Chapter – 5

Research Methodology

5.1 Introduction

The economic development of a country can be achieved through exploration of natural resources, optimum utilization of physical and financial resources, and international aid. However, none of these factors are more significant than the efficient and committed manpower of the country. The human resource of an organization must be best managed for its development and success. An organization becomes dynamic and growth oriented if its people are dynamic and pro-active. Through proper selection of people and by nurturing their dynamism and other competencies, an organization can make people dynamic and pro-active.

To survive it is very essential for an organization to adopt the change in the environment and also continuously prepare the employees to meet the challenges. This will have a positive impact on the organization. An optimal level of “climate for development” is essential for facilitating HRD in organizations. The essence of the HRD Climate can be well determined from the amount of importance that is given to the development of OCTAPACE Culture in the Organization. Ultimately, cultivating good OCTAPACE Culture can influence financial and other performance indicators by generating employee satisfaction, which in turn can influence better service to the customer through effective communication and after – sales services.

5.2 Rationale of the Study

Insurance sector in India is one of the booming sectors of the economy. While premium as percentage of GDP is 4.47 per cent, sum assured as a multiple of GDP is just 0.3. It is estimated that the sector will grow at a compounded average growth rate of 15-20 per cent over the next 15-20 years. It is not only experiencing steady growth
but the potential for growth of insurance industry in India is immense as even today nearly 80 per cent of Indian population is without life insurance cover, so the Market opportunities are tremendous. Life insurance is already the most popular financial product among Indians because of the tax benefits and income protection it offers in a country where there is lack of social security.

**Insurance Density:** Per capita income of consumers plays a vital role in determining the amount an average consumer spends on insurance. By this measure, India is among the lowest-spending nations in the world in respect of purchasing insurance. However, spending on insurance is on a growth trajectory in India. India’s improving economic fundamentals was a key support factor for faster growth in per capita income in recent years, which translated into stronger demand and spending for and on insurance products. From spending a mere US$ 9.1 on insurance in 2001, spending rose consistently over the next six years to touch a high of US$ 40.4. This 2007 level of spending, while higher than its neighbors’ (Sri Lanka US$ 10.2, Pakistan US$ 2.6 and Bangladesh US$ 1.9), continues to remain far behind most industrial nations like the US (US$ 1,922.0), UK (US$ 5,730.5), Japan (US$ 2,583.9) and South Korea (US$ 1,656.6) and just behind China (US$ 44.2). One factor that has been slowing down the improvement of insurance density is India’s relatively high population growth rate, which has averaged 1.7% over the past ten years.

![Chart 2.5: Insurance Density (Developing Countries)](chart25.png)

*Source: IRDA*

Figure 5.2.1: Insurance Density of Developing Nations (Source IRDA)
India's growing economy, coupled with a significant rise in the young working population, has potential for development of the life insurance sector. This is in addition to the large population that remains uninsured. As household earnings are accelerating in urban center like Pune, the economy is also growing fast.

The Pune division of LIC maintained its first position in respect of the number of policies with 2,12,000 policies and Rs. 1184.22 crore as sum assured in the western zone comprising Maharashtra, Gujarat and Goa. Amongst 100 divisions of the country, Pune division occupies second position on sum assured basis and eighth position on number of policy basis, said Rama Shankar Jaiswal, Senior Divisional Manager, LIC.

Pune is the second most important developing city in Maharashtra after Mumbai and it is emerging as the hot destination for Investors and Industries. As the Industry is expanding HSBC Software Development Centre, i-Flex Solutions, Siemens SDS Solutions (UK) and Syntel are among the new corporate entrants who are expanding in Pune as the pace of development is unprecedented here. So, the Insurance firms such as Bajaj Allianz, HDFC Standard Life Insurance and Birla Sun Life Insurance and many more are also trying to fully penetrate the relevant market.

There are currently in total 24 Public and Private firms in India's insurance market with state-owned Life Insurance Corp of India (LIC) still holding a stranglehold in India’s life insurance industry.
Figure 5.2.2: The 24 Life Insurance Companies licensed by the IRDA.

