FINDINGS AND RECOMMENDATIONS

This chapter attempts to discuss the findings of the study on the basis of empirical analysis conducted on the data collected from insurance companies. The overall analysis has been done on the basis of descriptive and inferential statistics on data collected from public and private insurance employees. The chapter is concluded by recommending some measures to enhance the employee engagement and organizational commitment level in the insurance industry.

5.1 Major Findings

The demographic profile of the respondents revealed that male members were high in number as compared to female members. The males studied under the research were 71% and 57.5% of the public and private sector insurance companies respectively. The marital status rate was higher in the public sector companies (92.5%) as compared to private sector companies (64.5%). In the public sector most of the respondents belonged to the last category of age group and experience group. While in the private sector, 45% respondents belonged to the age group ‘25-30 years’. There were only 20% respondents in the higher class age group in the private sector. With respect to experience 62% respondents of public sector companies belonged to the category of ‘above 15 years’. The private sector respondents were only 9.5% in the experience category of ‘above 15 years’. The respondents having experience ‘below 2 years’ were 6% and 18.5% respectively in public and private sector insurance companies.

- The factors affecting engagement are not few but many vary from organization and situations thereof. Some studies considered ‘procedural justice’ and other considered ‘supervisor support’ as factors affecting employee engagement. The nine factors such as working environment, team coordination, procedural justice, job characteristics, supervisor support, organizational support, rewards, motivation, enhancement & learning were considered in this study.
• The most significant and important factor affecting employee engagement was *team coordination* with the highest wald statistics of 8.704 in the public sector companies. It means that in the public sector friendly environment prevails and employees enjoy a lot. The public sector scored high on account of mean value for the mutual trust, sharing of innovative ideas, and exchange of information within the team. The same was supported in their study by Joshi Rama J. & Sodhi J.S. (2011)

• The second important factor was *procedural justice* found better in the private sector with a wald statistics of 7.631. The private sector was favoured by its employees because of transparent procedures and ethical procedures at the workplace. The same was confirmed by Moorman et. al., (1993)

• Another important factor was *organizational support* (wald statistics 7.287) found better in the public sector in this study. The study revealed the fact that public sector allows its employees to acquire a higher qualification. It was found that public sector cares for individual needs and promotes overall growth. The importance of organizational support was also discussed by Wayne et.al (1997); Randall DM& O'driscoll MP (1997) in their studies.

• The next important factor was *working environment* with wald statistics of 4.997, favoured the public sector companies. The public sector insurance companies scored high for healthier environment within the team as well as overall working environment. It can be inferred that the availability of resources, freedom to express views and no interference in the work increases the employee engagement level of public sector employees. The results of this study matches with the results of previous studies (Richmana Amy L et.al., 2008; Niehoff et. al., 2001)

• The remaining five factors were found insignificant in the public and private sector insurance companies. As wald value of these factors was very small. Irrespective of the insignificant results, the fifth important factor was *enhancement & learning*
found 1.897 times better in the public sector. The public and private sector didn’t significantly differ in terms of *enhancement & learning* as per this study. It means the opportunity to learn from the tours and training practices prevail in both the sector in the same extent.

- The *motivation* was found 1.698 times better in the public sector and *supervisor support* was found 1.235 times better in the public sector. The little difference is negligible, but favoured the public sector for equal consideration, lifetime job security, better rewards, and support for healthy discussion.

- The eighth seventh important factor was *job characteristics* found only 0.267 times better in the public sector companies. It has been inferred that new learnings and scheduled job prevail in the public sector insurance companies. Results from this study are consistent with research by Kahn (1990); Harter, Schmidt, & Hayes (2002), who all suggested that when employees perceived their work as meaningful, they were more likely to be engaged and less likely to leave their place of employment.

- The last but not the least important factor *incentives* favoured the private sector companies. The wald value was 0.19 times. It means health care benefits; pension and similar benefits, recreation facilities and cash bonus/stock rewards are little bit higher in the private sector companies. Because of intense competition, high sales target persuade the employers to satisfy their employees with some incentives. The *rewards* and *incentives* have also been important in the study of Joshi Rama J. & Sodhi J.S. (2011); Bruning Nealia S. & Snyder Robert A. (1983).

- The results revealed that the *job characteristics, supervisor support, incentives, motivation and enhancement & learning* factors are with the least difference between two types of insurance companies. While three factors such as *working environment, team coordination and organizational support* favoured the public
sector companies. The procedural justice was found better in the private insurance companies.

