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## **A study on employees work and the foundations of organizational productivity in insurance companies**

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### **Abstract**

The concept of employees work and the foundations of organizational productivity in insurance companies. It is found that workers who are made aware of the job's meaningfulness boost their own incentive to do their best and thus job passion has a positive impact on the competitiveness of the organisation. Therefore, to conclude, it can be unequivocally claimed that the various causes of employee passion for work are linked to organisational success and job passion has a positive effect on the productivity of workers in insurance companies.

**Keywords:** Employees work, Foundations, Organizational, Insurance

### **1. Introduction**

The study of organizational behavior gives an opening eye on how the employees behave and perform at their workplace. It is important to understand how the employees can be motivated and their performance can be increased. People, structure, technology and the environment are the four key elements on which the organization operates.

Organizational behavior is the academic study of the methods adopted by people who act within groups. The areas of research which are included in organizational behavior are dedicated to improve job performance, increase job satisfaction, promote innovation and encourage leadership.

The organizational climate is considered in a specified way to be important. It is perceived that motivated employees result in productivity which is at a higher level. They show high passion for the business and are engaged with customers at a deeper level. Employees' productivity is seen to be encouraged by positive climate.

It is seen that the work forces today are filled with various mindsets and a number of supports on human capital development, lifelong learning and continuous attention on soft skill development in the past years has been found. The process of developing human capital requires creating the necessary environments in which employees can learn better and can apply innovative ideas, acquire new competencies, develop skills, behaviours and attitudes. It is very clear the issues have found to be attended at the surface level and not to the extraction of the origin. The humans are connected with emotions and intelligence at a high level. Therefore, the prerequisite to carry out human way of life is rather an important aspect especially for satisfaction and motivation.

The concept of passion at work has increased interest in the present time. A surge in the number of articles have stressed out the value of being passionate about the person's job and the methods by which companies can be benefitted from having employees who are passionate (e.g., Boyatzis, McKee and Goleman, 2002; Moses, 2001) <sup>[1, 2]</sup>. Researchers have begun to assess the concept of passion in the workplace in response to the growing business concern. On the basis of qualitative evidence, it has been suggested by Hill, (2002) <sup>[3]</sup>; Marques, (2007) <sup>[4]</sup>; Neumann, (2006) <sup>[5]</sup> that workers can be passionate towards their jobs and this passion drives their work to achieve success. This was based from interviews with managers, students and educators.

The organizations of 21<sup>st</sup> century are witnessing an inner time as there is a shift incidence found among employed professionals who are in the present time seeking to explore the psychological aspects of work with the intention to perform their job well and feel satisfaction with the job.

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Passion encompasses challenge, an element of ease and joy at work which transforms purpose into effective performance. Investigators have thrown light on engagement stating that continuous engagement in an activity gets unified and later becomes a person's identity and thus leads to his or her passion toward that activity (Csikszentmihalyi, Rathunde and Whalen, 1993; Houliport, Philippe, Vallerand and Ménard, 2014) <sup>[6, 7]</sup>. The theory of passion makes the sphere of influence of positive organizational scholarship less severe as purpose is to study the outcomes, processes and characteristics for raising the performance of organizational members (Cameron, Dutton and Quinn, 2003; Philippe, Vallerand and Lavigne, 2009) <sup>[8, 9]</sup>. It is argued that passionate attitude positively moderates the relationship between purpose and performance and brings about continuous better performance.

Productivity is discussed widely but least understood concept of the present management period (Brynjolfsson, 1993; Lahti *et al.*, 2002) <sup>[10, 11]</sup>. The term "productivity" has several viewpoints. Productivity has been measured as a ratio of output to input by a large number of professionals drawn from different disciplines (Mohanty and Rastogi, 1986) <sup>[12]</sup>. It has been seen that accountants and financial analysts have put emphasis on that productivity is representative of financial performance which is based on return on investment, profitability, growth, turnover, rate of turnover, cash inflow and the like. It is evident that many researchers consider that productivity means quality as well as quantity of output (Amusan Lekan *et al.*, 2013) <sup>[13]</sup>.

## 2. Aims and Objectives

The aims and objectives of the present study are as follows:

1. To examine the four productivity levers for enhancing productivity in insurance companies.
2. To examine the effect of employees work passion on the four productivity levers and total organizational productivity.

