Employee Branding and its Influence on Private Life Insurance Companies with respect to Western region of Tamil Nadu

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Abstract

In this world, human life is more important than anything else. Human life is "priceless", though it is priceless, difficult to save every human life from uncertainties. To save human life from uncertainties, some trade-off was made which is called life insurance. This study discussed the concept of employee branding in private life insurance companies. Generally, employee branding is how the employees spread the brand image of their respective companies to the market. Here, the employee played a major role as a "brand promoters". This study covered the Western region of Tamil Nadu as a geographical area, which includes seven different districts. The total sample size is 750 Employees.

The objective of this study is to find out the employees' perception towards the value proposition and employees' satisfaction level towards the employee branding components among the private Life Insurance companies. The present study is based on both primary and secondary data. Special care was given to design the interview schedule to collect the primary data. The proportionate Stratified Random sampling technique is used for the study. Data analyzed by using the Chi-square test, Garrett Ranking, Independent-Sample T-Test, Analysis of Variance (ANOVA). This study revealed that employees were working like a rolling stone instead of brand ambassadors. Hence, private life insurance companies have to implement employee branding components. These components could help the industry to create the right opinion about their organization to employees, control the attrition, and improve the employee attraction as well as retention.

Keywords: Employee branding, Employee value proposition, Employee retention, Employee attrition, Life insurance.

Introduction

Indian's are very inclined towards savings and investments. Life Insurance is also one of the financial products, which help and satisfy the needs of the people. With increasing levels of income, higher cost of living and longer life expectancy, the Indian consumer will require innovative financial investment products that will cater to wealth management, protection and retirement solutions. Therefore, Life Insurance is imperative and inevitable. Insurance companies will have to gear up with robust solutions to cater to the need of customers. Today's customers are expecting proper financial advice and services from the companies. It is possible only through the employees of the companies. Employees are the brand ambassadors and first customer for any organization; therefore, employee's needs must be fulfilled by the company. So that employees will forward the company's brand image in the market. Employees who are working in Life Insurance companies are the primary source of a financial advisor for the customers, they need to be trained and satisfied in all terms. Therefore, the employee can transform their organization's brand into the market whole-heartedly. Eventually, the Company-Employee relationship needs to be deepened by satisfying the employee's needs.

Review of Literature

Klayman, **Robin (Aug 2000),** This study revealed the information related to employee Branding, motivated employees could produce memorable projects yielding desirable results. Employees with a brand deliver inspired performance while aligning with their organization's brand identity. Branding inside, supports an environment of distinctiveness, inspired performance, and unparalleled contribution. It makes the most of each person's contribution, encourages people to make a difference, and ignites their passions. Branding inside will help organizations win the talent wars because it does not only offer a path of personal growth but also helps organizations achieve their strategic goals more readily and enhance internal and external relationships.

Fram, Eugene H, **McCarthy, Michael S (2003),** This study revealed internal marketing helps generate higher levels of employee brand loyalty that can translate into incremental boosts in sales and profits. Besides, higher levels of employee brand loyalty may be related to higher levels of employee job satisfaction. The results of the study are discussed that were initiated to address the following things: 1. to the extent employees generally exhibit brand-loyal purchase behavior to their firms and products 2. Loyalty factors are really important and it's related to higher levels of employee's brand 3. Brand-loyal employees are likely to act as brand champions to other firms.

Nicholas ind (2003), This study revealed that the idea of brands being about people is true, it also made clear that the attitude and behavior of employees will be a significant determinant of brand value. If employees want to be executed, clear strategies must be communicated to them, reinforce those values in everything the company does, allow people the freedom to act and trust that they execute consistently with the values. This review suggested that

'living the brand' is about ensuring the linkage of the employee attitudes, behavior and overall business goals. This is the responsibility of management too often an internal focus leads to indulgences that create happy employees but ultimately deliver high for the organization.

Sandra Jeanquart Miles, Glynn Mangold .W (2005), This article discussed regarding the employee branding, prospective employees are carefully screened during the recruiting and selection process to ensure their attitudes and personal values are consistent with the organization's values and desired brand image. Training and development efforts are designed to clarify and reinforce the behaviors and values of the organization. Extensive job training occurring in the employees' departments emphasizes leadership, personal development, and the delivery of positively outrageous service. Compensation is also a powerful tool for sending messages that reinforce the desired brand image. Employees must understand the organization's mission and values, as well as the underlying principles of integrity and care for staff. The feedback loop is a critical component of the employee branding process.

