



A STUDY ON THE ATTRITION BEHAVIOUR OF SALESFORCE EMPLOYEES WITH SPECIAL REFERENCE TO SELECTED PRIVATE LIFE INSURANCE COMPANIES IN CHENNAI CITY

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Abstract:

This study aims to analyse the behaviour of salesforce employees towards attrition in the workplace. The researcher has made use of descriptive and exploratory research design and the study relies on both secondary and primary data. The primary data is collected from 107 employees of private insurance companies like Aviva, Bajaj, Allianz, Bhart AXA, Birla Sun Life., Exide Life, HDFC, ICICI Pru , Kotak Mahindra, Max Life, SBI Life, Tata AIG Insurance. The secondary information has been obtained from company's websites, annual reports, Insurance Journals and internet etc. The questionnaire was pre-tested on 25 employees employed in the various private life insurance industries located at Chennai City. Owing to the intrusive nature of the questions, the researcher was hesitant about the validity of the response. However, the respondents answered the questions without any trouble. Few minor changes were made in the questionnaire such as reducing the number of questions. Convenience sampling technique was utilized by the researcher for the study. To analyse the data, frequencies and Chi-square analysis has been utilised. Emotions plays a vital role in individual's life when it comes to work place it plays a dominant role in influencing employees to take a stand. Through the research, we found that emotional behaviour factors like excessive workload, lack of guidance and support, meeting deadlines, role dissatisfaction and ambiguity of job plays a significant role in influencing the employees towards turnover intentions. However, it is totally impossible to curb out turnover but if the management and the HR department takes in positive initiatives by providing provisions like counselling centre, organizing of periodic seminars on how to deal with emotions and other work related issues, creation of harmonious relationship with employees and reduced work load that can bring in real time effective ways through which employees' turnover can be checked effectively. The outcome of the research work has thrown lights on one of the major challenges that the organizations has to be ready to deal is that the employees of the age group of 20 to 25 years. Where it was found that their intentions to switch between the organizations are quiet alarmingly high. The researchers have also found that all the above said factors regarding emotional behaviour have a significant relationship towards the socio-economic profile of the respondents. This study will pay the way for both the management and to the HR department to know about how to handle with employees emotional behaviour at the workplace. Thus, creating a win-win situation where employees negative emotions are removed and at the same time fulfilling organizational objectives in the other hand.

Keywords. Attrition Behaviour, Salesforce Employees, Private, Life Insurance Companies, Chennai.

INTRODUCTION

Given an option all the workforce employees would love their jobs, like their co-workers, work with dedication for their employers, get a good salary for their work, have ample opportunities for growth, and flexible schedules so they could attend to personal or family needs when necessary. And never leave. But then there's the real world. And in the real world, employees do leave, either because they want more money, hate the working conditions, hate their co-workers, want a change. The attrition rate plays a significant role in an organization. High attrition rate of employees in an organization is a serious concern because the employees

are the human capital. The study of employees' turnover and attrition behaviour has been done in depth throughout the world for over the past four decades. However, such research studies have been carried out only minimal in the Indian industries. Talking about Indian industries, Indian market for life insurance industries has established itself predominantly only in the present decade. While Indian market has an abundant untapped source for life insurance industries and in the process of rapidly expanding life insurance industries market potentials, these life insurances industries faces one of the most critical challenges in front of them "employees' turnover" and Some of the organizations

have started the process of searching the cause due to which the employees are leaving the organization.

STATEMENT OF THE PROBLEM

The government of India knowing the importance of Insurance sector and its contributions towards economic growth has opened the gates to private life insurance player by liberalizing its policy. Since these private organizations can provide job opportunities and bring in changes in the way the traditional insurance business is carried out. Having said that, these private insurance players provides an ample number employment opportunities here comes the problem of employees' turnover. In today's context, the problem of employees' attrition rate is one of the most critical challenges faced by the Human Resource Department. This study aims to analyse the behaviour of salesforce employees towards attrition in the workplace.

REVIEW OF LITERATURE

Suman Pathak and Vibhuti Tripathi (2010) in the article titled "Sales force retention: An exploratory study of the Indian Insurance sector". The paper emphasized on recruitment, retention and turnover of sales force in insurance companies. Shilpa Jain and Deepika Arora (2010) have examined the attrition among the life insurance advisors of the selected companies in Ludhiana. The behavior of the managers affects them the most. The promotion and transfer policies, working hours, work environment, employee disputes, family problems, better job opportunity available also play important role in attrition. Zheng and Lamond (2009) found out that training, size, length of operation and the nature of the industry are significantly related to attrition.