## 3. Hypotheses

1. There would be a significant relationship found between employee's total work passion and four productivity levers of organizational productivity in insurance companies.
2. There would be a significant relationship found between employee's total work passion and total organizational productivity in insurance companies.

## 4. Methodology

Research methodology is a way to solve the research problem in a systematic way. The choice of a suitable methodology is the back bone of any research which is undertaken. It is the science of studying how research is done scientifically. It is necessary for the researcher to know the methodology along with research techniques.

**Sample:** The sample consisted of 200 employees of insurance companies of Rewa, Satna and Sidhi. They were taken from public and private insurance companies namely: Life Insurance Corporation, United India Insurance Corporation, New India Assurance, National Insurance, ICICI Prudential Life Insurance, SBI Life Insurance, Bajaj Allianz Life Insurance, HDFC Life Insurance and Max Life Insurance companies. They were second grade employees who were working in the insurance companies as managers,

deputy managers, assistant managers and administrative officers. The subjects were matched on age, gender and educational status. All the respondents were educated males and their age ranged from 38 to 56 years.

**Method and Procedure:** The study is based mainly on primary data. The primary data for this research study was collected through standardized scales. Responses were taken from employees belonging to selected insurance companies of Rewa, Satna and Sidhi. They were mainly life insurance companies. The personal respondent sheet which was developed by the researcher was used administered on the sample to collect personal information about them. Work passion scale developed by Johri, Mishra and Bhattacharjee (2016) <sup>[14]</sup> was used to measure employees work passion and organizational productivity scale developed by Asian Productivity Organization (2015) was used to measure the productivity of the companies. Work passion scale and organizational productivity scales items were translated in Hindi for the convenience of respondents to understand.

These three scales were administered on the respondents one by one in organizational setting after the consent of the respondents. They were tested individually. An interval of 5 minutes was given between each scale and the instructions were read aloud by the researcher. As instructed the respondents filled the scale after proper rapport establishment. They were informed about the confidentiality of their responses and were ensured that the information obtained by them would be used for research purpose only. After the completion of all the scales the respondents were thanked for the cooperation given by them. The scales were carefully scrutinized and the investigator ensured that the responses on all the items were given by the respondents. Data was collected on the sample consisting of 200 employees of insurance companies employed in Rewa, Satna and Sidhi. Scoring was done by adopting the standard scoring procedures given in the method of scoring of the scale.

The data was subjected to statistical analysis. Means, standard deviations, correlations, F-ratios and regression coefficients were computed using SPSS 21 to get a clear cut picture of the results.

## Limitations

This study has a number of limitations to be considered in evaluating its findings. This study was conducted in insurance companies both public and private. The sample consisted of male employees. First the topic of work passion is complex and is wide and it requires a deep study; the concept of work passion is recent and only in the last decade has started to be studied in the domain at work. Work passion domain is very complex and wide and it needs to be studied and research deeply. Application of passion in organizations needs due attention. The other factors and consequences of work passion which are not studied needs due attention. This study was conducted on public and private insurance companies' employees. The difference between the two sectors was not investigated. This limits the findings to specific sector. Therefore additional research and validation of the present research findings across other companies shall give deeper insights to work passion research. This study was restricted to Rewa, Satna and Sidhi of Madhya Pradesh. Studies across other district of Madhya

Pradesh can also be researched to increase the applicability as well as generalization of the findings.

The present study did not analyze the main antecedents that foster passion such as personality, emotional intelligence and use of personal strengths and organizational support. It is felt that the personal traits promote work passion which is autonomous personality, perfectionism and openness to new

experiences, conscientiousness, agreeableness and extroversion.

## 5. Results

It was hypothesized that there would be a significant relationship found between employee's total work passion and four productivity levels of organizational productivity in insurance companies (H1). (See Table 1)

**Table 1:** Showing the correlations between total work passion and productivity levels.

Correlations						
		Total work passion	Productivity level 1	Productivity level 2	Productivity level 3	Productivity level 4
Total work passion	Pearson Correlation	1	.479**	.592**	.509**	.385**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	200	200	200	200	200
Productivity level 1	Pearson Correlation	.479**	1	.473**	.138	.165*
	Sig. (2-tailed)	.000		.000	.051	.020
	N	200	200	200	200	200
Productivity level 2	Pearson Correlation	.592**	.473**	1	.171*	.300**
	Sig. (2-tailed)	.000	.000		.016	.000
	N	200	200	200	200	200
Productivity level 3	Pearson Correlation	.509**	.138	.171*	1	.543**
	Sig. (2-tailed)	.000	.051	.016		.000
	N	200	200	200	200	200
Productivity level 4	Pearson Correlation	.385**	.165*	.300**	.543**	1
	Sig. (2-tailed)	.000	.020	.000	.000	
	N	200	200	200	200	200