Christine Vallaster, Leslie de Chernatony (2005), This study revealed that employees are a critically important constituent of the service brand and is ultimately responsible for delivering its promise. Employee brand building process becomes more challenging as brands expand internationally; it argued that the success of employee brand building depends on the ability to leverage cognitive, affective, and communicative differences amongst culturally-diverse employees. Leadership has been identified as a crucial mechanism that mediated between people who differ in the way they think and interpret the environment and how they feel and communicate with each other. The process of employee brand building is people should work together to reduce the gap and employees must be motivated by such role models and become committed; transcending their self-interests.

Jason Ferrara(2005),This article discussed that to beat employee turnover, businesses were creating employee brands designed to attract the right workers the first time around and qualified employees who are a good fit for the company culture. Creating the right employee brand message that will lure quality candidates starts with focusing on what employees look for in ideal work experience, good pay and benefits, a manageable workload, good work-life balance, promising career development and advancement opportunities.

Khanyapuss Punjaisri, Alan Wilson (2007), The objective of this study is to ensure that employees transform espoused brand messages into brand reality for customers and other stakeholders. Successful employee branding engendered employee's commitment and loyalty to the brand. The important role done by the HR department began with selecting and recruiting the right prospects and persons to fit for the organization. To maintain brand standards, an organization should reward employees accordingly. Effective reward and recognition schemes can enhance employee motivation and commitment.

Employee empowerment and employee engagement programs would help the employees to participate more effectively inside the organization.

Ceridwyn King, Debra Grace (2007), This study revealed that employees are better equipped to fulfill the explicit and implicit promises inherent in the brand. This is because the desired brand values; practices and behaviors are clarified and defined, providing a clear direction for all organizational efforts. Without such internationalization, the ability of employees to deliver the appropriate customer experience is unlikely. Without such brand knowledge, employees were unable to transform the brand vision into brand reality.

Kai F. Mahnert, Ann M. Torres(2007), This study revealed that internal branding seeks to achieve consistency with the external brand and encourage brand commitment and the possibility of the brand championship among employees, it is the concerted, inter-departmental and multi-directional internal communications effort carried out to create and maintain an internal brand. Thus, internal branding can be identified as a specific tool and placed in the wider context of internal marketing.

Mike Phibbs (2008), This study revealed, employee branding is essential to keep a competitive workforce and to reduce turnover. Employee branding began at the top level of the organization. The command structure has a responsibility to ensure that employees clearly understand the mission and vision of their organization. To ensure this, frequent, open forums should be held, where questions can

be asked, rumors laid to rest, and the vision continued to be reinforced in the minds of the employees. At mid-level, leaders also have the responsibility to be clear on the mission and vision of the organization. Through organizational and employee branding, organizations would recruit and retain people who more closely fit the culture of their organizations. Recruiters should not be only concerned with filling today's vacancies but be proactive in cultivating the branding image for future recruiting cycles.

Khanyapuss Punjaisri, Heiner Evanschitzky, Alan Wilson (2009), This study revealed employee branding is found to have a positive impact on attitudinal and behavioral aspects of employees in their delivery of the brand promise. The study showed that brand identification is a driver of brand commitment, which precedes brand loyalty of employees. It empirically showed the relationship between internal branding and the behavioral outcome as well as the meditational effects of employees' brand identification, commitment and loyalty. Employee branding has emerged to assist an organization in promoting the brand inside. It aims at inducing employee's behavioral changes to support the delivery of the brand promise.

Khanyapuss Punjaisri, Alan Wilson, Heiner Evanschitzky (2009), This main study is on the employee branding enabled employees to deliver the brand promise during service encounters because it engendered a shared understanding of a brand across the entire organization. In short, employee branding is argued to be instrumental in influencing employee's attitudes and

shaping their behaviors to be aligned with a brand, by creating employees' understanding of brand values and engaging them in living brand reality. The use of internal communication techniques and training programmes are to educate employees about the brand promise. In short, the brand must be so powerfully appealing that not only the organization but individuals within it find self-fulfillment in aligning themselves, and their behavior, towards it. But on one hand, management can use employee branding to directly shape their employee's behaviors. So that, they are in line with the brand values. Therefore, internal communications and training programmes should also be used together to enhance their understanding and knowledge about their important role in the brand delivery

