EFFECT OF REWARD AND COMPENSATION MANAGEMENT SYSTEM ON LOYALTY OF EMPLOYEES WORKING AT LIFE INSURANCE CORPORATION, BHUBANESWAR

Sujit Kumar Acharya*
Sulochana Dash**

Abstract

Different theories have been developed to discriminate between job satisfaction and motivation. It is believed that job satisfaction is the lower level need and motivation is the higher level need of the working personnel. Wages, salary, and compensation come under the lower level need linked with job satisfaction. The present research conducted on employees working in the insurance sector revealed that compensation management with employee performance and employee motivation are connected. Compensation is the outcome of the physical and mental effort given by the employees at the workplace. In this changing scenario, compensating the employees according to their performance will motivate them to give better and enhanced outcomes. Different statistical tools such as correlation coefficient analysis and ranking scale have also been adopted to analyze the responses of 77 numbers of employees working at Life Insurance Corporation of India, Bhubaneswar.

Keywords: workforce loyalty, compensation management system, incentives, employee performance, motivation & job satisfaction

- *Asst. Prof. Business Administration, DDCE, Utkal University, Bhubaneswar. (Corresponding author)
- **Faculty, DDCE, Utkal University Bhubaneswar

1.1   Introduction:

The compensation system plays an important role in motivating the human resources of any organization. Many theories have been developed in this regard. Almost everywhere it is stated that wages and salary structure are a hygiene factor. Such factor creates an environment where the employees are satisfied with their job. In the present condition maintaining a high level of commitment among the employees is a challenging task. A committed employee contributes maximum towards the sustenance, growth, and expansion of any organization.

The present research has been conducted to identify the different parameters that create a poll of committed and loyal manpower in the insurance sector. During the last two decades, the insurance industry in India has made remarkable growth by introducing diversified products and services. These products and services are related to life and general insurance. As per the IRDA report (2016) in India total of 52 insurance companies were offering both Life and general insurance products. Out of these 52 Insurance sectors, 23 insurance companies are

dealing with life insurance products. It is stated that working in life insurance is very challenging as compared to general insurance sectors. For that reason, only very few people are interested in making a career in the life insurance sector. For research on the impact of compensation on employee loyalty Life Insurance Corporation (LIC) of India has been chosen. LIC has the highest share amongst the other 23 Life Insurance sectors operating in India.   The analysis and the research work are mainly based on the responses of the employees working at LIC, Bhubaneswar.

A total thirty numbers of research articles have been studied in the related areas out of which some specific literature are reviewed in the present paper. These articles are mostly related to the areas of employee loyalty, reward and compensation, motivation, and the different parameters that motivate employees. The review of the literature has helped to understand the area of research, identify the research gap, and formation of research objectives and hypotheses.

1.2   Review of literature on the importance of compensation management:

Retention of employees is the biggest challenge and it is more challenging when it comes to retaining a committed employee. Employees leave the company for several reasons. Further, these employees join with the competitor company. Organizations should take necessary steps to retain loyal employees by providing good incentives and introducing better compensation plans. The employees are motivated by providing attractive salaries and other financial benefits as per the organizational standards and policies. Good compensation facilities can attract and retain the best employees in an organization (Patnaik and Padhi 2012). There is a direct and significant relationship between compensation benefits provided to the employee and employee productivity (Emmanual 2013). It can also be stated that compensation is considered by the employee in the form of financial and non-financial benefits for the efforts rendered to the organization for a particular period (Gaol 2014). Compensation is the rate of return of an employee regarding his/her investments made in the organization. This investment mainly includes the time, effort, energy, and physical and mental ability rendered to the organization. Compensation is the package offered by the enterprise to its employees in return for using the outcome of tangible and intangible services.

1.3   Review of literature on compensation system with job satisfaction and motivation:

The objective of providing compensation is to retain talented, potential, committed, and competent employees and motivate them to take the initiative to produce innovative products and strategies. Regarding this Abayomi and Ziska (2014) conducted a study to analyze the relationship between employee compensation and employee job satisfaction of the employees working in the insurance sector. The study revealed that there is a strong relationship between these two factors as compensation management affects employee motivation and job satisfaction level. Similarly, Odunlami and Matthew (2014) studied the influence of compensation management on employees' motivation and performance. The study concluded that with compensation some other factors also contribute to the employee's performance and motivation. These are working conditions, welfare facilities, employee relationships, retirement plans, promotion, and higher responsibility. Similarly, there are three major factors which include wages and salary, working hours, and promotion system which complements employee motivation. Apart from this the positive relationship among the employees also motivates the employees (Madan and Bajwa 2015).

In the organization, there is a direct relationship between compensation and job satisfaction. The outcome of such interaction leads to the retention of employees. The other variables that have a relationship with compensation and job satisfaction are the working environment, promotion system, and career advancement. It may be rightly stated that employee retention is the dependent variable and all other factors are the independent variables (Shyam and Shivani 2016). The different factors that regulate employee motivation are recognition, rewards, satisfaction, gratitude, inspiration, and compensation. Establishments that identify the status of motivating personnel, often introduce policies and strategies to motivate their employees to work towards the achievement of individual and organizational goals and objectives. Among the different strategies the most important for motivating employees are compensation& incentive plans, employee participation in the decision-making process, collecting feedback and response, and working environment (Bowen, 2000).

1.4   Review of literature on compensation system with employee commitment and loyalty:

Loyal employees are devoted to the organizational success and always work for the interest of the organization. Such types of employees never find any alternative organization for employment purposes. These employees believe that the place where they are working is the best and also the most suitable place to work (Pandey and Khare, 2012). One employee becomes more committed and loyal if he/she is adequately paid. There is a direct relationship between financial compensation and organizational commitment. The financial benefits and compensation plans include merit-based pay, salary, bonus, and incentives (Low Bee et.al. 2016). Apart from compensation systems such as pension schemes, health care, insurance and illness benefits, workplace safety, loan facilities, and work-life balance, a good relationship between the management and employees also builds an environment where committed and loyal employees are created (Ebele and Faith 2018).

1.5   Importance and Scope of the Study:

The above review states that it is very difficult to differentiate between a satisfied employee and a motivated employee. Rather it can be stated that a well satisfied employee can become a motivated employee. It is observed that employees usually commit to their organization. But it is always wiser to commit to the work or the work or job more than the organization. It is also observed that most of the research work has been conducted to find out the link between compensation with motivation or job satisfaction. In this regard, the researchers have identified the area of research to find out the link between compensation and employee loyalty and commitment among the employees working in the Insurance Sector. Working in the insurance sector is a challenging task. Expecting loyalty and commitment among the employees of the insurance sector is also equally difficult. The study is conducted at Life Insurance Corporation, Bhubaneswar Circle, Odisha. The data have been collected from the responses from the employees who are on the payroll of LIC working within the Bhubaneswar circle. Further by studying the different research articles, different variables have been identified under both parameters such as compensation management and employee loyalty. All the responses of the respondents were collected on these eighteen variables.

