



WORKING CONDITIONS FOR EMPOLYEEES IN INSURANCE SECTOR

(With Reference To LIC & MNYL at Guntur, A.P.)

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ABSTRACT

Introduction: *The insurance industry of India consists of 53 insurance companies of which 24 are in life insurance business and 29 are non-life insurers. Among the life insurers, Life Insurance Corporation (LIC) is the sole public sector company. Apart from that, among the non-life insurers there are six public sector insurers. In addition to these, there is sole national re-insurer, namely, General Insurance Corporation of India (GIC Re). Other stakeholders in Indian Insurance market include agents (individual and corporate), brokers, surveyors and third party administrators servicing health insurance claims. The job nature of insurance employees is very impatience as it involves long working hours, inappropriate reward system, and lack of job independence, insufficient facilities and role of ambiguity. Working Conditions refers to various attributes of an individual's perspective.*

Objective of the Study: *The aim of study is to analyze the effect of working conditions on employee's performance in Insurance industry with reference to Life Insurance Corporation and Max New York Insurance Company at Guntur District, Andhra Pradesh.*

To understand various working conditions factors play crucial role for bringing employee performance among the employees of private and public Insurance companies.

This study provides a guideline for necessary working conditions requires improving employee performance in Insurance sector.

Method of the Study: *As people are the most important resource and greatest expense of any service organizations. In terms of Indian context, the concern over working conditions is gradually becoming a common talk. However, about 85% of performance problems reside in the work environment of the organizations. It is an empirical method based on both primary*

and secondary data. A random sampling technique was adopted to select the sample respondents. Respondents for the study are selected from Life Insurance Corporation and Max New York Insurance Company. Among 500 employees nearly 40% of the employees working in the Insurance companies are selected as per random method. Accordingly 200 employees were selected from both the insurance companies.

Insurance industry is selected and designed questionnaire based on analysis of various literatures reviews. Questionnaire was used to collect data. The researcher had developed the five point rating scale consisted a few variables under the factors pertaining to working conditions. Questionnaires were distributed among 200 respondents who were working in various branches at Guntur district. A convenience sampling technique was used to collect data from payroll employees in both public and private Insurance companies selected under study.

This research work will help the public and private sectors for better understand the expectations of employees for their survival and success in providing better working conditions. This research work also helps in different industries at managing and improving their functioning by providing good working conditions in the work place.

Results of the Study: *Statistical tools can be applied to identify relationship among employees performance considering working conditions. Statistical tools like correlation coefficient and co-variance among employee's opinions of Insurance companies in selected units are analyzed. Data is analyzed through SPSS software. Motivating work Environment (46%), Adequate Physical Working Conditions (43%), Standard Deviation result value is 0.78 i.e., it inferred as low deviation of opinions among respondents, mean value is 3.70 i.e., to Greater Extent working conditions are there in selected Insurance companies units under study. Most of the employees are not satisfied to his/her job because noise level was high which can be affecting the employee's performance. Poor working conditions can also pose tremendous burden and contradictions of purpose. Issues like lack of motivation, less salary and consequent strike actions, work-overload, job burnout, family problems, etc. can cause serious pressures and strain on the employees. This may resultantly constitute stress on employee and lack of work performance.*

Conclusion: *The aim of the present study is to investigate the Standardization of working conditions among employees of Insurance sector. To conclude with recommendations public, economic, social and health policies and interventions required to implement, efforts to reduce social inequalities among employees of Insurance system need to standardize in Insurance sector. It is not a single factor which determines the job performance in Insurance*

employees'. Working conditions have become leading feature of modern life. It has wide-ranging effects on employees' behavior and adjustments as well as off the job. A substantial portion of organization research involves the study of working conditions among employees. A large number of problems related to employee satisfaction, declining levels of performance and competence is related lack of work environment. Maximizing Job Performance in the future would be a part of company policy and be seen as an imperative strategy to target better employee satisfaction. Canteen Facility is not provided by Insurance companies management in selected units which also effects employee performance in time management system majority of the respondents are opined that they have not satisfied for resting time in between working hours which results to stress among employees.

Keywords: Working Condition, Job Satisfaction, Job Security, Motivation, Stress and Noise.

INTRODUCTION

The insurance industry of India consists of 53 insurance companies of which 24 are in life insurance business and 29 are non-life insurers. Among the life insurers, Life Insurance Corporation (LIC) is the sole public sector company. Apart from that, among the non-life insurers there are six public sector insurers. In addition to these, there is sole national reinsurer, namely, General Insurance Corporation of India (GIC Re). Other stakeholders in Indian Insurance market include agents (individual and corporate), brokers, surveyors and third party administrators servicing health insurance claims.