Daniel Wentzel (2009), This study suggested that consumers considered an employee as an exemplar of the brand's workforce or as a relatively unique individual, it may be impossible to predict how brand personality impressions are affected by the employee's behavior. Such, "branding tools" based on social cues, such as an employee's behavior in customer interaction, may differ in important respects from branding tools based on non-social cues, such as advertising messages. As such, the behavior of a frontline employee may be an important driver of consumers' brand personality impressions. That is, before being able to generalize the meaning of an employee's behavior, consumers may first need to decide how to categorize the employee. Hence the studies indicated that managers need to pay close attention to interactions

with employees to develop them and promote the brand in an effective way

Sandra Jeanquart Miles, Glynn Mangold. W, Susita Asree, Jennifer (2011), This study revealed that the purpose of the employee branding process is to manage the brand image of employees' projects to their customers. The internal message systems both formal and informal contributed both to employees' knowledge of the desired brand image and to the upholding of their psychological contracts with their employer. It relied heavily on word of mouth and direct contact between customers and employees as its primary promotional mechanisms. Therefore, employees may have observed few formal messages that were targeted to customers, thereby contributing to the insignificant path between the external formal message systems and employees' psychological contracts.

Sunit Lakra , Susmita sarkar (2011), This study revealed that regardingemployee branding is a new twist on identity regulation. Employee branding shaped employees' behavior so that they project the brand identity of their organization's products through their everyday work behavior. Employee branding could influence the perception of the employment experience offered to current and future employees. The command structure has a responsibility to ensure that employees clearly understand the mission and vision of their organization. Messages emanate from various organizational sources such as the systems of organizational staffing, performance management, compensation, effective training programmes, and work culture. Once employees understand brand and objectives, they will be in better

positions to act as ambassadors for the brand. Thus, it could be concluded that employee branding is becoming the concept or mantra of today's business world. Employee branding helps the companies to have a better perspective of their consumers and motivate the employees as well.

Statement of the Problem

It has often been said that the most important asset of any business is its employees. Indeed, people and managing people are key elements of any organization. The importance of people management is a vital source of a competitive global marketplace. Organizations are therefore seeking to understand how their human resources can be managed for sustainable competitive advantage and to make their brand to be strong competition in the market.

Life Insurance is one of the industries, which has been very constant and indispensable. This industry strongly supports for country's economic growth. In the well-developed countries insurance penetration and awareness are good whereas, in India, life Insurance industry awareness and insured people were very low. In the life insurance industry, some issues were prevalence such as Employee retention, Employee attrition, Insurance awareness, Employee stress, Employee job satisfaction level and Employee empowerment. Due to these problems, the life insurance industry is in the shaky stage and the growth is not as expected.

These problems could be solved by an organization by focusing on employee's needs and their growth. Employees will carry forward the organization when they are satisfied in the workplace. The organization has to understand how to promote their brand through their employees and sustain in the market. Consequently, this employee branding concept has arrived. This concept helps employees to satisfy their needs and organization to reduce employee turnover and improve the productivity of employees. The research of this study revealed that employees issues and to know whether the employees are brand ambassadors of their organization or rolling stones.

The employee's perspective on how they deliver the brand's values externally is very vital. This study will answer to which extent the employee branding would help to the life insurance industry and affirmative action would be recommended to the industry to solve the issues. Employee's satisfaction is not at par with other industry and the attrition level is very high and Employees were feeling that industry is stressful. Finally, this study aims to find whether employees are inspired, motivated, recognized and satisfied by their respective organizations. This study revealed that how the Life Insurance companies improve the satisfaction level of their employees and make their employees become brand ambassadors of their respective organizations through which the company can improve their brand image in the market.

Objectives of the Study

1. To identify the employees' perceptions about Private Life Insurance companies.

2. To identify the employees' satisfaction level towards the employee branding components

among the private Life Insurance companies.

3. To find out the means and ways for better employee branding among private Life Insurance companies.

Research Methodology

The research methodology includes sampling framework, collection of data, Variables, the framework of analysis and limitation.

Sampling Framework of the Study

The investigator has chosen the Western region of Tamilnadu, which consist of the districts of Coimbatore, Nilgris, Tirupur, Erode, Salem, Namakkal, and Dharmapuri districts. To consider both representations of men and women employees' opinions in all districts, in the Western region of Tamilnadu, the present study has applied the proportionate Stratified Random sampling technique. In statistics, stratified random sampling is a method of sampling among the total population. In statistical surveys, when subpopulations within an overall population vary, it is advantageous to sample each subpopulation (stratum) independently. Stratification is the process of dividing members of the population into homogeneous subgroups before sampling.