Table No.01: The variables identified under compensation management system

Wages & Salary system	Hourly / daily/ monthly basis wages or salary paid for the physical and mental effort given to the organization.
Bonus System	Paid to the employees on the basis of organizational profit or productivity.
Incentive Facility	Incentives are financial benefits provided based on employees efficiency or performance.
Insurance Facility (Health & Life Insurance)	covers whole or part of life/health risk of a person
Fringe Benefits	Additional benefits such as payment for time not worked. Retrenchment compensation, employment security, education plan .
Employee Allowances (TA, DA, HRA)	Financial benefits provide by the employer to the employee.
Recreational Facility	It relates to sports, travel, hunting, gardening etc
Social Security	It relates to: Illness, Old age, Death, Injury, Occupational diseases etc.
Retirement plan	It relates to employee pension plan.

(Source: Self developed by studying different research articles and literatures)

Table No.02: The variables identified under Employee loyalty

Work Responsibility	Responsibility of the employees to perform their duties
Job Involvement	It is a key to employee motivation, individual growth, performance and job satisfaction in the workplace.
Fair Compensation and Incentive Plan	Includes the fair wages and salaries and financial benefits paid to the employees
Autonomy and Empowerment	Right to make decision, independent authority and power
Work Dedication and Career Development	Giving full of efforts towards their work and doing the quality of work.
Training and Development	Educating and deploring the knowledge, skill and ability of the employees
Health and Safety	Safety working condition and covering life and health risk
Interpersonal Relation & Employee Belongings	It includes support, professional, peer and friendly relationship.
Team Sprit	It shows positive attitude, loyalty, coordination and collaboration among the member of a team.

(Source: Self developed by studying different research articles and literatures)

1.6   Objectives:

- To analyze the relationship between compensation management and employee loyalty.
- To identify the various variables of compensation management and employee loyalty that influence the behavior of the employees working in the insurance sector.

1.7 Hypotheses:

- H0: No significant relationship between compensation management and employee loyalty in the Insurance sector.
- H1: A significant relationship between compensation management and employee loyalty in the Insurance sector.

1.8 Research Methodology:

A Structured questionnaire was developed in Google form and circulated the same among 110 respondents working in LIC, Bhubaneswar circles through mail and WhatsApp. Out of the 110 respondents, 84 (76.36%) number of LIC employees have submitted the e-questionnaire. Out of these 84 responses, 77number (91.66 %) of responses were valid and error-free. The simple random sampling method is used for the study. The correlation and coefficient test and ranking test are adopted to analyze and interpret the data collected from the respondents. All the data were calculated in SPSS.

1.9 Data Analysis:

Table No. 03: Tabular representation of Socio Demographic factor of the Respondents

Parameters	Category	No of Respondents	Percentage %
Gender	Male	60	77.9
	Female	17	22.1
Age	Below 30 Years	15	19.5
	31 to 40 Years	17	22.1
	41 to 50 Years	7	9.1
	Above 51 Years	38	49.4
Educational Qualification	Graduate	31	40.3
	Post Graduate	46	59.7

Diagram No. 01: Graphical representation of Socio Demographic factor of the Respondents
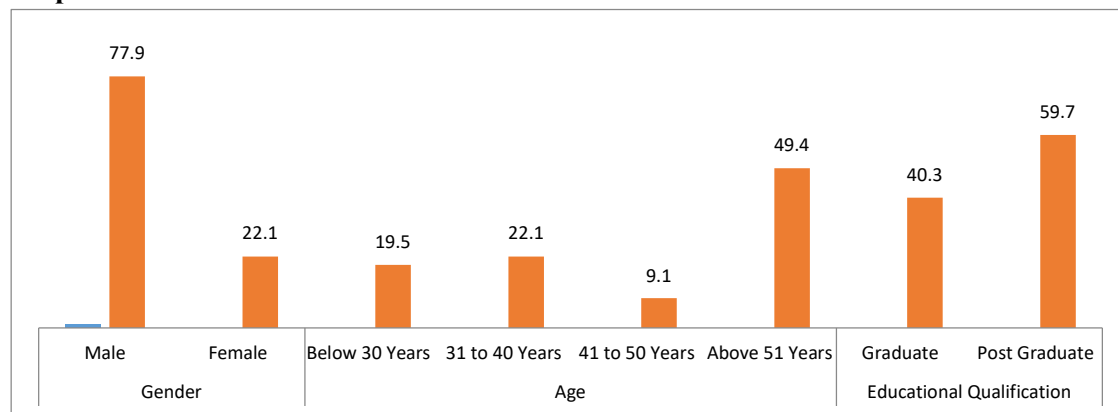
The above diagram shows the analysis of the demographic variables. It reflects out of the total population gender variable 77.9% are male and 22.1% are female. This shows that most male employees are working in the Insurance sector where as very few females prefer insurance as

a career. Considering age as a variable, out of the total population 19.5% of people are less than 30 years of age, 22.10% of respondents are between 31 to 40 years of age, 9.10% of respondents are within the range 41 to 50 years of age and 49.40% of people are more than 51 years of age group. This shows that mostly half of the total population, working in the insurance sector is above the age category of 51 years and the rest employees are in the other age categories. Under educational qualifications out of the total population, 40.30% of respondents are graduates where as 59.7% of respondents are post-graduate degree holders.

Considering the objectives of the present research work the interaction, impact, and the relationship between compensation management and employee loyalty is studied in the following table.

Table No 4: Significance of Correlation Coefficients Between Total Rank Scores of Compensation Management and Employee Loyalty.

Parameters	Category	Correlation Coefficient (r)	Significance level of 'r' (P)	Degree of Freedom (DF)
Gender	Male	0.048	0.718 ^{NS}	59
	Female	-0.217	0.404 ^{NS}	16
Age	Below 30 Years	0.252	0.364 ^{NS}	14
	31 to 40 Years	0.348	0.171 ^{NS}	16
	41 to 50 Years	0.416	0.353 ^{NS}	6
	Above 51 Years	-0.239	0.148 ^{NS}	37
Educational Qualification	Graduate	-0.046	0.807 ^{NS}	30
	Post Graduate	0.029	0.846 ^{NS}	45
Pooled Data		0.003	0.977 ^{NS}	76

N.B. – NS – Not Significant at 5% level (P>0.05).

The above table No. 04 shows that there is no significant correlation coefficient between total rank scores of compensation management and employee loyalty against all segments of demographic distributions. The result demonstrates a very weak relationship as well as no impact of one over the other among these two. So the possibility of non-impact compensation management on employee loyalty is identified. Hence, the null hypothesis (**HO**) stated as "there is no significant relationship between compensation management and employee loyalty in the Insurance sector" is accepted thereby rejecting the alternative hypothesis (**H1**) - "There is a significant relationship between compensation management and employee loyalty in the Insurance sector". As per the research work of Vroom (1964), the factors related to job satisfaction will not always improve job performance, effectiveness, and involvement of an individual in the workplace.