Data released by insurance sector regulator IRDA shows that the first year premium of the life insurers for the period of December, 2010 is again predominantly in favor of LIC. Herein mentioned are some statistics given by IRDA regarding the individual single premium of several life insurers in December 2010.
1. Bajaj Allianz - 77.26 crore
2. ING Vyasa - 2.58 crore
3. Reliance Life - 80.26 crore
4. SBI life - 248.54 crore
5. Tata AIG - 14.02 crore
6. HDFC standard - 136.72 crore
7. ICICI prudential - 251.97 crore
8. Birla Sun life - 9.73 crore
9. Aviva - 21.57 crore
10. Max New York - 25.15 crore
11. Met Life - 33.86 crore
12. Shriram Life - 44.90 crore
13. IDBI federal - 21.11 crore
14. Star Union Dai-ichi - 44.98 crore
15. LIC - 1774.43 crore

IRDA Source : FY 2010-11(www.irda.gov.in, brief monthly market- first year premium of life insurers for the period ended December, 2010).

IRDA recently (1st January 2014) released its Annual Report for 2012-13. This report indicates the overall Insurance Industry data discussing the performance related to the bulk of claims handled and duly settled in the due course of time.
Life Insurance Council, the industry body of life insurers in the country, has projected a compounded annual growth rate (CAGR) of 12–15 per cent over the next five years for the segment. India’s insurable population is expected to grow to 750 million by 2020, with life expectancy projected to reach 74 years around the same period. The council believes that this favorable Indian demography would result in more people seeking out life insurance. Also, the council predicts life insurance
penetration – percentage of insurance premium to GDP – to reach 5 per cent by 2020 from its current 3.2 per cent.

Confederation of Indian Industry (CII) projects the growth rate for India’s insurance industry in FY 2013–14 to be around 5 per cent.

The life insurance segment contributes about 4 per cent to India’s gross domestic product (GDP) in terms of total premiums underwritten annually. There are 23 private companies in the segment. The state-owned Life Insurance Corporation (LIC) dominates the field, with about 71 per cent of the market share, according to Insurance Regulatory and Development Authority (IRDA).

LIC is still the market leader, with 72.7 per cent share in FY13.

[Chart 5.2.4: Market Share of leading Life Insurance Companies]

(Source: IRDA Journal)

This Pie chart clearly demonstrates the total domination of LIC in the life insurance industry in India.

The business context today has changed like never before, and continues to change. The word that constantly echoes in today’s business scenario is: ‘change’. Paradigms and mindsets are challenged every day, with companies asking questions such as, ‘how to increase profitability; how to retain the best people; and how to increase customer satisfaction.’ Therefore, the challenge of the hour is to create, nurture and optimize human capital.
The organizations must try and improve the HRD climate to get optimal output from their staff and to remain in the top slot simultaneously motivating their staff to perform and improve on job satisfaction. A stable and committed workforce ensures successful knowledge transfer, sharing, and creation - a key to continuous improvement, innovation, and knowledge-based total customer satisfaction.

Enhanced job satisfaction leads to improved employee retention; and employee stability ensures the successful implementation of continuous improvement and ultimately customer satisfaction.

In the management of organizational excellence, the HRD climate becomes one of the most important variables of human behavior. Components of HRD climate in the form of attitudes like trust in human capabilities, belief in their potential, respect for their dignity etc., result in a set of behaviors, which act as pay offs for effective and efficient policies and programmes of management of development. HRD policies would help to integrate the needs and aspirations of individuals into the strategic objectives and the mission of the organization, while at the same time providing for individual needs, concerns and interests. HRD becomes indispensable if the growth and development of people working in the organization is related to the growth and development of the organization itself. (Rao, 1990)

Various studies reveal that HRD in the organization uses various measures like Promotion, Training, Rewards, OD and Counselling etc. to create a climate conducive to achieve organizational efficiency and effectiveness and contributes to the organization’s overall health and self-reviewing capabilities which in turn increase the capabilities of individual, dyads, team and the entire organizations.