Here, the Western region of Tamilnadu has been taken as a geographical area, which includes seven different districts where we have used a proportionate stratified random sampling method. From that, the sample size has been chosen. The total sample size includes for the present study is 750 Employees, 608 men and 142 women percentage wise 81.07 are men 18.93 are Women.

Sample size calculation from the District wise in the Western region of Tamilnadu

S. NO	DISTRICTS	SAMPLE SIZE
1	Coimbatore	250
2	Tirupur	69
3	Erode	135
4	Salem	160
5	Namakkal	53
6	Dharmapuri	45
7	Nilgris	38

Collection of Data

The present study is based on both primary and secondary data. The secondary data related to the Life Insurance Industry collected from various websites. The majority of the data were collected from the primary source. Special care was given to design the Interview schedule to collect the primary data. A pre-test was conducted among 50 employees in Coimbatore, 25 employees in Tirupur. Based on the feedback of the pre-test, certain modifications, additions and deletions were carried out. The final draft of the schedule was prepared to collect the primary data.

Framework of Analysis

The collected primary data were processed with the help of appropriate statistical tools. The selection of statistical tools rests on the nature of the scale of data and objectives of the study focused. The details of statistical tools and their usage in this study are summarized below.

Chi-square test
Garrett Ranking
ANOVA
Independent-Sample T-Test

Variables: Employee branding is considered as a Dependent Variable. Independent Variables are Employee perception, Leadership, Organizational culture, Employee retention, Employee engagement and employee attrition.

Hypotheses

The following hypotheses have been formulated to study the impact of Employee branding through independent variables.

H1: There is a significant influence on employee perception on employee branding

H2: There is a significant influence of leadership on employee branding

H3: There is a significant influence of organizational culture on employee branding

H4: There is a significant influence of employee retention on employee branding

H5: There is a significant influence of employee engagement on employee branding

H6: There is a significant influence of employee attrition on employee branding

Results & Discussions

Table 1 - Demographic wise opinion regarding Employee Perception

		Mean	SD	Mean %	F/t	p
Gender	Male	19.61	2.03	78.45	1.36	0.173
	Female	19.36	1.80	77.44		
Age	< 30	19.85	2.05	79.42	5.11	0.002**
	30-35	19.40	1.92	77.60		
	35-40	19.13	1.81	76.54		
	> 40	19.81	2.21	79.23		
Department	Training	20.86	2.46	83.43	11.12	< 0.001**
	Operation	20.03	2.36	80.10		
	Sales	19.41	1.85	77.66		

Table 2 - Demographic wise opinion regarding Leadership

		Mean	SD	Mean %	F/t	p
Gender	Male	21.57	4.39	61.63	2.31	0.021*
	Female	20.67	3.20	59.05		
Age	< 30	22.27	4.98	63.63	9.15	< 0.001**
	30-35	20.95	3.68	59.86		
	35-40	20.24	2.51	57.82		
	> 40	21.19	3.71	60.55		
Department	Training	25.14	5.39	71.84	42.51	< 0.001**
	Operation	23.84	6.12	68.11		
	Sales	20.75	3.34	59.28		

Table 3 - Demographic wise opinion regarding Employee Retention

		Mean	SD	Mean %	F/t	p
Gender	Male	24.41	9.22	48.83	2.24	0.025*
	Female	22.58	6.68	45.15		
Age	< 30	25.60	10.36	51.20	5.78	0.001**
	30-35	23.03	7.74	46.06		
	35-40	22.58	6.21	45.17		
	> 40	23.68	7.66	47.35		
Department	Training	33.93	10.89	67.86	57.76	< 0.001**
	Operation	29.63	11.47	59.25		
	Sales	22.52	7.27	45.05		

Table 4 - Demographic wise opinion regarding Organization Culture

		Mean	SD	Mean %	F/t	p
Gender	Male	19.40	6.00	55.42	2.25	0.025*
	Female	18.18	4.73	51.95		
Age	< 30	20.07	6.77	57.35	4.81	0.003**
	30-35	18.60	5.08	53.14		
	35-40	18.16	4.31	51.88		
	> 40	19.10	5.27	54.56		
Department	Training	24.43	6.41	69.80	51.71	< 0.001**
	Operation	22.97	7.84	65.62		
	Sales	18.18	4.79	51.95		