In the present research, the two parameters such as compensation management and employee loyalty are treated as dependent entities on the respondent's demographic factors. The respondents have ranked the different variables as per their preference of choice (stated in Tables No. 1 & 2) under the two parameters. The opinions towards these have been drawn on a 9-point scale on a preferential rank basis where 1 represents mostly preferable and 9

represents least preferable. The following tables, diagrams, and analysis represent the results relating to rank analysis regarding the demographic sub-sections.

Table No. 5: Tabular representation of Gender-wise Rank Analysis of Variables of Compensation Management

Sl. No	Variables	Male		Female	
		Avg. Rank Score	Rank	Avg. Rank Score	Rank
1.	Wages and Salary System	37.925	1st	35.118	1st
2.	Bonus System	38.450	3rd	36.676	2nd
3.	Incentive Facility	38.400	2nd	39.588	6th
4.	Health and Life Insurance	39.325	6th	38.588	5th
5.	Fringe Benefits	39.742	8th	42.794	9th
6.	Employee Allowances	38.833	4th	37.853	4th
7.	Recreational Facility	39.658	7th	41.118	8th
8.	Social Security	40.100	9th	40.941	7th
9.	Retirement Plan	38.890	5th	36.382	3rd

Diagram No. 2: Graphical representation of Gender-wise Rank Analysis of Variables of Compensation Management
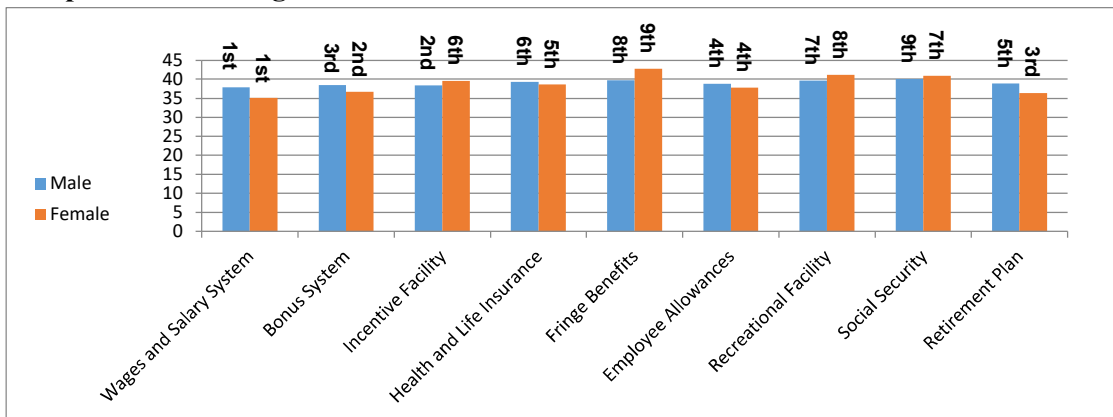

The above table and the diagram show that, there is little difference of opinion between male and female respondents. Both the male and female have given "Wages and Salary System" as the rank one. Further male respondents ranked "Bonus System" as third whereas the female respondents ranked it as second. The female respondents have given more importance to retirement plans (3rd rank) than incentives (6th rank) as compared to the male respondents. Further, the male respondents ranked the "Incentive System" as the second rank and the "Retirement Plan" as the fifth rank. "Employee Facility" has been preferred in 4th rank by both males and females. Ranking of remaining variables bears the least interest.

Table No. 6: Tabular representation of Age-wise Rank Analysis of Variables of Compensation Management

Sl. No	Variables	Below 30 Years	31 to 40 Years	41 to 50 Years	Above 51 Years

		Avg. Rank Score	Rank	Avg. Rank Score	Rank	Avg. Rank Score	Rank	Avg. Rank Score	Rank
1.	Wages and Salary System	34.600	2nd	32.794	1st	30.214	1st	36.184	1st
2.	Bonus System	36.900	3rd	38.118	3rd	31.714	2nd	38.355	3rd
3.	Incentive Facility	31.567	1st	34.618	2nd	36.357	4th	40.487	6th
4.	Health and Life Insurance	42.167	7th	39.588	5th	40.500	5th	39.658	5th
5.	Fringe Benefits	45.767	8th	47.588	9th	59.714	9th	40.197	8th
6.	Employee Allowances	37.967	4th	40.706	6th	41.929	6th	41.039	7th
7.	Recreational Facility	46.400	9th	40.882	8th	43.357	8th	41.145	9th
8.	Social Security	40.367	6th	40.324	7th	42.929	7th	38.789	4th
9.	Retirement Plan	38.467	5th	38.971	4th	32.714	3rd	37.882	2nd