• The level of employee engagement was found high among public sector employees as compared to private sector employees. The job engagement level was 89.25% of the public sector employees, whereas among the private sector employees job engagement level was 82.98%. The level of organizational engagement was higher in public insurance employees (91.36%). The private insurance employees were also enjoying a high level of organizational engagement of approximately 86.14%. Thus, the overall employee engagement level was 86% and 81% of public and private sector employees respectively. The increased organizational engagement level as compared to job engagement level signifies the fact that employees are inspired, supported and filled with enthusiasm.

• The difference with respect to the level of employee engagement was checked to specify that the difference is either merely by chance or significantly different using independent sample- t test. The results of ‘t’ test (Table 4.25) signified that the job engagement is significant for (t=6.616, df =392.929, p< 0.05). The organizational engagement level was also significantly differ for public and private sector companies (t=5.163, df=398, p< .0.05). The significant difference was found between the two sectors in terms of job engagement and organizational engagement. It may be concluded that higher level of employee engagement among public sector employees is due to more contributing factors affecting employee engagement. The other reasons might be composition of employees. The public sector companies have more married and experienced staff as compared to the private sector companies. The ‘support’ and ‘inspiration’ in the public sector companies are more compared to the private sector companies

• The level of employee engagement was also found with respect to demographic profile of the respondents. The job engagement level was 84% of the male and 85% of the female respondents in public sector companies. In the private sector
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insurance companies, the level of job engagement was higher among female respondents i.e. 79% for the males and 80% for the females. However, the organizational engagement level was similar for male and female in the public sector. But, in the private sector the level of organizational engagement among male was 81% and female was 84%. Thus, the overall employee engagement level was found similar for male and female in public sector companies. In the private sector companies the overall employee engagement level was higher among females (82%) than males (80%). The increased employee engagement level among female employee signified that the female employees are more engaged than males. This may be due to the fact that female employees are more stable and don’t want to move to other places.

- The null hypothesis was accepted at the p > 0.05 for all the measures of employee engagement in public sector insurance companies. It means that “there is no significant difference between level of employee engagement in public and private sector insurance companies with respect to gender”. The results of independent sample- t test signified that the overall employee engagement is insignificant for the (t= -.096, p= 0.924) in the public sector companies. While overall employee engagement was significant in the private sector companies for (t= -2.044, p= 0.042). The insignificant difference was found between the male and female respondents in public sector insurance companies. It has been inferred that the private sector female employees are more engaged as compared to male employees. And concluded that employee engagement level differ with respect to gender in the private sector companies but not in public sector companies.

- The job engagement level was 85% of the married and 81% of the unmarried employees of public sector companies. In the private sector insurance companies, the level of job engagement was also high among married respondents i.e. 80%, whereas unmarried respondents revealed 77% level of job engagement. The organizational engagement level was high among unmarried respondents (90%) as
compared to married respondents (87%) in the public sector. However, in the private sector the level of organizational engagement among married was 83% and unmarried was 81%. Thus, the overall employee engagement level was higher for married respondents in both the sectors. The increased employee engagement level among married employees signified that married employees are more responsible and dedicated towards their work.

- The difference in the level of employee engagement with respect to the marital status signified that the overall employee engagement level is insignificant for the (t= -0.097, p= 0.923) in the public sector companies. While overall employee engagement was significant in the private sector companies (t= 3.219, p= 0.002). The insignificant difference was found between the married and unmarried respondents in public sector insurance companies. It may be concluded that employee engagement level differs with respect to marital status in the private sector companies but not in public sector companies. The private sector married employees were found more engaged as compared to unmarried employees.

- The higher level was found among the senior age group among the private sector employees. The level of job engagement and organizational engagement in the public sector insurance companies was found highest for the lowest category of age group (‘less than 25 years’) i.e. 90%. The level of employee engagement in the similar age group in the private sector was 77% and 82% of the job and organizational engagement respectively. The overall employee engagement level was 90% and 80% of the similar age group in the public and private sector insurance companies respectively. Thus, the overall employee engagement level was highest in the category of (‘30-35 years’) in the private sector i.e. 84%. The employees in the age group of ‘below 30 years’ were having 80% overall employee engagement level in the private sector. The overall employee engagement level for the age group ‘35-40 years’ was 87% of the public sector and 81% of the private sector companies. Thus, it has been inferred that employee engagement level is
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high among the young employees in public sector companies. This is due to the reason that young generation is more attracted towards the public sector jobs. While in the private sector, increased employee engagement level among senior employees signifies that employees feel relished in challenging and innovative task.