Alphonsa, (2000) surveyed HRD climate in private hospital of Hyderabad in which sample of 50 supervisors from different departments participated in the study. The crux of the study highlights that the supervisor’s perception about the HRD climate is satisfactory and there exists reasonably good climate with respect to top management’s belief in HRD climate.
Those organizations and leaders, who have optimally utilized human capital, enjoy a competitive edge. This is further substantiated by the fact that the world’s best-led, Value-driven organizations derive an increasing proportion of their value from the assets, which consists of people, intellectual property (Ashby and Miles, 2002).

5.3 Objectives of the Study

1. To study if there is any difference in the importance attached to the 8-dimensions of OCTAPACE with respect to LIC and Private Life Insurance Companies.
2. To study if there is any difference in perception of the OCTAPACE Culture amongst the Non-Managers/Managers of Public (LIC) and Private Life Insurance companies in Pune city.
3. To study if there is any difference in the level of Job Satisfaction amongst Non-Managers/Managers of Private and Public Life Insurance (LIC) companies in Pune city.
4. To study if the OCTAPACE Culture dimensions (Openness, Collaboration, Authenticity, Trust, Proactivity, Confrontation, Autonomy and Experimentation) are related to Job Satisfaction.
5. To study if the 8-dimensions of OCTAPACE Culture are as predictor of Job Satisfaction in the Public and Private Life Insurance companies in Pune city.

5.4 Hypotheses of Study

1. There is a significant difference in the importance attached to the 8 – dimensions of OCTAPACE with respect to LIC and Private Life Insurance Companies.
2. There is a significant difference in the perception of the OCTAPACE Culture amongst the Non-Managers/Managers of Public (LIC) and Private Life Insurance companies in Pune city. (μ1≠ μ2)
3. There is a significant difference in the level of Job Satisfaction amongst Non-Managers/Managers of Private and Public Life Insurance (LIC) companies at Pune city. ($\mu_1 \neq \mu_2$)

4. There is a significant relation between the 8-dimensions of OCTAPACE Culture and Job Satisfaction.

5. At least one of the 8-dimensions of the OCTAPACE Culture (i.e., Openness, Collaboration, Authenticity, Trust, Pro activity, Confrontation, Autonomy and Experimentation) is a significant predictor of Job Satisfaction.

5.5 Type of Research

The study is broadly based on a Quantitative approach but there are in depth Interviews of the Managers while studying the percolation, understanding and absorbance of HRD Climate (OCTAPACE Culture) perspective to the Employees in the Organization. So there is Qualitative approach also being used.

This is a Descriptive and Quantitative research which is based on precise measurements using structured and validated data collection instrument. It is used to test hypotheses, make predictions. In this study data has been collected from LIC (Public Sector Life Insurance Company) and the Private Life Insurance Companies from Pune city.

In the study the researcher has to find out whether the HRD Climate (OCTAPACE based) at the Private and the Public Life Insurance Companies differ significantly or not. The researcher is also studying whether there is significant difference in the level of Job Satisfaction amongst the Managers and Non-Managers of Public and Private Life Insurance companies in Pune city.

The researcher is also trying to analyze if the presence of OCTAPACE culture is a significant predictor of Job satisfaction in the organization.
5.6 **Scope of the Research.**

The research study will cover the following:

- Study has been carried out in selected branches of Life Insurance Corporation of India in Pune City.

- The study has been conducted in Public (LIC) & Private Companies (Top 5 companies as per the Market Share FY: 2010-11) of the Life Insurance sector in Pune City.

- The selected Private sector Life Insurance Companies which exist for more than 5 years in the Market in Pune City have been covered.

5.7 **Sampling Design**

- **Universe:** In India the total number of Life Insurance Companies (FY-2010-11) is 23 where, 22 are Private Life Insurance Companies and LIC is the only Public Life Insurance Company.