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

By looking at Table 1, It can be seen from the following analysis that the value of correlation coefficient for total work passion and productivity level 1 comes out as .479 and the p value comes out as .000 which is lower than 0.05. It indicates that there is significant relationship between employees' total work passion and productivity level 1. Between total work passion and productivity level 2 the value of correlation coefficient comes out as .592 and p value is obtained as 0.000 which is lower than 0.05 indicating the acceptance of the hypothesis that significant relationship exists between employees' total work passion and productivity level 2. Next in the sequence, correlation analysis was carried out for total work passion and productivity level 3 and it was found that the value of correlation coefficient comes out as .509 at 1% level of

significance as in addition the p value also is lower than 0.05 which indicates that the hypothesis is accepted. The value of correlation coefficient for total work passion and productivity level 4 is .385 at 1% level of significance. Also, the p value is 0.000 which is lower than 0.01. Hence, it can be interpreted that there is significant relationship between total work passion and productivity level 4. Overall, it can be said that total work passion and four productivity levels of organizational productivity in insurance companies are positively correlated.

It was hypothesized that there would be a significant relationship found between employee's total work passion and total organizational productivity in insurance companies (H2). (See Table 2)

**Table 2:** Showing the correlations between total work passion and total productivity

Correlations			
		Total work passion	Total Productivity
Total work passion	Pearson Correlation	1	.717**
	Sig. (2-tailed)		.000
	N	201	200
Total Productivity	Pearson Correlation	.717**	1
	Sig. (2-tailed)	.000	
	N	200	200

\*\* . Correlation is significant at the 0.01 level (2-tailed).

By looking at Table 2, it is seen that the value of Correlation coefficient between total work passion and total productivity comes out as equal to .717 which is significant at 0.01 level. The p value .000 is also lower than 0.01 which points to the fact that the hypothesis must be accepted that there would be a significant relationship found between employee's total

work passion and total organizational productivity in insurance companies. In other words it can be said that if employees total work passion is higher than total organizational productivity will also be higher.

## 6. Discussion

It was hypothesized that there would be a significant relationship found between employee's total work passion and four productivity levers of organizational productivity in insurance companies (H1). It was also hypothesized that there would be a significant relationship found between employee's total work passion and total organizational productivity in insurance companies (H2). The results supported the hypothesized predictions.

Studies have shown that a passion for work has a positive impact on success at work. The outcome provides sufficient support for the hypothesis. That means the higher the employee's work passion the better their work efficiency. Job enthusiasm represents a productive source of investment behaviour leading to achievement of success (Astakhova and Porter, 2015) <sup>[15]</sup>. Someone with a strong passion would enjoy his work so the work becomes his inner call and mission of life (Tucker, 2002) <sup>[16]</sup>. A work-passioned individual would also think that work is a way of self-development (Astakhova and Porter, 2015) <sup>[15]</sup> that will take him to the fullest at work. It is shown that insurance company workers with complete passion knowledge enjoy the work and do the job as a means of self-development. Vallerand *et al.* (2008) <sup>[17]</sup> reported that high-passioned people will always do their best for their jobs and prevent job failure.

Hagel *et al.* (2010) <sup>[18]</sup> claimed that passion is essential to high levels of performance. Over the time numerous researchers have suggested that passion was essential for high achievements to take place. The zest for a specific activity leads individuals to attempt to master it through engaging in deliberate practice. Several studies have proved that athletes, musicians and actors claiming to be passionate were able to invest more time and energy on practicing their chosen activity; as a result their performance was improved.

## 7. Conclusion

Study findings were also able to have a meaningful connection between the enthusiasm for work and organisational effectiveness. Moreover, this study has captured an image linked to the idea of love for work in employees of insurance firms. Today the insurance industry has many workers whose work is motivated by passion. Conditions in the work world are constantly complex and also demand that businesses make changes regularly. Based on the research performed, it is proposed that the insurance company's top level management should further explore the ways to improve employee enthusiasm for work. This is because ambition pushes the employee to work in a heartfelt manner to maximise his efficiency.

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