Diagram No. 03: Graphical representation of Age-wise Rank Analysis of Variables of Compensation Management
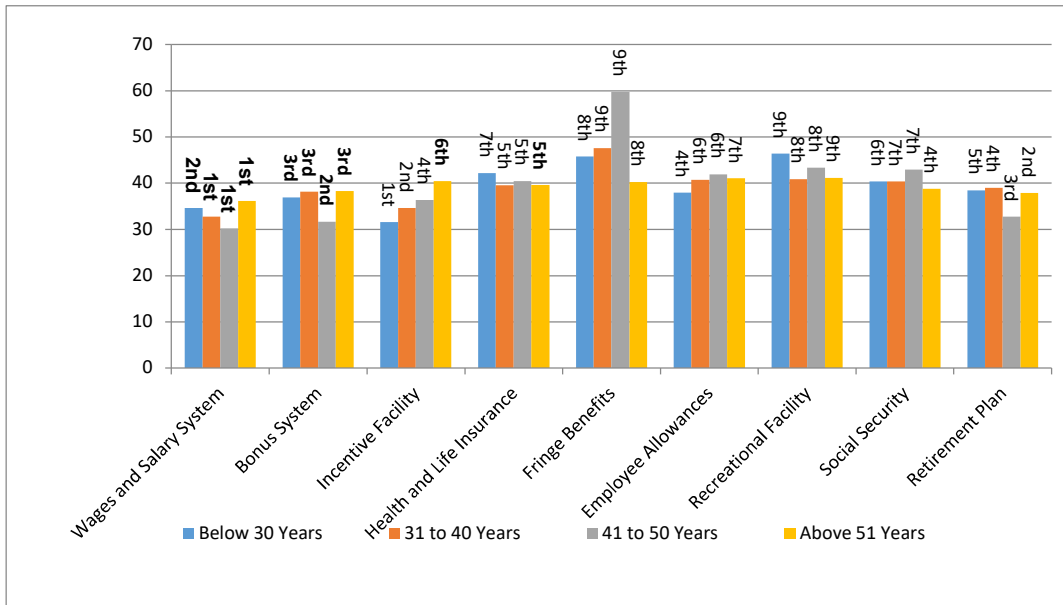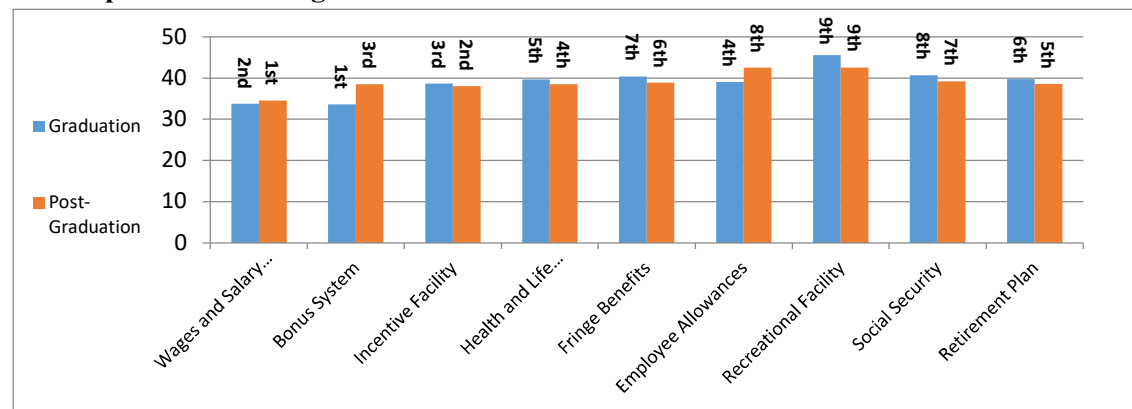
The above table no 06 and Diagram no 03 show the rank-wise preference of the respondents on compensation management considering their age as a factor. It identifies that most of the employees have preferred the "Wages and Salary System" as the priority. Further, the similarity of ranking of viable is seen in the case of "Bonus System" (ranked either 2nd or 3rd), "Fringe Benefits" & Recreational Facilities (ranked either 8th or 9th). However, it is seen that the respondents above 51 years have preferred "Retirement Plan" as the second option and the "Incentive Facility" as the sixth option. Regarding this, the respondents less than 30 years have opted, for "Incentive Facility" as the priority and preferred "Retirement Plan" as the fifth option. Ranking of remaining variables bears the least interest.

Table No. 7: Tabular representation of Education-wise Rank Analysis of Variables of Compensation Management

| Sl. No	Drivers	Graduation		Post-Graduation	
		Avg. Rank Score	Rank	Avg. Rank Score	Rank
1.	Wages and Salary System	33.726	2nd	34.565	1st
2.	Bonus System	33.629	1st	38.511	3rd
3.	Incentive Facility	38.629	3rd	38.043	2nd
4.	Health and Life Insurance	39.645	5th	38.511	4th
5.	Fringe Benefits	40.419	7th	38.935	6th
6.	Employee Allowances	39.097	4th	42.554	8th
7.	Recreational Facility	45.581	9th	42.620	9th
8.	Social Security	40.726	8th	39.250	7th
9.	Retirement Plan	39.726	6th	38.565	5th

Diagram No. 04 : Graphical representation of Education-wise Rank Analysis of Variables of Compensation Management

The above table No 07 and diagram No. 04 show the rank-wise preference of the respondents on compensation management considering their educational qualification as a factor. The rank-wise preferences of the employees from qualification are mostly similar except for one parameter i.e. "Employees Allowances". The graduate respondents have opted for it as their fourth preference where whereas the post-graduate respondents have given it the least preference (8th rank).

Table No. 8: Tabular representation of Gender-wise Rank Analysis of Variables of Employee Loyalty

Sl. No	Drivers	Male		Female	
		Avg. Rank Score	Rank	Avg. Rank Score	Rank
1.	Work Responsibility	39.050	4th	35.794	3rd
2.	Job Involvement	36.617	1st	47.412	9th
3.	Fair Compensation and Incentive Plan	38.933	3rd	33.441	1st
4.	Autonomy and Empowerment	37.650	2nd	43.765	8th
5.	Work Dedication and Career Development	39.342	5th	38.824	6th
6.	Training and Development	39.908	7th	39.235	7th
7.	Health and Safety	39.600	6th	36.882	4th
8.	Interpersonal Relation and Employee Belongings	40.275	8th	37.794	5th
9.	Team Sprit	40.575	9th	34.500	2nd

Diagram No. 5: Graphical representation of Gender-wise Rank Analysis of Variables of Employee Loyalty
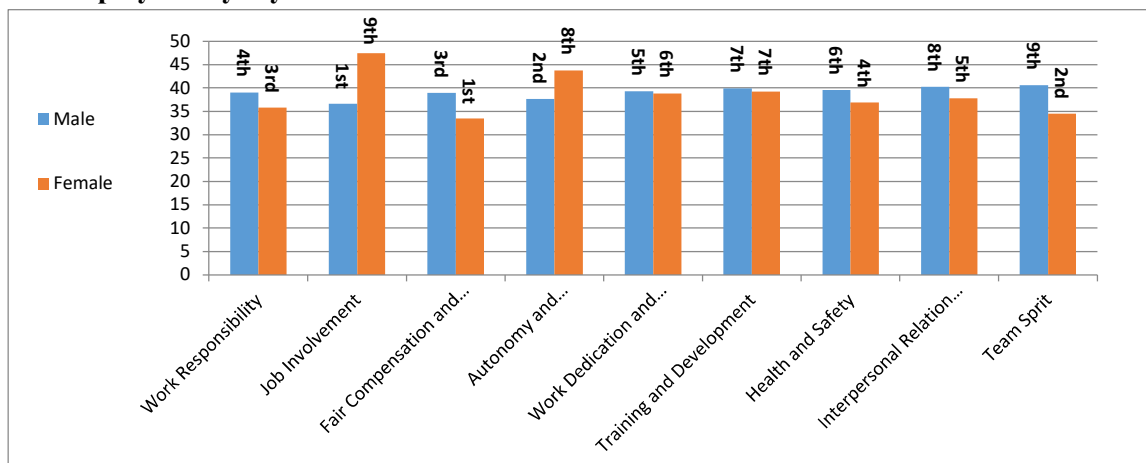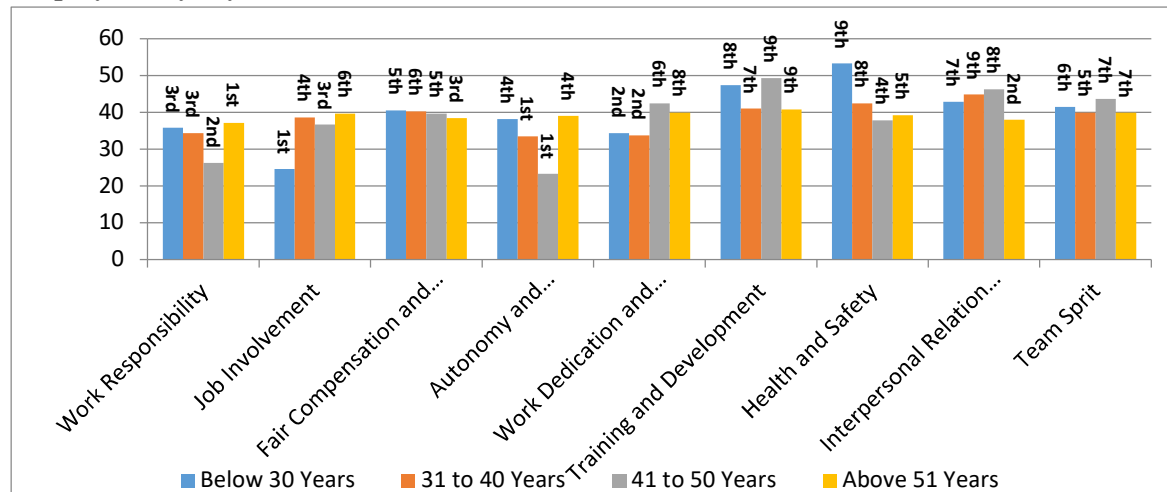