• In the public sector companies, the level of employee engagement varied for the different age group but the results of ANOVA didn’t show any significant difference. The significant difference in the private sector insurance companies has been found with respect to age through a ‘robust test of equality of means’. Further, Games Howell post hoc test depicted that job engagement level of employees having age ‘less than 25 years’ significantly differs from age group category ‘30-35 years’ for the (mean difference= 0.32550, S. E= 0.07102, p= 0.000). The age group category ‘30-35 years’ also significantly differed from the ‘25-30 years’ (mean difference= 0.22365, S. E= 0.06363, p= 0.012) and ‘35-40 years’ (mean difference= 0.18846, S. E= 0.05964, p= 0.034) age group employees. Thus, in the private sector job engagement level of ‘30-35 years’ were found significantly higher from the lower age group classes and 35-40 age group employees. The organizational engagement was found significant between the age group ‘25-30 years’ and ‘above 40 years’ age group for the (M.D.= 0.24968, S.E.= 0.07910, p= 0.017). The overall employee engagement was not significant for any category of age group. It may be concluded that employee engagement level differs with respect to age in the private sector companies but not in public sector companies. The difference in level of job engagement signified that the level of employee engagement differs due to different profiles within the private sector. Some employees are having time consuming profiles while others enjoy challenging jobs. The profiles in the higher age group are generally more challenging than time consuming.

• The higher level was found among the senior experience employees. The level of job engagement and organizational engagement in the public sector insurance
companies was highest for the employee having ‘more than 15 years’ experience (86%). The level of employee engagement for the similar experience group in the private sector was 78% and 87% of the job engagement and organizational engagement respectively. In the private sector companies, the level of job engagement was highest (81%) for the employees having experience ‘5-10 years’. While, the organizational engagement was highest for the most experienced staff in the private sector. In the private sector insurance companies, the overall employee engagement level was 82% of the employees having experience more than 5 years. And the employees having experience below 5 years was 80% in the private sector. While, the level of overall employee engagement in the public sector employees was from 84%-87% for the different categories of experience. It has been inferred that experienced employees are highly engaged and involved in their work in public and private sector companies.

- In the public sector companies, the results of ‘robust test of equality of means’ didn’t show any significant difference. The difference is merely by differences of opinions in the public sector companies. The significant difference was found among the measures of employee engagement with respect to experience. The organizational engagement was found significant in both the sectors. The organizational engagement was found significant between the employee having experience of ‘5-10 years’ and ‘10-15 years’ in the public sector. While, in the private sector significance difference was found with respect to organizational engagement for the employees having experience of ‘2-5 years’ and ‘more than 15 years’. It may be concluded that employee engagement level with respect to experience group is similar in the insurance industry. However, difference in organizational engagement with respect to experience signifies that the level of employee engagement differs due to different needs and expectations of different class people which needs to identify separately.
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• The level of employee engagement was high in public sector insurance companies with respect to organization. The NIAC was having highest level of job engagement and organizational engagement. The job engagement level was 87% and the organizational engagement was 88% for the NIAC. The second highest level of employee engagement level was enjoyed by the LIC with job engagement level of 85%. The level of organizational engagement of LIC was similar as of NIAC i.e. 88%. The job engagement level of UIIC was 81% and organizational engagement level was 84%. Thus, the overall employee engagement level for NIAC was 88%, for UIIC was 83% and for LIC was 87%.

• The job engagement was found significant in three public sector insurance companies. The organizational engagement also significantly differed within public sector insurance companies (F=5.037, p<.05). Thus the overall employee engagement was significant in public sector companies with respect to organization. It may be stated that the difference is not by chance and further post hoc test (Tukey HSD) depicted that there is a significant difference between the job engagement levels of UIIC & NIAC, UIIC& LIC in public sector companies with respect to organization. Although no significant difference was observed between NIAC & LIC. It means the difference may be due to chance or difference of opinion. Irrespective of the similar results for the organizational engagement level and overall employee engagement level, the significant difference was found between the UIIC & NIAC, UIIC & LIC. It may be concluded that the policies and the internal environment in public sector companies with respect to organization varies.

• The level of employee engagement was low among private sector employees as compared to public sector employees. The job engagement level of ICICI, Bajaj Allianz Allianz and SBI was similar i.e.79 %. The ICICI and Bajaj Allianz Allianz was having similar 83% level of organizational engagement. The SBI was having 81 % level of organizational engagement.
The significant difference in the private sector insurance companies with respect to an organization was not found significant. Thus, the alternate hypothesis “there is a significant difference between level of employee engagement in private sector insurance companies with respect to organization” was accepted at p > 0.05 for all the measures of employee engagement. The job engagement was insignificant for Welch and Brown Forsythe test. The organizational engagement and overall employee engagement was found insignificantly different within private sector insurance companies for ANOVA. It may be concluded that ICICI, Bajaj Allianz and SBI have similar internal policies which leads to a similar level of employee engagement. The factors affecting employee engagement are alike in all the companies in the private sector.