The following are some of the major investments and developments in the Indian insurance sector¹.

Max Life Insurance Co Ltd and HDFC Life Insurance Co Ltd have signed a merger agreement, which is expected to create India's largest private sector life insurance company once the transaction is completed.

Lloyd's, a UK-based reinsurer, plans to make its entry in Indian markets by early 2017, after receiving the approval from Insurance Regulatory and Development Authority (IRDA) to operate in India through its market model wherein a set of members collectively come together to underwrite and provide reinsurance.

The Insurance Regulatory and Development Authority of India (IRDAI) plans to issue redesigned initial public offering (IPO) guidelines for insurance companies in India, which are to looking to divest equity through the IPO route.

¹ Media Reports, Press Releases, Press Information Bureau, Union Budget 2016-17, Insurance Regulatory and Development Authority of India (IRDA) - as per Assocham Report 2016

Aviva Plc, the UK-based Insurance company, has acquired an additional 23 per cent stake in Aviva Life Insurance Company India from the joint venture (JV) partner Dabur Invest Corporation for Rs 940 crore (US\$ 141.3 million), thereby increasing their stake to 49 per cent in the company.

The Insurance sector in India is expected to attract over Rs 12,000 crore (US\$ 1.76 billion) in 2016# as many foreign companies are expected to raise their stake in private sector insurance joint ventures.

Working conditions and salaries in India are different from the ones in western countries. Working conditions is getting more and more consideration now a-days, particularly in the Insurance sectors. There is no such thing like conditions less job. Everyone is exposed to pressure and anxiety as they get through the duties assigned to them. Insurance industry is not an exceptional one. Researchers of Human Resource Management have indicated that working conditions of organization is playing a vital role for better performance in an industry. It is widely accepted that better work place is closely associated with the development of career strategy which in turn would enhance individual's job satisfaction. This research attempts to study the working conditions of Insurance employees where he/she can get job satisfaction and sustain in their career as Insurance Professional by accepting the factors associated with it. The co- existence of Public Sector and Private Sector Insurance Institutions has become demand of the time and the role of employees is inevitable in shaping of the future of the Institution and the Country being service Industry. Hence, the study is carried out with the employees belonging to Public and Private Sector Insurance Companies of Guntur District. Accordingly the Insurance Industry which is one Industry that determines the country's economy should develop the desired environment for the employees to enhance their job satisfaction.

WORKING CONDITIONS CONCEPTUAL BACKGROUND

Working conditions are at the core of paid work and employment relationships. Generally speaking, working conditions cover a broad range of topics and issues, from working time (hours of work, rest periods, and work schedules) to remuneration, as well as the physical conditions and mental demands that exist in the workplace. The ILO monitors trends and developments regarding working time, work organization, and work-life balance around the world and analyses key and emerging issues, in order to provide ILO constituents and policymakers with practical information and research-based policy advice grounded in state-of-the-art knowledge. In addition the ILO seeks to collaborate with national research

institutes and academic institutions to obtain the state-of-the-art knowledge needed to support workers and employers in developing and implementing balanced working time arrangements that can protect workers' health, benefit their well-being and work-life balance, and promote sustainable enterprises as well².

Working conditions

Various direct measures are provided by the European Survey on Working Conditions. Generally, working conditions are less favorable in the goods-producing sector than in the service sector. Working conditions and work tasks are more unpleasant, work autonomy is more limited and jobs are perceived as less secure. Apart from, "antisocial" hours of work, the other aspects of working conditions appear less favorable, too. Within the service sector, the hotel, restaurant, transport and communication industries stand out that they have less favorable working conditions than other service industries. At the other end of the scale, employees in financial services and in public administration appear to have some of the most favorable working conditions.

SIGNIFICANCE OF THE STUDY

Insurance Industry was chosen as the study because that this would support for typicality. More importantly this selection was the concern for purposive attributes, as this study concerns itself with the particulars of working conditions of the employees. The findings in this study are significant that they provide insight into the complexity of work in insurance companies and their employees' work life. Furthermore, they show that there are many factors that can potentially impact the Job Performance of the employees. The study also supports the idea that the well-being of the employees serious consideration by the decision makers of Insurance companies' managements.