Table 5 - Demographic wise opinion regarding Employee Empowerment

		Mean	SD	Mean %	F/t	p
Gender	Male	14.16	3.53	56.64	2.11	0.035*
	Female	13.49	2.74	53.97		
Age	< 30	14.59	4.03	58.37	5.42	0.001**
	30-35	13.70	2.93	54.79		
	35-40	13.38	2.37	53.51		
	> 40	14.00	2.98	56.00		
Department	Training	18.29	4.49	73.14	51.53	< 0.001**
	Operation	15.80	4.64	63.19		
	Sales	13.49	2.75	53.97		

Table 6 - Influencing Factors on Employee Attrition

Factors	Mean	Garrett Score	Garrett Rank
Heavy pressure	1.33	78.53	1
Poor organization culture	3.65	59.47	4
Industry in downtrend	6.88	42.50	7
Respect low in society	3.52	60.15	3
Lacking in Company strategy & Planning	7.48	38.89	8
Employee poaching	9.18	24.85	10
Poor leadership	6.00	46.89	6
Mentally frustrated	2.86	64.65	2
Nepotism	8.93	27.95	9
Work-life balance	5.14	51.22	5

From Table 1, it could be noted from the table 1 that to study the effect of Gender regarding the employee perception mean value of male is 19.61 with mean% of 78.45 and mean value of female is 19.36 with the mean% of 77.44. Above the table, there is no significant relationship between Gender and Employee Perception. Hence, the null hypothesis is accepted.

To study the effect of Age, mean value of <30 yrs is 19.85 with the mean% of 79.42, mean value of 30-35 yrs is 19.40 with the mean% of 77.60, mean value of 35-40 yrs is 19.13 with the mean% of 76.54 and mean value of >40 yrs is 19.81 with the mean% of 79.23. Above the table, there is a significant relationship between Age and Employee Perception. Hence, the null hypothesis is rejected.

To study the effect of the Department, the mean value of the training department is 20.86 with the mean% of 83.43, the mean value of the Operation department is 20.03 with the mean% of 80.10 and mean value of sales department is 19.41 with the mean% of 77.66. Above the table, there is a significant relationship between the Department and Employee Perception. Hence, the null hypothesis is rejected.

From Table 2, it could be noted from table 1 that to study the effect of Gender regarding the leadership mean value of males is 21.57 with a mean% of 61.63 and the mean value of females is 20.67 with the mean% of 59.05. Above the table, there is a significant relationship between Gender and Leadership. Hence, the null hypothesis is rejected.

To study the effect of Age, mean value of <30 yrs is 22.27 with the mean% of 63.63, mean value of 30-35 yrs is 20.95 with the mean% of 59.86, mean value of 35-40 yrs is 20.24 with the mean% of 57.82 and mean value of >40 yrs is 21.19 with the mean% of 60.55. Above the table, there is a significant relationship between Age and Leadership. Hence, the null hypothesis is rejected.

To study the effect of the Department, the mean value of the training department is 25.14 with the mean% of 71.84, the mean value of Operation department is 23.84 with the mean%

of 68.11 and mean value of sales department is 20.75 with the mean% of 59.28. Above the table, there is a significant relationship between the Department and Leadership. Hence, the null hypothesis is rejected.

From Table 3, it could be noted from the table 3 that to study the effect of Gender regarding the leadership mean value of male is 24.41 with mean% of 48.83 and mean value of female is 22.58 with the mean% of 45.15 Above the table, there is a significant relationship between the Gender and Employee retention. Hence, the null hypothesis is rejected.

To study the effect of Age, mean value of <30 yrs is 25.60 with the mean% of 51.20, mean value of 30-35 yrs is 23.03 with the mean% of 46.06, mean value of 35-40 yrs is 22.58 with the mean% of 45.17 and mean value of >40 yrs is 23.68 with the mean% of 47.35. Above the table, there is a significant relationship between Age and Employee retention. Hence, the null hypothesis is rejected.

To study the effect of the Department, the mean value of the training department is 33.93 with the mean% of 67.86, the mean value of the Operation department is 29.63 with the mean% of 59.25 and mean value of sales department is 22.52 with the mean% of 45.05. Above the table, there is a significant relationship between the Department and Employee retention. Hence, the null hypothesis is rejected.

From Table 4, it could be noted from the table 4 that to study the effect of Gender regarding the organization culture mean value of male is 19.40 with mean% of 55.42 and mean value of female is 18.18 with the mean% of 51.95 above the table, there is a significant

relationship between the Gender and Organization culture. Hence, the null hypothesis is rejected.