The results of employee engagement and organizational commitment bend towards public sector insurance companies. It may be inferred that increased employee engagement level and contributing factors affecting employee engagement leads to higher organizational commitment. The level of affective commitment was 82% of the public sector employees, whereas in the private sector employees it was 77%. The level of continuance commitment was high again in public sector employees (74%). The private sector employees were having 68% engagement level. The level of normative commitment in public and private sector insurance companies was 72% and 66% respectively. The level of affective commitment was found highest among the measures of organizational commitment. The higher affective commitment means greater attachment, more eagerness to solve organization problems; whereas higher continuance commitment means the higher opportunity cost of leaving and higher normative commitment means increased intention to stay.

The difference between the public and private sector has been checked so as to know whether it is statistically significant or existed merely by chance. The level of organizational commitment in both types of company is high. However, in the
private sector level of organizational commitment is low comparatively. The significant difference with respect to the level of organizational commitment has been checked using an independent sample- t test. The measures of organizational commitment disclosed significant results using an independent sample- t test. It means that “there is a significant difference between level of organizational commitment in public and private sector insurance companies”. The affective commitment in public sector was significantly different from the private sector with a t-score of 4.725, df= 362.838, p<.01. The level of continuance commitment was significant for the (t=5.009, df=380.656, p<.01). The level of normative commitment was significant for the (t=4.724, df= 380.581, p<.01). Thus, it may be concluded that in the public sector organizational commitment level varies from the private sector organizational commitment level due to different motivating factor and environment in insurance companies. The major reason could be composition of employees; senior age group employees are more in the public sector as compared to the private sector. It means a higher intention to stay and more feeling of attachment in public sector companies.

- The level of employee engagement was also found with respect to demographic profile of the respondents. The affective commitment level was 81% for the male and 84% for the female respondents in public sector companies. In the private sector insurance companies, the level of affective commitment was high among male respondents i.e 79% and 74% for the females. However, the continuance commitment level and normative commitment level with respect to gender were very low in public and private sector companies. The continuance commitment was high among female employees i.e 76% in the public sector where it was 65% in the private sector. The level of continuance commitment for the male employees was 73% in the public sector and 70% in the private sector. The normative commitment was again higher in the public sector companies among male employees (71%) and female employees (75%). Thus, the overall organizational commitment level (Table 4.55) was 75% for male and 78% for female employees in public sector
companies. In the private sector companies the level of overall organizational commitment was high among males (73%) than females (67%). The higher affective commitment signified the more attachment of employee towards their organization. While low continuance commitment signified the low perceived cost of an employee towards job and their organization.

- The level of organizational commitment in public sector companies with respect to gender was found similar for affective commitment and continuance commitment. Thus, the difference is merely due to difference of opinions. The results of ‘t’ test signified that the overall organizational commitment was significant (t= -2.280, p= 0.024) for the public sector companies. While it was significant in the private sector companies (t= 4.060, p= 0.000). The significant difference was found in the male and female respondents in public and private sector insurance companies. The private sector male employees were found more committed as compared to female employees. But in the public sector, female employees were found more committed towards their organization.

- The affective commitment (82%) and continuance commitment (74%) level was found same for married and unmarried respondents in the public sector. In the private sector insurance companies, the level of affective commitment was high among married respondents i.e. 79% than unmarried respondents (74%). The continuance commitment was high among married respondents i.e 70% than unmarried respondents (65%) in the private sector. The level of normative commitment was 74% of the unmarried respondents and 72% of the married respondents in the public sector. While in the private sector normative commitment level was 67% and 63% for the married and unmarried respondents respectively. Thus, the overall organizational commitment level was 76% for married and 77% for unmarried employees in public sector companies. In the private sector companies the level of overall organizational commitment was higher among married (72%) than unmarried (67%). The higher affective commitment signified
the more attachment of employee towards their organization. While low normative commitment signified the less intention to stay with the organization for a long time.

- The results of ‘t’ test signified that the overall organizational commitment is insignificant \( (t= -0.329, p= 0.743) \) for the public sector companies. While overall organizational commitment was found significant in the private sector companies \( (t= 3.073, p= 0.002) \). The significant difference was found between the married and unmarried respondents in private sector insurance companies. It may be concluded that organizational commitment level differs with respect to marital status in the private sector companies but not in public sector companies. The private sector married employees have been found more committed as compared to unmarried employees. But in the public sector, unmarried employees have been found more committed.