The above table No. 08 and diagram No. 05 show the rank-wise preference of the respondents on Employee Loyalty considering gender as an independent factor. It shows that there is a big difference of opinion between the male and female category. The males have opted for "Job Involvement" as their priority (1st rank) whereas females have given it as their least priority (9th rank). The male respondents opted for "Autonomy and Empowerment" as the second option where whereas the female respondents opted for the eighth option. The female respondents prefer "Team Spirit" and "Interpersonal Relationship" (2nd and 5th rank respectively) as contributors towards loyalty as compared to the male respondents. The males

ranked "Team Spirit" as the ninth option and "Interpersonal Relationship" as the eighth option. Ranking of remaining variables bears the least interest.

Table No. 9: Tabular representation of Age-wise Rank Analysis of Variables of Employee Loyalty

Sl. No	Drivers	Below 30 Years		31 to 40 Years		41 to 50 Years		Above 51 Years	
		Avg. Rank Score	Rank	Avg. Rank Score	Rank	Avg. Rank Score	Rank	Avg. Rank Score	Rank
1.	Work Responsibility	35.800	3rd	34.265	3rd	26.286	2nd	37.184	1st
2.	Job Involvement	24.600	1st	38.618	4th	36.714	3rd	39.658	6th
3.	Fair Compensation and Incentive Plan	40.500	5th	40.265	6th	39.643	5th	38.382	3rd
4.	Autonomy & Empowerment	38.133	4th	33.500	1st	23.286	1st	39.066	4th
5.	Work Dedication and Career Development	34.300	2nd	33.765	2nd	42.429	6th	39.934	8th
6.	Training &Development	47.367	8th	40.971	7th	49.286	9th	40.750	9th
7.	Health and Safety	53.267	9th	42.412	8th	37.857	4th	39.224	5th
8.	Interpersonal Relation & Employee Belongings	42.900	7th	44.824	9th	46.214	8th	37.974	2nd
9.	Team Sprit	41.500	6th	39.882	5th	43.643	7th	39.855	7th

**Diagram No. 6: Graphical representation of Age-wise Rank Analysis of Variables of Employee Loyalty**

The above table No. 09 and diagram No. 06 show the rank-wise preference of the respondents on Employee Loyalty considering their age as a factor. It shows that the respondents above 51 years of age group gave first preference (1strank) to "Work Responsibility" whereas the rest of respondents in other age groups identified mostly it as the third rank. The younger generation (less than 30 years) identified "Job Involvement" as the first rank where whereas the senior respondents (above 51 years) prefer it as the sixth rank. All the respondents below 40 years have ranked two to "Work Dedication and Career Development" whereas the respondents belonging to the age group of 41 to 50 years and above 51 years have ranked it as sixth and eighth respectively. The age group of 41 to 50 years and above 51 years have ranked "Health and Safety" as their fourth and fifth options respectively where whereas the rest respondents of two different age groups preferred either the eighth or ninth option. The age group of more than 51 years of respondents identified Team Sprit as the second option where whereas the other respondents from different age groups preferred it within the fifth rank to the seventh rank. The ranking of remaining variables bears the least interest.

Table No.10: Tabular representation of Education-wise Rank Analysis of Variables of Employee Loyalty

Sl. No	Drivers	Graduation		Post-Graduation	
		Avg. Rank Score	Rank	Avg. Rank Score	Rank
1.	Work Responsibility	37.613	4th	34.739	1st
2.	Job Involvement	36.903	3rd	36.554	2nd
3.	Fair Compensation and Incentive Plan	38.500	5th	40.413	7th
4.	Autonomy and Empowerment	35.290	1st	38.793	3rd
5.	Work Dedication and Career Development	36.661	2nd	39.120	4th
6.	Training and Development	39.306	7th	39.935	6th
7.	Health and Safety	45.323	9th	40.576	8th
8.	Interpersonal Relation and Employee Belongings	38.823	6th	41.500	9th
9.	Team Sprit	42.629	8th	39.337	5th

Diagram No. 7 : Graphical representation of Education-wise Rank Analysis of Variables of Employee Loyalty
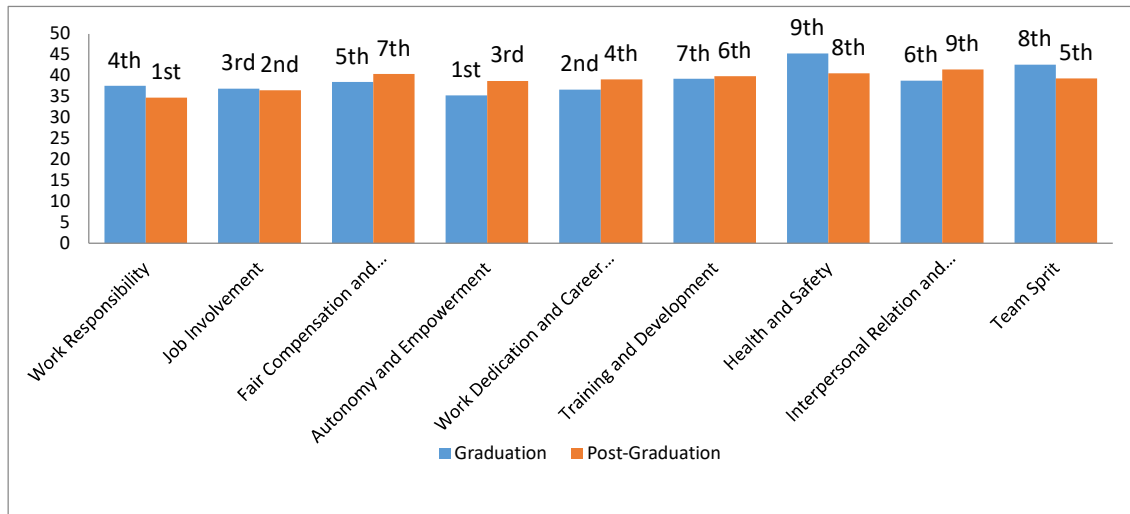
The above Table No. 10 and Diagram No. 07 show the rank-wise preference of the respondents on Employee Loyalty considering their education as a factor. It shows that the respondents having graduated give less importance (4th Rank) to "Work Responsibility" than the respondents qualifying post-graduation degree(1st Rank). Further, the graduate respondents preferred "Team Spirit" as the eighth rank whereas the respondents having post-graduate qualifications placed in fifth rank. The ranking of remaining variables bears the least interest.