According to Singh and Monga (2012) most insurance workers are working under tension and due to stress no one can perform their optimum work according to their ability. Occupational stress totally disturbs the life of subjects at workplace as well as at their home. Stress affects the interactions and dealing with the friends, relatives, family members and the customers.

According to Singh Anita (2012) measurement of Job satisfaction can be a very helpful tool to the management to understand the psychology of its works and how employees feel about their jobs; it can also be an important predictor of work behaviors such as organizational citizenship, high attrition rate, their non-performance, their absenteeism, their motivation level, their stress levels and turnover.

Johnson and Gill (1993) describe motivation in work organizations as "the processes by which people are enabled to and induced to choose to behave in particular ways". Motivation is therefore coupled with a search for the ways by which members' job performance and productivity may be enhanced or maintained. Employee involvement has a direct correlation with productivity, quality, efficiency, absenteeism, and even motivation. Employee involvement has received much attention in the area of work organization in

recent decades. Although changes in the work organization during the last decades are diverse and difficult to summarize by a few key concepts, there has emerged an agreement that employee involvement and monetary incentive systems are important measures in modern personnel management (Delery and Doty 1996), (Appelbaum et al. 2000), (Godard 2004). Addison et al. (2000) shows that establishments of different sizes might be affected differently by employee involvement. Employee involvement produces improved enterprise performance through diverse channels including enhanced discretionary effort by employees (Jones et al 2003). There is also a high association between peer review and employee involvement in work organization and better the peer review, better is the efficiency towards work. Employee involvement also affects the important 16 dimensions of individual performance, organizational citizenship behavior, defined as individual discretionary behavior that promotes the organization and is not explicitly rewarded. The main principle behind all initiatives for increasing the involvement of workers is to get the lower-level staff more involved in the decision making and work processes, and to grant these employees greater autonomy and control over job tasks and methods of work (Cappelli and Rogovsky 1994). Typical measures are teamwork, lean management, and reduced hierarchic levels (Godard 2004).

Hackman and Oldham's Job characteristics model has been used to develop the conceptual model for the research. The Job Characteristics Model by Hackman and Oldham (1976) focuses on the interaction between the psychological states of employees, the job characteristics that are believed to determine these states and the attributes of individuals that determine how positively a person will respond to a complex and challenging job. Few of the aspects of the model have been amended with reasons. This amended model then generates a base for the theoretical skeleton of the research model.

Naqvi and Ramay (2008) revealed that job satisfaction and organizational commitment had a negative effect on turnover intentions, whereas perceived alternative job opportunities had a significant positive correlation with turnover intentions and is the major factor associated with turnover intention among its professionals.

Van Dick et al. (2004) have also identified job satisfaction as a predictor of turnover intention; however, they argue that it is a mediating variable between organizational identification and attrition. Abbasi and Hollman (2000) sought to determine the impact of employee turnover on an organization and found that excessive employee turnover often engenders far reaching consequences and at the extreme may jeopardize efforts to attain the organizational objectives.

Maslow (1943) propounded the Hierarchy of Needs theory originally applied as a general theory of psychological motivation. However, the usefulness of its theoretical model was adopted by organizational theorist

McGregor in 1960, who applied Maslow's theory in the work place. Hale (1998) stated that employers cited recruitment costs of 50% to 60% of an employee's first year's salary and up to 100% for certain specialized, high-skill positions. Bowen and Shuster (1986) stated that while all constituting elements of an organization are important for its success, it is its enhanced ability to attract and retain the best quality talent that separates it from the others.

Mirvis and Lawler (1984) suggested that Quality of working life was associated with satisfaction with wages, hours and working conditions, describing the "basic elements of a good quality of work life" as; safe work environment, equitable wages, equal employment opportunities and opportunities for advancement.

Walton (1973) suggested eight major conceptual areas for understanding quality of work life. These were adequate and fair compensation, safe and healthy working conditions, development of human competencies, growth and security, social integration, constitutionalizing and total life space and social reliance.