- The level of organizational commitment with respect to age varied in the public and private sector companies. The higher level was found among the ‘30-35 years’ age group in the public sector companies. The level of affective commitment and continuance commitment were lowest for the senior most age group in the public sector. While in the private sector, the level of affective commitment and continuance commitment were lowest in the age group ‘35-40’. The overall organizational commitment level was 78% and 68% of the employees ‘below 30 years’ in public and private sector respectively. The highest overall organizational commitment level was 83% and 72% in the age group ‘30-35 years’ in the respective sectors. The level of overall organizational commitment was 76% of the ‘35-40 years’ age group and 75% of the ‘above 40 years’ age group respectively in the public sector. The level of overall organizational commitment was 64% of the ‘35-40 years’ age group and 81% of the above 40 age group respectively in the private sector. It has been inferred that level of organizational commitment is highest for the middle category of age group.
• The level of organizational commitment was not found significantly different with respect to age in public sector insurance companies. The difference is merely by difference of opinions in the public sector companies. The significant difference in the private sector insurance companies was found with respect to age as per the results of ‘robust test of equality of means’. The Games Howell post hoc test was used to identify the category having significant difference in the private sector. The level of affective commitment and continuance commitment was found significant in the private sector for the senior most category of ‘above 40 years’. The affective commitment level in the private sector for the age group of ‘above 40 years’ was found significantly different from the age groups ‘less than 25 years’, ‘25-30 years’ & ‘35-40 years’ respectively. The level of normative commitment was found significant between all the age groups with the senior most age group of ‘above 40 years’. Thus the overall organizational commitment level was significant for the ‘above 40 years’ employees from the ‘less than 25 years’ age group for the (mean difference=.67133, S.E=.15503, p=.001). The age group category of ‘above 40 years’ was found significant different from the ‘35-40 years’ (mean difference=.84367, S.E=.14723, p=.000) and ‘25-30 years’ (mean difference=.66312, S.E=1.4510, p=.000) age group employees. The significant difference was found only with the senior most category. It may be concluded that organizational commitment level differ with respect to age in the private sector companies but not in the public sector companies. The level of organizational commitment level among the employees below 40 years differs due to different perceptions for the employees. The young generation employees think similar towards their organization and their attachment and intention to stay don’t vary within the organization.

• The level of organizational commitment with respect to experience varies in the public and private sector companies. The level of affective commitment was highest for the experience group ‘5-10 years’ in the public sector and in the private sector for the experience group ‘more than 15 years’. The affective commitment for the
employee having experience ‘less than 5 years’ was above 80% in the public sector. While in the private sector affective commitment was below 80% for the same category of employees. The level of affective commitment for the experience group ‘10-15 years’ was 83% and 76% in public and private sector respectively. The level of continuance commitment and normative commitment followed the same pattern. While in the private sector, the level of continuance commitment was highest (87%) and the level of normative commitment was highest (90%) for the most experienced employees. Thus, the overall organizational commitment level was highest in the private sector for the experience group ‘more than 15 years’ i.e. 90%. In the public sector, the level of overall organizational commitment was highest (80%) for the experience group less than 2 years and 5-10 years. It may be concluded that in the public sector new blood is more attached and enthusiastic, but becomes lethargic and less committed by the time. However, in the private sector level of enthusiasm increases with the increased time due to lucrative packages by the time.

- The level of organizational commitment was not found significantly different with respect to experience in public sector insurance companies, as ANOVA values were insignificant. The significant difference was found among the measures of organizational commitment in the private sector companies as per the results of robust test. The results of Games Howell post hoc test revealed that the affective commitment level in the private sector is significant for the most experience group. The level of overall organizational commitment of the employees having experience ‘more than 15 years’ was found significant with all the category of employees in the private sector. While, other groups were insignificant among each other. It may be concluded that organizational commitment level differ with respect to experience in the private sector companies but not in the public sector companies. The most experienced staff was found to be more committed than other employees in the private sector.
• The level of affective commitment was highest in LIC (86%) whereas in NIAC the level of affective commitment was 80%. UIIC was having 81% level of affective commitment. The level of continuance commitment was high again for LIC (75%). The UIIC was having 75% level of continuance commitment. The NIAC was having 71% level of continuance commitment. The level of normative commitment follows the same rank as above.

• The significant difference was found within the public sector employees for the different measures of organizational commitment. Thus alternate hypothesis was accepted “there is a significant difference between the level of organizational commitment in public sector insurance companies with respect to organization”. The affective commitment was found significantly difference within the organization as per the results of ANOVA test. The level of continuance commitment and level of normative commitment was significant for the Welch and brown forsythe. Hence the overall organizational commitment in public sector companies with respect to organization was significant for welch and brown-forsthye. The Tukey HSD test signified the significant difference between NIAC & LIC and LIC & UIIC for the affective commitment. The Games Howell test revealed the significant result between LIC & NIAC for continuance commitment. The normative commitment was significant for two groups NIAC & UIIC, NIAC & LIC. The overall NIAC & UIIC, NIAC & LIC have significant differences with respect to the level of overall organizational commitment. It may be concluded that the internal environment of NIAC do not match with the other public sector companies. And organizational commitment level differs in the public sector companies with respect to organization.

