveness.

Suggestions for Improving HR Policies and Employee Satisfaction

Based on the findings of this study, the following suggestions can help Indian general insurance companies enhance HR policies and improve employee satisfaction:

1. Improve HR Policy Communication and Awareness
 - Conduct regular awareness sessions and workshops to educate employees about existing HR policies.
 - Use digital platforms (emails, portals, mobile apps) to make HR policies easily accessible.
2. Create a Feedback Mechanism
 - Establish a system where employees can ask HR-related questions and receive prompt, clear responses.
3. Enhance Performance Recognition and Rewards
 - Implement a transparent performance appraisal system that fairly evaluates employee contributions.
 - Introduce both monetary and non-monetary incentives such as bonuses, promotions, and public recognition.
 - Develop programs like "Employee of the Month" or peer recognition systems to boost morale and motivation.
4. Strengthen Career Growth and Development Programs
 - Offer regular training, mentorship, and skill development initiatives to support career advancement.
 - Provide clear and structured career progression paths to help employees understand growth opportunities.
 - Prioritize internal promotions over external hiring for leadership roles to encourage retention and loyalty.
5. Improve Work-Life Balance Policies
 - Introduce flexible work arrangements, including remote work options and hybrid models.
 - Promote mental health and wellness programs to support overall employee well-being.
 - Ensure reasonable work hours and fair leave policies to help prevent stress and burnout.
6. Increase HR Policy Transparency and Employee Involvement
 - Involve employees in the HR policy-making process through surveys and focus group discussions.
 - Maintain open and ongoing communication about policy updates and explain the reasoning behind key HR decisions.

- Establish an HR grievance redressal system to address employee concerns effectively.

FUTURE SCOPE OF THE STUDY:

This study provides valuable insights into the impact of HR policies on employee satisfaction in Indian general insurance companies; however, several areas remain open for further research and development. Future studies can expand to other financial sectors, such as life insurance, banking, and fintech, to explore how HR policies affect employee satisfaction across industries. A comparative analysis between private and public sector insurance companies could reveal differences in the effectiveness of HR strategies. Longitudinal studies would help understand how HR policy changes over time influence employee satisfaction and retention, while tracking engagement trends before and after HR interventions could offer deeper insights into policy effectiveness. Further research may also examine the role of technological advancements in HR—such as AI-driven HR management systems, HR analytics, and digital learning platforms—and their impact on employee satisfaction. Studying the effects of automated performance evaluations and virtual HR assistance could also reveal key employee perceptions. Additionally, exploring psychological and behavioral aspects such as workplace motivation, leadership style, and organizational culture can enhance understanding of what drives employee satisfaction. Investigating the relationship between employee mental health and HR policies could provide insights into improving well-being initiatives. Cross-cultural and regional comparisons, including studies of HR policies across different regions of India, can highlight geographical and cultural influences on employee satisfaction. Expanding research to include global insurance firms may also help benchmark HR best practices and identify areas for improvement.

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