The sample consisted of Managerial and the Non Managerial staff from five Private Life Insurance Companies (Top 5 players based on their market share: FY-2010-11) and LIC (leading Public Sector Life Insurance Company).
Out of 22 private life insurance companies in India, ICICI Prudential Life Insurance has turned out to be the highest gainer followed by SBI Life which collected Rs 7570.72 crores. SBI Life has shown an increase of 7.53% over its premium collections of Rs 7040.66 crores in the previous year.

HDFC Standard Life has collected new business premiums of Rs 4065.4 crores and is the 3rd highest gainer for FY 2010-11. Bajaj Allianz is next in line followed by Reliance Life, Birla Sun Life, Max New York Life, Tata AIG and other players. The top five players (FY-2010-11) are:

1.) ICICI Prudential Life Insurance
2.) SBI Life Insurance
3.) HDFC Standard Life Insurance
4.) Bajaj Allianz Life Insurance
5.) Reliance Life Insurance
Public Life insurance Company:

1. Life insurance Corporation of India (LIC)
   (13 branches in Pune)

The Managers and the Non-Managers from the 27 branches of Private Life Insurance Companies and the Managers and the Non-Managers from the 13 LIC branches of Pune city. (Sample is determined till the FY 2010-11).

![LIC vs Private Insurers Premium collections FY 2010-11](image)

Figure 5.7.2: Comparative view of LIC & Private Life Insurance Companies
(Premium Collection)

- **Sampling Frame:** Managers and the Non-Managers of the 27 branches of the Private Life Insurance and from the 13 LIC branches in Pune city.

- **Sampling Element:** Managers (Divisional Managers, Assistant Divisional Managers, Agency / Branch Managers, Administrative Officers, Assistant Administrative Officer, Marketing /Sales Managers, Claim Settlement Manager) and the Non-Managers (Development Officers, Higher Assistant, Administrative Executives, Account Executives, Team Executives, Record Clerks, etc.)
5.8 **Sampling Method & Sample Size.**

**Sampling Method:** Researcher has applied Stratified Proportionate Sampling Technique to collect the data for the Research Study.

Stratified Proportionate Sampling: Two Population groups and each one has two strata’s as Managers & Non-Managers. Sample size of each stratum is nearly equivalent to the size of strata in the population.

**SAMPLE**
(Private Life Insurance Companies)

![Population diagram](image)

**POPULATION**
Managers & Non-Managers from Private Life Insurance & LIC. *(823)*

**Stratified Proportionate Sampling**

Managers
Non-Manager
Managers
Non-Manager

( LIC)

Figure 5.8.1: Stratified Proportionate Sampling

**Sample Size:**

Private Life Insurance Companies – As the researcher has already mentioned about the top 5 Pvt. Life Insurance Companies (SBI Life, ICICI Prudential, Bajaj Allianz, Reliance and HDFC Std Life) in Pune city. These companies had in total 27 branches till FY 2010 – 11 in Pune City. So, the respondents of the study are the Managers and the Non-Managers out of these 27 branches of the Population. For LIC being the only Public sector Company has 13 branches in Pune city. So the Researcher has taken the Managers and the Non-Managers out of these 13 branches of Population, as mentioned below,
Table 5.8.2: Details of Population size in 5 Leading Life Insurance Companies in Pune city.

Total number of respondents in Pune city is 823.

<table>
<thead>
<tr>
<th>Companies selected for study</th>
<th>LIC Managers</th>
<th>LIC Non-Managers</th>
<th>Pvt. Managers</th>
<th>Pvt. Non-Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICICI Prudential Life Insurance</td>
<td>06</td>
<td>20</td>
<td>71</td>
<td></td>
</tr>
<tr>
<td>SBI Life Insurance</td>
<td>06</td>
<td>20</td>
<td>58</td>
<td></td>
</tr>
<tr>
<td>HDFC Standard Life Insurance</td>
<td>06</td>
<td>21</td>
<td>64</td>
<td></td>
</tr>
<tr>
<td>Bajaj Allianz Life Insurance</td>
<td>03</td>
<td>18</td>
<td>78</td>
<td></td>
</tr>
<tr>
<td>Reliance Life Insurance</td>
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<td>20</td>
<td>62</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>27</td>
<td><strong>99</strong></td>
<td><strong>333</strong></td>
<td></td>
</tr>
<tr>
<td>Public Life Insurance Corporation of India</td>
<td>13</td>
<td>85</td>
<td>306</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>13</td>
<td>85</td>
<td>306</td>
<td></td>
</tr>
</tbody>
</table>