OBJECTIVE OF THE STUDY

- The primary objective of the study is to behaviour of salesforce employees towards attrition causing factors.
- To explore and identify the key factors that influences salesforce employees to undergo attrition.

SIGNIFICANCE OF THE STUDY

The insurance industries are people centric sector, the loss of key professional can severely impact the organization's competitive advantage. As far as insurance companies are concerned employees are the real pillar of the organization and long term retention of competent workforce is the most important factor in achieving high level performance. Thus, in this context, the present study is highly significant for life insurance companies and other related organization facing problem and huge loss due to employee attrition. Research findings will also be useful for other companies facing similar type of problem.

METHODOLOGY

This research study is empirical in nature. The study was carried out among the 107 employees employed in the various private life insurance industries located at Chennai City. A self-prepared

structured questionnaire with five scale ratings was designed by the authors for the study.

METHODOLOGY OF THE STUDY

The researcher has made use of descriptive and exploratory research design and the study relies on both secondary and primary data. The primary data is collected from 107 employees of private insurance companies like Aviva, Bajaj, Allianz, Bhart AXA, Birla Sun Life., Exide Life, HDFC, ICICI Pru, Kotak Mahindra, Max Life, SBI Life, Tata AIG Insurance. The secondary information has been obtained from company's websites, annual reports, Insurance Journals and internet etc.

PRE- TEST

The questionnaire was pre-tested on 25 employees employed in the various private life insurance industries located at Chennai City. Owing to the intrusive nature of the questions, the researcher was hesitant about the validity of the response. However, the respondents answered the questions without any trouble. Few minor changes were made in the questionnaire such as reducing the number of questions.

RELIABILITY TEST RESULTS

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.923	.962	53

Since the questionnaire is a self-structured one, reliability test analysis was carried out. The result of Cronbach Alpha Value was found to be .962 hence forth the research was taken forward by the researchers.

SAMPLING TECHNIQUE AND STATISTICAL TOOL

Convenience sampling technique was utilized by the researcher for the study. To analyse the data, frequencies and Chi-square analysis has been utilised.

AREA OF THE STUDY

The area of study confined to Chennai City.

TABLE 1
SOCIO ECONOMIC PROFILE OF THE RESPONDENTS

Socio Economic Profile of the Respondents					
Gender	Frequencies	%	Monthly income	Frequencies	%
Male	101	94.4	less than 15000	24	22.4
Female	6	5.6	15000 - 20000	20	18.7
Total	107	100	20001 - 25000	23	21.5
Age of the respondents	Frequencies	%	25001 - 30000	14	13.1
20-25	49	45.8	above 30000	26	24.3
26-30	35	32.7	Total	107	100
31-35	19	17.8	Experience	Frequencies	%
36-40	4	3.7	less than 2 years	24	22.4
Above 40	-	-	2 years to 5 years	33	30.8
Total	107	100	5 years to 10 years	30	28.0
Marital status	Frequencies	%	10 years to 15 years	18	16.8
Married	73	68.2	Above 15 years	2	1.9
Unmarried	33	30.8	Total	107	100
Divorced	1	.9	Serving current organization	Frequencies	%
Total	107	100	less than 2 years	61	57.0
Educational qualification	Frequencies	%	2 years to 5	41	38.3
Diploma	3	2.8	5 to 10 years	5	4.7
UG	59	55.1	Total	107	100.0
PG	45	42.1	Switch overs	Frequencies	%
Others	-	-	1	40	37.4
Total	107	100	2	27	25.2
Designation	Frequencies	%	3	36	33.6
sales executives	44	41.1	more than 4	4	3.7
senior sales executives	34	31.8	Total	107	100.0
development officer	19	17.8			
asst relationship manager	8	7.5			
asst sales manager	2	1.9			
Total	107	100			