REVIEW OF LITERATURE

Ranjit (2012³) concluded that the textile mill workers had moderate level of job satisfaction and the demographic variables like age, gender, marital status, educational qualification, occupation, years of experience, monthly income, nature of industry, welfare facilities and working conditions do influence the level of job satisfaction of textile mill

² Vischer, J. C. (2007). The effects of the physical environment on job performance: Towards a theoretical model of workspace stress. *Stress and Health*. 23, 175-184

³ Ranjit (2012), "Study on influence of demographic factors on job satisfactions of textile mill workers", *International Journal of business Economics and Management Research*, vol2(4),pp.14-18

workers. The demographic profiles with which people enter employer organizations ultimately affect such company's profitability and effectiveness indirectly by impacting on the employee's job stress and job satisfaction.

According to Moto Widlo and Van Scotter (1996⁴), a task performance can be measured by seven criteria and based on the result of the job analysis; it could be used for the identification of task and behavior of the employees. In the other hand, in term of the contextual performance, based on the previous study, twenty five contextual performances were generated. Some tools had been generated and being implemented in the city.

According to Sinha (2001⁵), that employees' performance is depending on the willingness and also the openness of the employees itself on doing their job. Further he stated that by having this willingness and openness of the employees in doing their job, it could increase the employees' productivity which also leads to the performance.

There are several factors that being described by Stup (2003⁶) towards the success of the employees' performance. The factors are such as physical work environment, equipment, meaningful work, performance expectation, and feedback on performance, reward for good or bad system, standard operating procedures, knowledge, skills and attitudes. Stup (2003) also explained that to have a standard performance, employers have to get the employees task to be done on track as to achieve the organization goal or target. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance. Furthermore, a reward system should be implemented based on the performance of the employees. This is to motivate the employees in order to perform more on their task.

A supervisor is also known as a person with an experience leader, a person who can solve problem and also the role model at the first level of organizational management (Nijman, 2004⁷). Therefore, as an experience leader, the supervisors had always being involved in conducting a training program. The training program that is being conducted are such as establishing the objectives, selecting the trainer, developing a lesson plans, selecting

⁴ Motowidlo, S. J., & Van Scotter, J. R. (1996). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology*, 79, 475-480.

⁵ Sinha, E. S. (2001). The skills and career path of an effective project manager. *International Journal of Project Management*, 19, 1-7.

⁶ Stup, R. (2003). Control the factors that influence employee success. *Managing the Hispanic Workforce Conference*. Cornell University and Pennsylvania State University

⁷ Nijman, D. J. J. (2004). *Differential effects of supervisor support on transfer of training*. Enchede: University of Twente

the program method and techniques that is being used, preparing the materials, scheduling the program and also conduct a training needs analysis.

According to McCoy and Evans (2005⁸), they stated that the elements of physical work environment need to be proper so that the employees would not be stress while getting their job done. In their article, they also stated that the physical element plays an important role in developing the network and relationship at workplace.

According to Amir (2010⁹) there are elements that related to the physical environment. There are two main elements which are the office layout plan and also the office comfort. Amir also stated that a physical workplace is an area in an organization that is being arranged so that the goal of the company could be achieved.

Research study had been done by Landry and Vandenberghe (2012¹⁰). The research study is mainly about how the supervisor commitment can influence the commitment of employees towards the job performance. Research had found that the willingness of the mentoring the employees could result to employees performance (Bauer & Green, 1996).

Bergene et al, (2014¹¹) Research suggests that the employers do not need to use such form of employment as the pay rates are already very low. There is, however, evidence of agency work in event catering. Here employees will not only often be offered zero-hour contracts but will also be required to travel to different locations. Considering the quality of public transport in Dublin, it could be challenging to commute between home and multiple and changing workplaces. This situation often creates a vicious cycle: an individual cannot afford their own car as the wages are very low, yet the daily commute has a negative impact on their quality of life. This issue requires further exploration.

Sorkin (2015¹²) finds that non-pecuniary benefits are important in explaining variance in firm-level wages in the United States, and non-wage benefits could be even more important in developing countries given the general scarcity or weak enforcement of formal regulation. While our firm level measures of working conditions from workers' reports in a household survey are likely imperfect as well – even in the privacy of their homes, workers

⁸ McCoy, J. M., & Evans, G. W. (2005). Physical work environment. In: J. Barling, E. K. Kelloway & M. R. Frone (Eds.), *Handbook of Work Stress*. Thousand Oaks, CA: Sage Publication pp. 219–245

⁹ Amir, F. (2010). Measuring the impact of office environment on performance level of employees: A case of private sector of Pakistan. *Proceedings of the 2nd International Conference of AGBA South Asia Chapter on Nurturing Innovation, Entrepreneurship, Investments and Public Private Partnership - in Global Environment*. Bhurban, Pakistan