Table 5.8.3: Details of Total Sample Size

Now, to calculate the Sample Size, as the Researcher is handling a finite population (population is known i.e., 823).
Sample size determination (for LIC).

Sample size for the current study was determined through Proportion Method. Proportion Method was found suitable for the study since the study involved comparing two groups (Managers and the Non-Managers) of LIC and the Private Life Insurance Companies for assessing the significance of OCTAPACE in fostering the HRD Climate.

Formula:
\[ n = z^2 \times (p \times q) / e^2 \]

Where,
\( Z \) = Standard score associated with 95% level of confidence (1.96).
\( p \) = Proportion of Managers in the Population.
\( q \) = Proportion of Non-Managers in the Population.
\( e \) = Tolerable error (7%)

The Proportion of Managers in the Population was observed to be 21%.
As, Population for LIC = 391.
Size of the population of Managers = 85
Hence, the total % of Managers representing LIC = 21.7%.

The Proportion of Non-Managers in the Population was observed to be 79%.
As, Population for LIC = 391.
Size of the population of Non-Managers = 306
Hence, the total % of Managers representing LIC = 78.3%.

So the Sample size is as follows:
\[ n = (1.96)^2 \times (0.217 \times 0.783) / (0.07)^2 \]
\[ = 130 \text{ (Min. sample size)} \]
Data was collected from 132 Managers and Non-Managers from LIC.
Since the size of Non-Managers was larger compared to Managers in population, so data collected from total Non-Managers was 82 out of 132 and Managers was 50 out of 132.

**Sample size determination (for Private Life Insurance Companies).**

Sample size for the current study was determined through Proportion Method.

Formula:
\[ n = \frac{z^2 x (p.q)}{e^2} \]

Where,
- \( Z \) = Standard score associated with 95% level of confidence (1.96).
- \( p \) = Proportion of Managers in the Population.
- \( q \) = Proportion of Non-Managers in the Population.
- \( e \) = Tolerable error (7%)

The Proportion of Managers in the Population was observed to be 23%.
As, Population for Private Life Insurance Companies = 432.
Size of the population of Managers = 99
Hence, the total % of Managers representing Private Life Insurance Companies = 25%.

The Proportion of Non-Managers in the Population was observed to be 77%.
As, Population for Private Life Insurance Companies = 432.
Size of the population of Non-Managers = 333.
Hence, the total % of Managers representing LIC = 77%.

So the Sample size is as follows:
\[ n = \frac{z^2 x (p.q)}{e^2} \]
\[ = \frac{(1.96)^2 x (0.23 x 0.77)}{(0.07)^2} \]
\[ = 136 \text{(Min. sample size)} \]
Data was collected from 137 Managers and Non-Managers from Private Life Insurance Companies.

Since the size of Non-Managers was larger compared to Managers in population, so data collected from total Non-Managers was 88 out of 137 and Managers was 49 out of 137.

5.9 Sources of data collection.

The Researcher has collected the data from the Managers and the Non-Managers out of the 27 branches of Private Life Insurance Companies and the 13 LIC branches of Pune city.

5.9.1 Primary Data.

Primary data was collected by the Researcher for analyzing the perception of OCTAPACE culture amongst the Managers of LIC & Private Life Insurance Players and at the same time amongst the Non-Managers of the two Sectors.

Another set of data was collected to analyze the level of Job Satisfaction amongst the Managers of LIC & Private Life Insurance Players and at the same time amongst the Non-Managers of the two Sectors.