TABLE 2
CAUSES FOR EMOTIONAL BEHAVIOUR IN THE WORK PLACE

s.no	Factors	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly agree (%)
1	Target deadlines	16.8	57.9	4.7	18.7	1.9
2	Too much workload	32.7	42.1	3.7	19.6	1.9
3	Ambiguity in the job	11.2	54.2	13.1	17.8	3.7
4	Rewards are not provided rationally	13.1	57.9	7.5	19.6	1.9
5	Guidance and support from co workers	15	32.7	29	21.5	1.9
6	Conflict arising from work in diversity team	7.5	36.4	23.4	30.8	1.9
7	Quarrels with co-workers in workplace	18.7	29	22.4	26.2	3.7
8	Unfair treatment by the	13.1	60.7	1.9	21.5	2.8

	supervisors					
9	Role dissatisfaction	22.4	31.8	8.4	34.5	2.8
10	Verbal abuse during month end meetings	12.1	21.5	26.2	25.2	15
11	Irrational workload assigned	15.9	54.2	12.1	16.8	.9

TABLE 3
INTENTIONS TO QUIT

s.no	Factors	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly agree (%)
1	Intention to quit present job	23.4	22.4	13.1	40.2	.9
2	Thinking to quit since attractive packages offered	15.9	30.8	12.1	39.3	1.9
3	Thinking to quit since red carpet welcome offered by the competitors	11.2	35.5	9.3	36.4	7.5
4	Alternate job apart from insurance areas	15	7.5	19.6	33.6	24.3

TABLE 4
WAYS TO CURB OUT TURNOVER

s.no	Factors	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly agree (%)
1	counselling centre	13.1	32.7	26.2	26.2	1.9
2	easy accessibility to management	12.1	50.5	13.1	19.6	4.7
3	creating employees' forums	9.3	21.5	33.6	34.6	.9
4	Creating Harmonious relationship	13.1	50.5	15.9	18.7	1.9
5	creating relaxed work schedules	47.7	32.7	.9	18.7	-
6	periodic reviews to address employees' problems	10.3	29	34.6	22.4	3.7

CHI-SQUARE TEST ANALYSIS

To Test the relationship between Age and target deadlines.

H0: There is no significant relationship between Age of the respondents and opinion regarding target deadlines.

H1: There is a significant relationship between Age of the respondents and opinion regarding target deadlines.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.791 ^a	12	.094
Likelihood Ratio	19.696	12	.073
Linear-by-Linear Association	6.248	1	.012
N of Valid Cases	107		

a. 13 cells (65.0%) have expected count less than 5. The minimum expected count is .07.

INFERENCE

Since the calculated (Pearson Chi-Square) value is less than .5 therefore we reject H₀ and accept the alternate hypothesis. Hence there is a significant relationship between Age of the respondents and opinion regarding target deadlines.

To Test the relationship between designation and

rewards

H₀: There is no significant relationship between designation of the respondents and opinion regarding rewards not been provided rationally.

H₁: There is a significant relationship between designation of the respondents and opinion regarding rewards not been provided rationally.

CHI-SQUARE TESTS

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	35.655 ^a	16	.003
Likelihood Ratio	37.314	16	.002
Linear-by-Linear Association	4.691	1	.030
N of Valid Cases	107		

a. 19 cells (76.0%) have expected count less than 5. The minimum expected count is .04.

INFERENCE

Since the calculated (Pearson Chi-Square) value is less than .5 therefore we reject H₀ and accept the alternate hypothesis. Hence there is a significant relationship between designation of the respondents and opinion regarding rewards not been provided rationally.

CONCLUSIONS AND RECOMMENDATIONS

Emotions plays a vital role in individual's life when it comes to work place it plays a dominant role in influencing employees to take a stand. Through the research, we found that emotional behaviour factors like excessive workload, lack of guidance and support, meeting deadlines, role dissatisfaction and ambiguity of job plays a significant role in influencing the employees towards turnover intentions. However, it is totally impossible to curb out turnover but if the management and the HR department takes in positive initiatives by providing provisions like counselling centre, organizing of periodic seminars on how to deal with emotions and other work related issues, creation of harmonious relationship with employees and reduced work load that can bring in real time effective ways through which employees' turnover can be checked effectively. The outcome of the research work has thrown lights on one of the major challenges that the organizations has to be ready to deal is that the employees of the age group of 20 to 25 years. Where it was found that their intentions to switch between the organizations are quiet alarmingly high. The researchers have also found that all the above said factors regarding emotional behaviour have a significant relationship towards the socio-economic profile of the respondents. This study will pay the way for both the management and to the HR department to know about how to handle with employees emotional behaviour at the workplace. Thus, creating a win-win situation where employees negative emotions are removed and at the same time fulfilling organizational objectives in the other hand.

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