• The level of affective commitment was highest in SBI i.e. 80, whereas in Bajaj Allianz & ICICI affective commitment was 76%. The level of continuance commitment and normative commitment was below 70%. Thus, comparatively low level of overall organizational commitment in private sector. The SBI was having a
low level of continuance commitment, i.e. 69% The Bajaj Allianz and ICICI was having almost the same level of continuance commitment i.e. 68% and 67%, respectively. The level of normative commitment followed the same rank as above. The SBI was having 69% level of normative commitment; Bajaj Allianz (65%) was having second highest level of normative commitment and ICICI was having (65%) with the lowest level of normative commitment. It means familial environment, attachment, intention to stay is neither too high nor too low among private sector insurance companies.

- The measures of organizational commitment revealed the insignificant result in private sector companies with respect to organization. The affective commitment within the private sector employees was found insignificant. The level of continuance commitment and normative commitment was also insignificant. It means organization commitment level doesn’t vary in terms of different familial environment, personal sacrifice, the opportunity cost of an employee and others. The insignificant results in this study revealed that private sector organizations are almost similar. The difference existed between the public and private sector companies in terms of working environment, organizational support, team coordination and other factors affecting employee engagement. And organizational commitment level differs in the public sector companies with respect to organization.

- The two tail correlation between employee engagement and organizational commitment was found -0.064 in the public sector. The significance value of the correlation was greater than 0.05 and the null hypothesis was accepted. So the insignificant relationship was found between employee engagement and organizational commitment in the public sector. The negative and insignificant correlation was found between the overall employee engagement and overall organizational commitment in the public sector.
• The negative and insignificant correlation was found between the job engagement and affective commitment \((r = -0.058, p>0.05)\) in the public sector. The relation between the job engagement and calculative commitment was also negative and insignificant\((r = -0.037, p>0.05)\). The job engagement was found significantly related to the normative commitment \((r = -0.186, p<0.05)\). The organizational engagement was found insignificantly related with all the measure of organizational commitment.

• It may be concluded that employee engagement and organizational commitment are not related to each other in the public sector. So the strategies implemented for one will not have an effect on another in the public sector. All the measures were having an insignificant correlation in the public sector except job engagement with the normative commitment. It is inferred that time consuming jobs lead to less intention to remain and lower attachment to the organization. It means increasing level of employee engagement in the public sector has no contribution in increasing the level of organizational commitment in the organization.

• The two tail correlation between employee engagement and organizational commitment was \(r = 0.256\) in the public sector. The positive and significant relationship was found between employee engagement and organizational commitment in the private sector, whereas the reciprocal results were found in the public sector insurance companies.

• The job engagement was having significant relation with the affective commitment and normative commitment. The job engagement was related to the affective commitment with a low degree of correlation value i.e. \(r = 0.245\). The correlation between the job engagement and the normative commitment was comparatively less \((r = 0.156)\). The job engagement was related to the overall organizational commitment for \((r = 0.151, p<.05)\)
• The affective commitment was related with the value of \( r = 0.305 \) with the organizational engagement. The degree of correlation between the organizational engagement and calculative commitment was very low \( r = 0.155 \). The normative commitment was related to organizational engagement for the value of \( r = 0.226 \). The relation between the organizational engagement and overall organizational commitment was found strong as compared to the relation between the job engagement and overall organizational commitment. It means higher the organizational engagement; higher will be the organizational commitment. The overall employee engagement was significantly related to the affective commitment \( (r = 0.354, p = .000) \) and to the ‘normative commitment’ \( (r = 0.247, p = .000) \). The level of overall employee engagement was significantly related to the overall organizational commitment in the private sector.

• It is inferred that increasing job engagement and organizational engagement will lead to higher attachment and more intention to stay in the organization. So the effective steps can be taken to increase the job engagement and organizational engagement in the organization. The ultimately it will have a positive impact on the organizational commitment level or vice versa. The organizational performance can be improved in the private sector by focusing on the employee engagement and organizational commitment.