All these relevant data was collected from the respective Managers (Divisional Managers, Branch Managers, Administrative Officers, Development Officers, Assistant Managers) and the Non-Managers (Administrative executives, Account executives, Team Executives, Clerks, etc.) of both the LIC and the Private Life Insurance Companies in Pune Region.

The Researcher has conducted the research through both the Survey method and the Interview method.
5.9.1.1 **Survey.**

The researcher has collected the data from the respective Managers (Divisional Managers, Branch Managers, Administrative Officers, Development Officers, Assistant Managers) and the Non-Managers (Administrative executives, Account executives, Team Executives, Clerks, etc.) of both the LIC and the Private Life Insurance Companies in Pune Region.

To collect this data two instruments were used. The instrument collects the perception of the respondents on two important areas ie... OCTAPACE Culture perceived by the respondents from both the sectors and Job satisfaction too.

After conducting the reliability test of the instrument used for the respective study, the questionnaire was duly used for the final study.

**Questionnaire method.**

Regarding the first tool i.e. Part ‘A’ (HRD Climate Questionnaire based on OCTAPACE culture as dimensions) a reliability test was done.

The second instrument used by the Researcher is on Job Satisfaction measuring tool by Daftuar which is having 19 items.

The questionnaire would be applied as it is. So, no need to imply any test of Reliability and Validity on the original tool.

There are two sets of questionnaires which has been used for conducting the study on the Managers and the Non-managers of the Private life Insurance companies and the LIC.
Part ‘A’ of the Questionnaire.

Researcher has used questionnaire form as a tool for the study. The questionnaire which is based on the OCTAPACE dimensions originally framed by T.V Rao, to study the HRD Climate in Organizations.

The OCTAPACE Culture is one of the major components of the HRD Climate. This study is a focused approach on the perception of OCTAPACE Culture by the Managers and the Non-managers of the Private life Insurance companies and the LIC.

The various dimensions included in this OCTAPACE are Openness, Confrontation, Trust, Authenticity, Pro-activity, Autonomy, Collaboration and Experimentation which are valued and promoted in the Organizations.

There researcher has designed the Questionnaire having 30 items which are to be responded by the Managers and the Non-managers of the Private life Insurance companies and the LIC respectively. Through this study the researcher dwells out a comparative analysis in terms of the perception towards the OCTAPACE Culture of the two sectors in Life Insurance Industry.

The test of Reliability was conducted for the very questionnaire having 30 items (based on OCTAPACE).

**Reliability Statistics**

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.860</td>
<td>30</td>
</tr>
</tbody>
</table>

The details of the Part “A” Questionnaire.

The questionnaire comprises of 30 items and which are based on Likert scale (Five point Scale) to be responded by the Managers and the Non-managers of the Private life Insurance companies and the LIC.
These 30 items are reflecting various 8 dimensions of OCTAPACE culture, namely Openness, Confrontation, Trust, Authenticity, Pro-activity, Autonomy, Collaboration and Experimentation which are valued and promoted in the Organizations.

The specific dimensions and the resembling items are:

1.) Openness defines a spontaneous expression of feelings and thoughts, and the sharing of these without defensiveness. These questions reflect the factor of openness present in the Organization as perceived by the respective respondents.

2.) Confrontation can be defined as facing rather than shying away from problems. It is to take on the challenges.

3.) Trust is reflected in a sense of assurance that others will help, when such help is needed and will honor mutual commitments and obligations.

4.) Authenticity defines congruence between what one feels, says and does.

5.) Pro-activity signifies taking the initiative, preplanning and taking preventive action, and calculating the payoffs of an alternative course before taking action.

6.) Autonomy is using and giving freedom to plan and act in one's own sphere.

7.) Collaboration is working together (individuals and groups) to solve problems and team spirit.

8.) Experimentation means using and encouraging innovative approaches to solve problems; using feedback for improving, taking a fresh look at things, and encouraging creativity.
Part ‘B’ of the Questionnaire.

The second part of the study which deals with correlating OCTAPACE culture with Job Satisfaction.