1.10   Major Findings:

The following is the conclusion of the research paper considering the review of literature, hypothesis, objectives, and the analysis of responses collected from the respondents:

Review of Literature:

- The compensation management system includes several subsystems such as wages and salary, bonuses, incentives & allowances, insurance, recreational & social security system, and retirement benefits.
- The different factors that promote someone to become loyal and committed to the organization are higher responsibility & empowerment, involvement decision-making process, fair compensation & incentive, autonomy, career planning, training & development, safety measures, and relationships among employees.

Socio-demographic aspects:

- In the insurance sector, more number of male employees are working as compared to the female category.
- In the present condition, very few from the younger generation are working in the insurance sector.
- Nowadays more and more highly qualified people are shifting to the insurance sector.

Interaction between compensation and employee loyalty:

- Many theories have developed where the linkages were tried to identify the different factors that satisfy the individuals with the factor that motivates them. It is seen that a well-motivated employee becomes very committed and dedicated to the organization. In the end, such categories of employees become loyal to the organization. The

conclusion of the analysis of the table reflects that there is no positive relationship between the compensation system with employee loyalty. Compensation and other financial systems only make someone satisfied in the workplace. Many other parameters motivate the individuals these are individual identity, career planning & growth, succession planning, autonomy, freedom for expansion, higher responsibility, achievements, power & position, etc.

Rank-wise perception of the respondents on compensation management system regarding their socio-demographic factors:

- Most of the respondents have opted for wages and salary as the most preferred option as compared to other variables. The male respondents and the respondents less than 30 years of age have given maximum priority to incentive plans as compared to bonus and retirement benefits. Whereas the female respondents and the respondents having more than 50 years of age group have preferred bonus and retirement plans more as compared to other variables.
- The younger generations are giving more importance to employee allowances as compared to other respondents from age as an independent variable. Recreational facilities are given the least priority as compared to the other variables.

Rank-wise perception of the respondents on employee loyalty regarding their socio-demographic factors:

- For the male respondents job involvement, autonomy, and career development are the major factor that contributes to the loyalty of an employee. Whereas the female is becoming loyal to the organization due to, team spirit, compensation plan, interpersonal relationship, health, and safety.
- Work dedication and career planning are the major factors to become loyal for the respondents having the age group under 40 years. Whereas all the respondents above 40 years prefer responsibility, interpersonal relationships, health and safety measure makes an individual more loyal.
- The postgraduate respondents prefer work responsibility and job involvement which plays a vital role in making someone, loyal to the organization. Whereas the graduate respondents opined autonomy, empowerment, and career development are the broad parameters by which someone becomes loyal to the organization.

1.11   Suggestion and Conclusion

The organization needs dedicated, committed, motivated employees. Nowadays it is very difficult to get such categories of people in the organization. Retention of qualified and competent employees is a difficult challenge. The organization takes different steps to balance the demand and supply of manpower. The organization also needs multi-skilled employees to face unexpected and unforeseen challenges. Based on the present research the following suggestions and recommendations are drawn.

- Incentive facilities encourage someone to perform more. Based on the research it is suggested that a separate incentive plan should be introduced for the female employees. Again distinguished target should be adopted for male and female groups as it is very difficult for the female group to compete with the male group. Such practice will help the female categories of employees to take an active interest in performing more.

- The job target for the senior-aged group of people and the younger generation should also be distinguished. It is seen that higher-aged people are giving more preference to retirement plans, and social security as compared to incentive facilities. But the reverse is seen in the case of the younger generation.
- Organizations should introduce a clear and fair wage structure because such variable promotes mostly all categories of employees as compared to other variables.
- Training and development are the major parameters of an HRD sub-system. In the insurance sector, employees are more interested in career development, autonomy, job involvement, and work responsibility. Organizations should also give more importance to these factors.
- The organization should implement a proper mechanism to enhance and develop the careers of the employees working in the insurance sector.
- It has been suggested to give importance to the employees' ideas and also power be given to make a decision. More and more involving the employees in the decision-making process will create a good loyal team for the organization. Variables like fixing the responsibility and giving autonomy for making decisions will encourage the individuals to [perform more.

In the present scenario, it is necessary to prepare the people by adopting different mechanisms such as training, counselling, monitoring, guiding, giving feedback, etc. Research in the present area is of utmost required. This will help researchers, academicians, and entrepreneurs to find out the alternative mechanisms for making an employee more committed and loyal. The present research is conducted on the employees working in the insurance sector, such research can be extended to other areas which can give insight knowledge on compensation management and employees' commitment and loyalty.

References

- *Abayomi Olarewaju Adeoye and ZiskaFields (2014) "Compensation Management and Employee job satisfaction : A case study of Nigeria ", "Journal of Social Science ", Vol:41, Issue:3, pp 345-352.*

- *Bowen, R. B. (2000). Recognizing and Rewarding Employees. New York City: McGraw-Hill Professional.*

- *Bolanle Odunlami and ASABI Oludele Matthew (2014) IBOJO. " Compensation management and employee performance in the manufacturing sector: A case study of a reputable organisation in the Food and Beverage Industary", International journal of managerial studies and research(IJMSR), Vol:2,Issue:9, pp108-117.*

- *B.C.M. Patnaik and Prabir Chandra Padhi (2012) "Compensation management : A Theoretical Preview", " TRANS Asian Journal of Marketing and Management Research", Vol:1, Issues : 1.*

- *Ebele.M. Onwake and Dr. Faith Onwuchekwa (2018) "Compensation Management and Organisational Performance a study of selected pharmaceutical companies in Awka, Anambra State.", "IOSR Journal of Business and Management" , Vol:20, Issue:9, Ver:3, pp. 36-47.*