To study the effect of Age, mean value of <30 yrs is 20.07 with the mean% of 57.35, mean value of 30-35 yrs is 18.60 with the mean% of 53.14, mean value of 35-40 yrs is 18.16 with the mean% of 51.88 and mean value of >40 yrs is 19.10 with the mean% of 54.56. Above the table, there is a significant relationship between the Age and Organization culture. Hence, the null hypothesis is rejected

To study the effect of the Department, the mean value of the training department is 24.43 with the mean% of 69.80, the mean value of the Operation department is 22.97 with the mean% of 65.62 and mean value of sales department is 18.18 with the mean% of 51.95. Above the table, there is a significant relationship between the Department and Organization culture. Hence, the null hypothesis is rejected.

From Table 5, it could be noted from the table 5 that to study the effect of Gender regarding the employee empowerment mean value of male is 14.16 with mean% of 56.64 and mean value of female is 13.49 with the mean% of 53.97 Above the table, there is a significant relationship between the Gender and Employee empowerment. Hence, the null hypothesis is rejected.

To study the effect of Age, mean value of <30 yrs is 14.59 with the mean% of 58.37, mean value of 30-35 yrs is 13.70 with the mean% of 54.79, mean value of 35-40 yrs is 13.38 with the mean% of 53.51 and mean value of >40 yrs is 14.00 with the mean% of 56.00. Above the table, there is a significant relationship between Age

and Employee empowerment. Hence, the null hypothesis is rejected.

To study the effect of the Department, the mean value of the training department is 18.29 with a mean% of 73.14, the mean value of the Operation department is 15.80 with the mean% of 63.19 and mean value of sales department is 13.49 with the mean% of 53.97. Above the table, there is a significant relationship between the Department and Employee empowerment. Hence, the null hypothesis is rejected.

From Table 6, it could be noted from the above table that among the ten factors pertain to employee attrition "Heavy pressure" was ranked first. It is followed by the "Mentally frustrated". "Respect low in society" was ranked third.

Discussion

Based on the above results, the study confirmed that the following variables such as Employee perception, Leadership, Organization culture, Employee retention, Employee engagement and Employee attrition are significantly influencing the employee branding variable in the private life insurance companies. Based on the aforementioned framed hypotheses, Employee perception is significantly influencing the employee branding, which means hypothesis (H1) is supported. Leadership is significantly influencing employee branding, which means hypothesis (H2) is supported. Organization culture is significantly influencing employee branding, which means hypothesis (H3) is supported. Employee retention is significantly influencing employee branding, which means hypothesis (H4) is supported.

Employee engagement is significantly influencing employee branding, which means the hypothesis (H5) is supported. According to the employee attrition variable, among the ten factors "Heavy pressure", "Mentally frustrated" and "Respect low in society" secured the first, second and third rank respectively, which means employee attrition is also influencing the employee branding. Therefore, Hypothesis (H6) is supported. Eventually, the study has proved that variables such as Employee perception, Leadership, Organization culture, Employee retention, Employee engagement and employee attrition are significantly influencing the employee branding variable.

Managerial Implications

This research observed that employee branding is an essential component for each organization. In the workplace, employees are the first customer. Hence, employees' needs and wants should be considered and they must be fully satisfied by the organization. So that, those employees can contribute more to the organization.

Now, the Life insurance market is emerging in India. Hence, the Life insurance industry has to implement good human resource practices, which include well planned strong talent acquisition process, very effective training programs, good employee career growth and implement well leadership practices to the employees. In India, employees were feeling that the work environment in the life insurance industry is highly stressful. Hence, employee retention is very difficult and attrition also very high. So, the life insurance industry has to concentrate more on employee value

proposition like monetary and non-monetary rewards, good employee engagement programmes, and give more empowerment to the employees. Organization culture must be kept on monitoring and industry has to create a stress-free work environment. Eventually, the organization has to implement the employee branding components which would help the organization to perform smoothly and effectively and also to improve the business in a better way.

Limitations and future research

According to the study, some limitations have been brought for future research. First, the study focused only a few districts in Tamil Nadu, not the entire state or country; so, the future researcher can focus on a broad perspective. Second, the study only on private life insurance companies with respect to western region of Tamil Nadu. Therefore, whatever results were identified may not apply to other industries. Hence, further study can concentrate on some other sector as well. Moreover, the results are only applicable to the Indian context not from a global perspective. Therefore, it can't be generalized. Hence, I would like to recommend, further study can be done from a global perspective.

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