• The two tail correlation between employee engagement and organizational commitment was \( r = 0.182 \) in the insurance industry. It may be stated that increased employee engagement and increased organizational commitment in the insurance industry has a significant impact on each other. This results comprise with previous studies (Schaufeli & Bakker (2004); Hallberg and Schaufeli (2006); Saks (2006); Bhatnagar Jyotsna & Biswas Soumendu (2010)

• The job engagement was found significant with the affective commitment implies increased attachment and feeling of obliged within the organization in insurance industry. The organizational engagement was found significant with all the
measures of organizational commitment. Thus, employee engagement and organizational commitment were significantly related with each other. Our results comprise with the previous studies results of Albrecht Simon L. & Andreetta Manuela, (2011)

- The positive and significant correlation was found between the job engagement and affective commitment in the insurance industry. The correlation between the affective commitment and job engagement was significant for the r= 0.171. The calculative commitment and normative commitment were insignificantly related to job engagement. The job engagement was related to organizational commitment (r= 0.110, p< 0.05). The organizational engagement was significant at the p<.05 with all the measures of organizational commitment. The degree of correlation between the organizational engagement and calculative commitment was very low r= 0.170. The normative commitment was correlated for the value of r= 0.152 with the organizational engagement. The overall organizational commitment was correlated for the significant value of r= 0.199 with the organizational engagement. The overall employee engagement was significant with the affective commitment (r= 0.236, p=.000). The overall employee engagement was also significant with the calculative commitment (r= 0.144, p= 0.004). The overall employee engagement was significantly related to normative commitment (r= 0.129, p= 0.010)

- In short the relationship between the employee engagement and organizational commitment was found significant in the insurance industry. The increasing level of one will have a positive effect on the other. Thus, the positive organizational supports, availability of resources help in increasing the engagement level in the organization. An increased employee engagement is due to support and enjoyment at the workplace leads to higher intention to stay. Employees become more rigorous in solving organizational problems and always ready to contribute the maximum output.
• The conceptual model of the employee engagement and organizational commitment was framed using SEM. In this model, NFI = 0.452, CFI = 0.483, both being smaller than 0.9, indicated the model did not fit the data adequately. The value of RMSEA = 0.131 required to be below 0.8. The other goodness of fit indices desired to be near 0.9 were GFI= 0.673 and AGFI= 0.616. The results were below the minimal standard. From the results of correlation and SEM, weak relation was found between the employee engagement and organizational commitment. In short, Pearson correlation and SEM have validated very low degree of relation between the employee engagement and organizational commitment.

5.2 Recommendations

The present research has stated that the employee engagement level and organizational commitment level vary in the insurance industry. The private and public sector face several challenges in the fast changing environment. To meet all the challenges, the insurance industry needs to make modifications in the existing policies. As every public and private sector company aim to increase its market share, they require an efficient workforce. As discussed before, engaged and committed employees contribute towards the success of an organization. Such employees learn to build the team spirit and directly link the profitability of an organization in terms of customer retention. The researcher has reviewed the concept and has drawn out some results on the basis of survey and observations. Therefore an attempt has been made by the researcher to conclude the results by recommending some measures to enhance the employee engagement and organizational commitment level in the insurance industry.

• The increasing employee engagement level and organizational commitment level in the public sector companies are the major threats for the private sector companies. The factors affecting employee engagement has been found better in the public sector in this study. The factors such as working environment, team coordination
and support form organization favoured the public sector companies. The private sector companies are suggested to have more attention on these three factors. The healthy relations within the organization, accessibility to resources would certainly add to employee engagement and organizational commitment level.

- The private sector companies are also required to think over the job characteristics, supervisor support, motivation and enhancement & learning opportunities. It has been observed that the healthy relations, equality, better promotional opportunities, recreation facilities would certainly help in increasing the employee engagement level and organizational commitment level if used carefully. The transparency in the procedures and better rewards & incentives in the private sector has increased the employee engagement level and hence can be used as a better management tool in the public sector companies.

- The present employee engagement level and organizational commitment level has been found higher in the public sector companies. The level in the private sector companies can be pushed up by job designing, better compensation and learning opportunities.

- The insurance companies are required to focus more on meaningful job. The employees feel engaged and committed to the challenges and innovations in the job. The job must be less time consuming and more productive. The job designing and job assignment should be done simultaneously. The jobs should not to be assigned according to qualification only. It should be based on the knowledge, skills and ability that will help in improving the organizational performance.

- It has been observed that the inspired, supported and enthusiastic employees are more engaged and committed. Engaged and committed employees create positive word of mouth outside. It can be used as a marketing tool in the insurance sector to create and retain the customers.
• The employee engagement level and organizational commitment level among the private sector companies has been found almost similar, as difference exists either due to carelessness of responses or merely by chance. This also makes private sector companies less lucrative as compared to public sector companies. The private sector should blend HR policies in terms of attracting talent through positive image.