The questionnaire is a Job Satisfaction scale which measures the Job satisfaction level of the Managers and the Non-managers of the Private life Insurance companies and the LIC. The tool has been developed by Daftuar and has 19 items in it which are based on Likert’s scale (Five point Scale).

The details of the Part “B” Questionnaire.

The questionnaire comprises of 19 items and which are based on Likert scale (Five point Scale) to be responded by the Managers and the Non-managers of the Private life Insurance companies and the LIC.

1. My job provides adequate opportunities to do different things from time to time.
2. My job provides adequate opportunities to be “somebody” in the community.
3. My supervisor is quite competent in making decisions.
5. My job provides adequate opportunities to do something that makes use of my abilities.
6. My job provides fair Pay.
7. My job provides adequate opportunities for advancement on this job.
8. I’m happy with the working conditions.
9. I’m happy with the way my co-workers get along with each other.
10. My Job provides me a feeling of accomplishment.
11. I’m happy with the General management of the company.
12. I’m happy with my past advancements’ in this organization.
13. There are adequate opportunities for future growth (in efficiency).
14. Social conditions are appropriate for the job within the organization.
15. My work is suitably recognized in the organization.
16. I’m happy with the kind and amount of responsibilities assigned to me.
17. I’m happy with the Company’s policies.
18. I’m happy with my work as a whole.
19. I’m happy with my company/organization as a whole.

5.9.1.2 Interviews.

The researcher had made face to face interactions with the officials in both the sectors of the Life Insurance Companies. Information and inputs were collected on the aspects of the transparency which is in between the employees who are working together, in terms of various developmental opportunities for the employees, the sense of responsibility given to the employees and the powers they are given to carry on the respective responsibilities.

The different factors of Job satisfaction and the inputs were collected related to the areas concerned with Job enrichment, Nature of work etc and how do the employees respond to the various parameters.

5.9.2 Secondary Data.

Secondary data was collected through

- Annual Reports through IRDA.
- Websites related to Life Insurance Companies, Business magazines, IRDA.
- Research papers and Articles in varied National and International journals.
- E- Journals.
5.10 **Pilot Study.**

Researcher has conducted a Pilot study before conducting the actual survey. The number of respondents for the Pilot study was 60, where 20 Non-managers were from LIC and Private Life insurance companies each. Another set of 10 Managers each from LIC and the Private players were chosen to conduct the Pilot Study.

5.11 **Method of Data Collection.**

The data was collected through questionnaire duly framed by the Researcher. The purpose of the data collection and the confidentiality of their response were assured to them.

5.12 **Method of Data Processing & Presentation.**

5.12.1 **Entering the data.**

The questions in the questionnaire were segregated under each variable thus coded and entered in excel sheets under each variable, according to the likert scale.

5.12.2 **Classification & Tabulation of data.**

Data cleaning was carried out. Any missing value was interpreted as no response and entered as blank. Entire data was exported to the SPSS. Researcher has summarized the raw data and displayed in compact form for data analysis. The test of Normality was then carried out.
5.12.3 **Test of Normality.**

Assumption of Normality for all the metric scale variables was tested the shape of the individual variable. The criteria of Skewness and Kurtosis value between ±1 were used to test the Normality as suggested by Gregory & Mallory. Most of the variables have Skewness and Kurtosis values within the threshold range. The statistical tests were then applied to the data.

5.12.4 **Statistical Tests Applied.**

**Tools used for Data Analysis.**

**Friedman Chi-square test** has been applied to know the difference in various dimensions of OCTAPACE culture as, Openness, Confrontation, Trust, Authenticity, Pro-activity, Autonomy, Collaboration and Experimentation in both Private and the LIC. It is a Non-Parametric Test and it is used to detect differences in treatments across multiple test attempts. The procedure involves ranking each row (or `block`) together, then considering the values of ranks by columns.

**Independent Sample t-test** has been applied to study the difference in perception amongst the Managers in LIC and Private Life Insurance companies and also the Non-Managers of LIC and the Private ones towards OCTAPACE culture. Same test has been implied for studying the difference in analyzing the Job Satisfaction level of both Managers in LIC and Private Life Insurance companies and also the Non-Managers of LIC and the Private ones.