- *Emmanuel Erastus Yamoah (2013) " Relationship between compensation and employee productivity", "Singuporean journal of Business Economics and Management Studies", Vol: 2, No:1.*

- *Gaol, Jimmy L. (2014) Human Capital Management Sumber Daya Manusia. Jakarta: PT. Gramedia Widiasarana Indonesia.*

- *Low Bee Kee, Rusli Bin Ahmad, SitiMariam Abdullah (2016) " Relationship between financial compensation and organisational commitment among Malaysian Bank workers ", " Asian Business Research", Vol:1, No:1.*

- *Madan Poonam and Bajwa Jasleen Kaur (2015) "Impact of compensation management on employee motivation: A case study of Malviya Urban Cooperative Bank", "International Journal of Scientific Research and Reviews", Vol:4, No:3,PP59-71.*

- *Pandey C. , KhareR (2012), Impact of Job Satisfaction and Organizational Commitment on employee Loyalty- International Journal of Social Science & Interdisciplinary Research.*

- *Shyam Singh Inda and Dr. Shivani Mishra (2016) "a study on Influence of employee Compensation , job satisfaction, working environment on employee retention", "International Journal of Multidisciplinary Research and Development", Vol:3, Issue:7, pp no103-116.*

- *Vroom, Victor H.(1964) , Work and Motivation, Willy, New York.*

- *R. Ramesh, M. Kannan and M. Seenivasan, "Achievement Estimations of Priority Queue System in Fuzzy Environment", Advances in Mathematical Modelling and Scientific Computing, Trends in Mathematics, Springer Link (Book Chapter),2024, pp. 637-658.*

- *R. Ramesh and M. Seenivasan, "Analysis of Attainment Estimates of Loss System Queue", Advances in Mathematical Modelling and Scientific Computing, Trends in Mathematics, Springer Link (Book Chapter),2024, pp. 519 – 531.*

- *K. Sakthivel, N. Paramaguru, R. Ramesh and P. Syamala., " Accomplishment Expedients of Batch Arrival Queuing Model by Fuzzy Ordering Approach ", Advances in Mathematical Modelling and Scientific Computing, Trends in Mathematics, Springer Link (Book Chapter),2024, pp. 487 – 496.*

- *A. Hari Ganesh, N. Jaimurthi, R. Ramesh and M. Seenivasan, "On testing of Fuzzy Hypothesis for mean and variance using centroid-based new distance functions under*

symmetric fuzzy environment", Contemporary Mathematics, Vol. 5. Issue 1, December 26, 2023, pp. 60-92, https://doi.org/10.37256/cm.5120243317.

- *M. Seenivasan, S. Chandiraleka, H. Manikandan and R. Ramesh, "Single Server Queueing Model with Multiple Working Vacation, Feedback and Catastrophe", 4th International Conference on Material Science and Applications, AIP Conference Proceedings 2822, November 14, 2023,pp.020245-1 – 020245-9,ISBN NO: 978-0-7354-4724-0.*

- *M. Seenivasan, F. Patricia and R. Ramesh, "Analysis of Single Server Queue with single working vacation subject to Catastrophe", 4th International Conference on Material Science and Applications, AIP Conference Proceedings 2822, November 14, 2023,Pp.020246-1to 020246-6,ISBN NO: 978-0-7354-4724-0.*

- *R. Ramesh and M. Seenivasan, "Cost Appraises of a Phosphorescent Bulk Arrival Queueing system by Wingspans Fuzzy Ranking Approach", Stochastic Processes and Their Applications in Artificial UIntelligence chapter 5, Pp. 50-64 ACIR Book Series: ISSN NO: 2327-0411 (Scopus).*

- *P. Syamala, R. Ramesh, M. Seenivasan and R. Singaravel, "3D Based CT Scan Retrial Queuing Models by Fuzzy*

- *Ordering Approach", 2023 Second International Conference on Electrical, Electronics, Information and*

- *Communication Technologies (ICEEICT), Trichirappalli, India, 2023, Pp. 01-05,(Scopus).*

- *P. Gnaanachandra, A.M. Kumar, M. Seenivasan and R. Ramesh, "On Generalization of Fuzzy Topological Groups and Modelling Robotic Crash*",IEEE Xplore, 2023 Second International Conference on Electrical, Electronics, Information and Communication Technologies (ICEEICT), Trichirappalli, India 2023, Pp.1-8, DOI: 10.1109/ICEEICT56924.2023.10157226 (Scopus).*

- *R. Ramesh and M. Seenivasan, "Discouraged Arrivals Queuing System in Inter valued type-2 Fuzzy Environment, Recent trends on Type-2 Fuzzy Logic systems: Theory, methodology and Application", Studies in Fuzziness and Soft Computing, Pp. 235-247, 2023, Volume 425, (Springer): ISSN: 1434 – 9922.*

- *R. Ramesh and M. Seenivasan, Performance Analysis of Single Server Low Priority Queue Based on Electronic Transmitter, Lecture Notes in Electrical Engineering, Springer Book Series, (ICAECT 2021), Vol.881,Pp.347-359,June 26th, 2022, ISBN: 978-981-19-1110-1&ISBN 978-981-19-1111-8.*

- *R. Ramesh and M. Seenivasan, "Achievement expedients of fuzzy queuing models with an unreliable electrical transformer", IEEE Xplore (ICEEICT 2022) Vol. 22, February 2022(Scopus), ISBN:978-1-6654-3647-2.*

- *R. Ramesh and M. Seenivasan, "Performance Calibrations of A single server Glycolic Acid Based Beauty Parlor by Fuzzy Retrial Queuing Models", Materials Today: Proceedings, Vol.51, Pp.2422–2426, December2022, (Science Direct), (Scopus) https://doi.org/10.1016/j.matpr.2021.11.603: ISSN: 2214-785*

- *Vikas, S., Mathur, A., Adavi, S., Shaik, J.M.P., Seshachalam, A. (2024). Recruitment and the Role of HR in Talent Acquisition: Optimal Methods for Hiring Top Talent.*

Journal of Informatics Education and Research, 4(1), 202-208. https://jier.org/index.php/journal/article/view/539 (ABDC C Category). ISSN 1526-4726

- *Vikas, S. (2023). An Effect of Job Stress and Job Satisfaction on Online Teaching among CBSE School Teachers During Covid-19 Pandemic. Journal of Pharmaceutical Negative Results, Volume 14, Special Issue 2, 431-435, 2023. https://www.pnrjournal.com/index.php/home/article/view/6704 (Scopus). ISSN 2229-7723*

- *Vikas, S., & Mathur, A. (2023). Go Green Textiles: A Case of Social Entrepreneurship in India. Journal of Entrepreneurship and Innovation in Emerging Economies, 9(1), 131-143.*