• The employee engagement level in the private sector has been found significantly higher among female and married employees to increase engagement level. So, HR managers are required to focus on the needs and aspiration of male employees. Also, the unmarried employees and younger generations should be indulged in some challenging and innovative tasks.

• The organizational commitment level in the private sector has been found significantly higher among male and married employees to increase the commitment level. So, HR managers are required to focus on the needs and aspiration of female employees. Also the unmarried employees and younger generations should be indulged in some challenging and innovative tasks.

• The senior age group and experienced employees has been found more committed and engaged in the private sector as compared to the public sector. The dedication and hard work by the time in the private sector gives enormous benefits in the long run as compared to the public sector. So private sector organizations are required to bind young employees in their organization by providing better promotional opportunities.

• From the analysis, it can be stated that the employee engagement and organizational commitment level among public sector companies is significantly different. The low employee engagement level has been found among UIIC employees as compared to employees of LIC and NIAC. While low organizational commitment level has been found in NIAC. The HR policies of public sector
should be framed keeping in view competitors policies, so that employees will not compare their situations with the employees of other public sector companies and will not lose morale and their efficiency.

- The employee engagement level and organizational commitment level in the public sector with respect to gender, marital status, age and experience have been found almost similar, as difference exists either due to carelessness of responses or merely by chance. It means public sector companies need not to consider these demographic variables as an important factor while framing HR policies.

- The increased level of measures of organizational commitment signifies the familial environment, attachment and obligation among the public sector employees. The insurance companies are suggested to design their internal environment, according to employee needs. The environment which brings attachment and feeling of loyalty leads to high organization performance.

- The higher continuance commitment level signifies that the employees are more peculiar about their monetary benefits. In today’s scenario, increasing population and shrinking jobs increase the opportunity cost. The present generation is more calculative in nature and concepts like loyalty, obligation are less desirable for them. Thus, the factors favouring continuance commitment like monetary and non-monetary incentives should be increased to enhance the engagement and commitment level.

- A level of normative commitment is too much high in both sectors due to senior age group employees working with the organization. So, the consideration must be given to experienced and stable employees at the time of recruitment and selection.

- A positive relationship has been found among the measures of employee engagement and measures of organizational commitment in private sector companies. The fit between individual objective and organizational objectives
relates to the level of organizational commitment. The increased employee engagement level in the private sector will influence the increased intention to stay and loyalty behavior of an individual. The employees in the private sector will feel attached to their organization due to increased employee engagement level. The private insurance companies should frame the internal policies affecting employee engagement and organizational commitment in a positive direction.

- Although, no significant relation has been found between the continuance commitment and measures of employee engagement in the private sector. It means the employees are engaged and committed not only because of a matter of necessity and desire. The other positive factors favouring employee engagement are responsible for the same. Thus, the companies are required to give attention to factors other than monetary and non-monetary incentives within the organization.

- As per explained analysis, the relationship between employee engagement and organizational commitment has been found positive. The previous studies have also validated this relation. An increase in the level of employee engagement will directly increase the organizational commitment level. Thus, increasing engagement levels reduces turnover, absentia and increase intentions to stay along with moral & ethical obligations.

5.3 Scope for further research

This study considers the employee engagement and organizational commitment and findings of the study recommend some valuable suggestions. But, still there are number of untouched areas which provide a scope for future research.

- Firstly, the unmeasured exogenous variables which are not taken into consideration can be taken in other studies. This study considers the nine factors affecting employee engagement, but there are some other factors also which affect the
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engagement in insurance industry must be studied. The other factors like socio cultural factors, biographic factors etc can also be studied.

- Secondly, the relation between employee engagement and organizational commitment is adverse in both the sectors. the significant relationship within the public and private sector companies results differ entirely. So, further research requires validating the relationship in Indian context. Some research studies suggested higher correlation between the employee engagement and organizational commitment. So, contrasting findings initiate the future research. Moreover, the relationship among the measures of organizational commitment and among the measures of employee engagement can be studied in the future.

- Another limitation is that only factors affecting employee engagement has been studied. Even the relationships between factors affecting employee engagement has not been checked with the organizational commitment measures. So, other researches in this area can be carried out by extracting the factors affecting organizational commitment. It would certainly help in giving valuable suggestions.

- The study has suggested a hypothesized model of interrelationship between employee engagement and organizational commitment. The model fitness has not been found satisfactory in the insurance industry. For better results, the model can be tested on large samples. This study has also recommended identifying the relationship between employee engagement and organizational commitment in other industry. So, further studies can be done by increasing the number of companies and extended cross culturally in order to have a more generalized conclusion in the Indian context.