**Bi-variate Correlation** is a form of Quantitative analysis. It involves the analysis of two variables for the purpose of determining the empirical relationship between them. In order to see if the variables are related to one another.
Step-wise Multiple Regression Analysis includes regression models in which the choice of predictive variables is carried out and the statistical procedure which decides which independent variable is the best predictor, the second best predictor, etc.

Use of computer software in Data Analysis.

- IBM SPSS 20 updated version (Statistical package for social science) is used for data analysis.
- Microsoft office excel is used for data entry.

5.13 Limitations of the Research

The study is based on the Primary data collected from the respondents who are the Managers and the Non-managers of the Private life Insurance companies and the LIC.

During the data collection the respondents may not have opened up very clearly and opted for biased or manipulated options as many times they were not comfortable in sharing the informations.

As per the perception of the respondents they felt that the study may reveal the data to the Competitors. Therefore they were little reluctant to fill up the questionnaire.

Timely response was the major constraint of research. Due to busy schedule of the respondents. The respondents had to be visited time and again; reminders were given time to time which took a lot of time to collect the required data.

In order to maintain due confidentiality as the policy of the Organization it may be possible that some of the responses are biased.

After months of follow up due to their busy schedule and less importance given to such type of activity the researcher could get the duly filled questionnaires.
Chapter 1: **Life Insurance Industry in India.**

- Life Insurance Industry.
- Life Insurance Industry in India.
- Competition in Life Insurance sector in India.
- Dominance of LIC in prevalent Market.

In this chapter the Researcher has dealt with the understanding and the conceptual framework of the Life Insurance Industry, the development and growth of this Industry in India, Need of this Industry, Competition amongst the Public and the private sector Life Insurance Companies, Present Market share distribution and the probable reasons for such a scenario.

Chapter 2: **Human Resource development & its Components.**

- Human Resource development and its significance.
- HRD Climate & its Components.
- OCTAPACE Culture
- Impact of OCTAPACE Culture on Employees.

In the present chapter the Researcher has discussed about the concept of Human Resource development, the significance of HRD, the difference it makes if adapted in the system.

The chapter also deals with the vital components of HRD Climate. As the study is based on the OCTAPACE Culture so a specific understanding of the component is discussed in this chapter. The overall impact and the benefits of adapting OCTAPACE Culture in the organization is also included.
Chapter 3: HRD Processes and Outcomes.

- Concept of Job Satisfaction.
- Dimensions of Job Satisfaction.
- Concept of Organizational Performance.
- Linkage between HRD Climate (OCTAPACE Culture) in Process, HRD outcomes & variables & Organizational Effectiveness Dimensions.

This chapter includes the conceptual framework of the Model which is the linkage between OCTAPACE Culture adapted in the Processes, the outcomes & variables of HRD, and the Organizational Effectiveness Dimensions.

The understanding of all the concepts as Job Satisfaction its dimensions and the Organizational Performance are dealt in this chapter.

Chapter 4: Review of Literature.

In this chapter the researcher has given a review of various relevant research papers, articles from different National and the International Journals. These informations helped the researcher to understand the topic better and as the inputs were from varied sectors, so it has again contributed to look at the bigger picture of it.

The thorough review has also highlighted the areas which must be looked upon to make a positive impact on better Organizational Performance.

Chapter 5: Research Methodology.

The chapter covers the research problem, objectives of study, Hypotheses of Study, Type of research, Universe and Sample, Scope of the research, Method of data collection, Tools used for the analysis of the data collected and the limitations of the research.
Chapter 6: **Data Analysis and Interpretation.**

The chapter elaborates on the various statistical tests implied for the analysis and interpretation of the results of the tests.

Chapter 7: **Findings, Conclusion and Suggestions**

The chapter deals with the Suggestions made by the researcher duly framed on the basis of the analysis of the collected data and its interpretation.