- *Vikas, S. & Mathur, A. (2022). An Empirical Study of Student Perception Towards Online Classes by First Time Online Teachers. Education and Information Technologies, 27, 589-610, (2022). https://doi.org/10.1007/s10639-021-10793-9 (Springer Nature, Scopus). ISSN: 1573-7608*

- *Vikas, S. (2014), "A Turnaround Specialist on the job: The Case of MPCON", Global Business Review, Sage Publications, Vol. 16, 4: pp. 719-733. https://doi.org/10.1177%2F0972150915581116; ISSN: (Sage - Scopus)*

- *Lather, A.S., Garg, S. & Vikas, S. (2014), "Top Management Perception towards Training: An Empirical Study of Travel Agencies in India," International Journal of Management and Business Research, Vol.4, No.2, Spring 2014. https://ijmbr.srbiau.ac.ir/article_2492.html / https://sanad.iau.ir/Journal/ijmbr/Article/810473; ISSN 22287019 (Scopus)*

- *Lather, A.S., Garg, S. & Vikas, S. (2013), A Study of Employee Perception towards Training and Development in Travel Agencies in India, BVIMSR's Journal of Management Research, ISSN: 0976 – 4739, Vol-5 No.-1 April 2013 (International, Bi-annual, Blind-review Journal) (http://www.bvimsr.com/documents/publication/2013V5N1/06.pdf) (peer-reviewed). ISSN 0976 – 4739*

- *Lather, A.S., Garg, S. & Vikas, S. (2011), Training Practices of Selected Multinational Travel Conglomerates in India, International Journal of Business Economics and Management Research, Vol. 2, Issue 1 (Jan. 2011): ISSN: 2229-4848 (International Refereed Journal) (peer-reviewed).*

- *Vikas, S. (2011), Leveraging Technology to Provide Cost-Effective Communication and IT Solutions for the Global Air Transport Industry: The Case of SITA, JOHAR, biannual double-blind refereed journal of BITS, Ranchi, July 2011 (ABDC-C Category)*

- *Lather, A.S. & Vikas, S. (2010), A Study of Various Alliances in Travel and Tourism - Developing a Strategic Partnership Model for Success, South Asian Journal of Tourism and Heritage (2010), Vol. 3, No. 1, 59-71 (International Refereed Research Journal)*

- *Lather, A.S., Garg, S., Vikas, S. (2009) Entrepreneurship as a Strategic Development Intervention to Accelerate Rural Development: The Case of Drishtee. Asia Pacific Business Review. 2009;5(1):126-137. doi:10.1177/097324700900500115 (Sage - Scopus)*

- *Lather A.S., Jain V., Jain S, Vikas, S. (2009). Leadership Styles in Relation to Conflict Resolution Modes: A Study of Delhi Jal Board, Vilakshan, XIMB Journal of Management, International Bi-annual Refereed Journal, Vol. VI, No.1, 19-38; March 2009; ISSN 0973-1954.* https://drive.google.com/file/d/1ScgQGYdX_oE6pgPlhoCVXF0iPffbE0nY/view. *(Scopus)*

- *Lather A.S., Garg, S. & Vikas, S. (2009). Human Resource Development In Tourism: Developing A Training Strategy For Increasing Employability, International Journal of Travel and Tourism, Refereed International Journal, Vol.2, No.2., July 2009 (peer-reviewed)*

- *Lather, A.S., Jain S. & Vikas, S. (2009). Women Empowerment in Urban India: A Study of Working Women Professionals in Delhi, Delhi Business Review (bi-annual blind peer reviewed, refereed International Journal of Society for Human Transformation Research), Vol. 10 No 2. (peer-reviewed)*

- *Mathur, A.; Vikas, S.; Garg, U., Dagar, M. & Verma, S. (2022). Emotional Intelligence and Work Satisfaction Among Banking Professionals in India: An Empirical Study, IUP Journal of Organizational Behavior. Jul2022, Vol. 21 Issue 3, p69-90. 22p.(UGC Care)* https://www.iupindia.in/0722/Organizational%20Behavior/Emotional-Intelligence.asp

- *Trasca, T. I., Ocnean, M., Gherman, R., Lile, R. A., Balan, I. M., Brad, I., ... & Firu Negoescu, G. A. (2024). Synergy between the Waste of Natural Resources and Food Waste Related to Meat Consumption in Romania. Agriculture, 14(4), 644.*

- *Balan, I. M., Gherman, E. D., Gherman, R., Brad, I., Pascalau, R., Popescu, G., & Trasca, T. I. (2022). Sustainable nutrition for increased food security related to romanian consumers' behavior. Nutrients, 14(22), 4892.*

- *Balan, I. M., Gherman, E. D., Brad, I., Gherman, R., Horablaga, A., & Trasca, T. I. (2022). Metabolic Food Waste as Food Insecurity Factor—Causes and Preventions. Foods, 11(15), 2179.*

- *Balan, I. M., Popescu, A. C., Iancu, T., Popescu, G., & Tulcan, C. (2020). Food safety versus food security in a world of famine. Food Safety Versus Food Security in a World of Famine. Journal of Advanced Research in Social Sciences and Humanities, 5(1), 20-30.*

- *Salasan, C., & Balan, I. M. (2022). The environmentally acceptable damage and the future of the EU's rural development policy. In Economics and Engineering of Unpredictable Events (pp. 49-56). Routledge.*

- *Lile, R., Constantinescu, S. C., Durau, C. C., Ocnean, M., & Balan, I. M. (2016). RESEARCH ON AQUACULTURE IN ROMANIA OVER THE PAST DECADE-QUALITY AND DYNAMICS. In 3rd International Multidisciplinary Scientific Conference on Social Sciences and Arts SGEM 2016 (pp. 1005-1012).*

- *Balan, I. M., Chis, S. S., Constantinescu, S. C., Ciolac, R. M., Sicoe-Murg, O. M., & Chis, S. (2016). Romanian imports evolution of fish and fish products according to quality classes. Journal of Biotechnology, (231), S101.*

- *Cornelia, P., Ioana, B., Petroman, I., DORA, O. M., Băneş, A., Trifu, C., & Diana, M. (2009). Naţional grading of quality of beef and veal carcasses in Romania acconrding to EUROP sistem. Food Journal of Agriculture & Enviroment science and technology, 7(3&), 4.*

- *Sălăşan, C., & Bălan, I. (2014). Suitability of a quality management approach within the public agricultural advisory services. Quality-Access to Success, 15(140), 81-84.*

- *BALANCE OF RED MEAT IN ROMANIA - ACHIEVEMENTS AND PERSPECTIVES https://www.webofscience.com/wos/woscc/full-record/WOS:000385997200048 Nicoleta MATEOC SIRB, Paun Ion OTIMAN, Teodor MATEOC, Cosmin SALASAN, Ioana ...*
  FROM MANAGEMENT OF CRISIS TO MANAGEMENT IN A TIME OF CRISIS