¹⁰ Landry, G., & Vandenberghe, C. (2012). Relational commitments in employee- supervisor dyads and employee job performance. *The Leadership Quarterly*, 16, 293–308

¹¹ Bergene, A.C., Jordhus-Lier, D., and Underthun, A. 2014. 'Organizing Capacities and Union Priorities in the Hotel Sector in Oslo, Dublin, and Toronto', *Nordic Journal of Working Life Studies*, 4(3): 119-136

¹² Sorkin, Isaac. 2015. "Ranking Firms Using Revealed Preference." mimeos

may be unwilling to report bad conditions – we nonetheless argue that these measures are the closest we can get to accurate reports of working conditions across firms with an industry.

Rachel Heath, Tyler McCormick (2016¹³) while there is reason to believe that firms are very heterogeneous in developing countries, there is little evidence on how workers are matched to firms. They examine question in the garment industry in Bangladesh during a period in which rapid growth pulled lots of recent migrants from rural areas into the industry. Using a retrospective panel of the wages and working conditions through the career of 991 workers outside Dhaka collected in 2009, they argue that recent migrants are less able to observe working conditions across firms, and thus end up in firms with better wages but worse working conditions. However, as they learn about the industry, they demonstrate a revealed preference for improving their working conditions, compared to their wages.

STATEMENT OF THE PROBLEM

Employees working in service industry around the country face a host of problems. They have no security of tenure, a little bargaining power over wages, and no regulation of working hours or entitlement to paid leave. They have to face number of problems and because of their inexperience and lack of skill they become victims of exploitation. The problems of employees are multifaceted; it should be studied holistically covering economic, legal, social, physical and psychological aspects.

OBJECTIVES OF THE STUDY

- The aim of study is to analyze the effect of working conditions on employee's performance in Insurance industry with reference to Life Insurance Corporation and Max New York Insurance Company at Guntur District, Andhra Pradesh.
- To understand various working conditions factors play crucial role for bringing employee performance among the employees of private and public Insurance companies.
- This study provides a guideline for necessary working conditions requires improving employee performance in Insurance sector.

¹³ Rachel Heath, Tyler McCormick. 2016. "Migrants, Information, and Working Conditions in Bangladeshi Garment Factories." IZA Labor Markets in South Asia Conference, the University of British Columbia, and Michigan, April 12, 2016.

HYPOTHESIS OF PRESENT STUDY

In line with the objectives stated above, the following hypotheses were formulated and tested for the purpose of the study.

H₁: There is no significant difference between the perceptions of employees regarding working conditions provided by the management

H₂: There is no significant difference between the perceptions of employees in their Job Performance

METHODOLOGY OF STUDY

Research Design

In pursuance of the above mentioned objectives and hypotheses, the following methodology was adopted for the study. It is an empirical method based on both primary and secondary data. The first objective of the study was pursued by the collection and analysis of data from secondary sources whereas all the other objectives have been achieved by collection and analysis of primary data.

Sample Design

A random sampling technique was adopted to select the sample respondents. Respondents for the study are selected from Life Insurance Corporation and Max New York Insurance Company companies. Among 500 employees 40% of the employees are working in the Insurance companies are selected as per random method. Accordingly 200 employees were selected from both Insurance companies.

Data Collection

The primary data was collected by conducting interviews with the selected employees in the various branches in Guntur district by using a structured interview schedule. The schedule consisted of few variables under the factors pertaining to working conditions. The researcher had developed a five point rating scale namely 'Nil Extent' - 1, 'Little Extent' - 2, 'Some Extent' - 3, 'Great Extent' - 4 and 'Complete Extent' - 5 for rating the answers to the questions. The respondents were asked to give information on the five point rating scale.

Before the commencement of interview, a sample schedule was given to each respondent and a brief explanation (in English or Telugu) regarding the study was given to

them. Each question/item in the schedule was asked by the interviewer to the respondent employees. Care was taken to give sufficient time to the employees to think over and answer the questions. The respondents were encouraged to express their opinions and suggestions freely and frankly. Before the interview, the respondents were given an assurance that it was an independent and unbiased study and that their responses and opinions would not be disclosed to anyone so as to enable them to be frank, lucid and fearless in expressing opinions. The respondents were interviewed taking into account their time and availability and after obtaining permission from their employers.

LIMITATIONS OF STUDY

Despite the fact that very reliable results that may also be generalized have been arrived at, the researcher would like to point out some unavoidable limitations that have entered into the study. They are stated below:

1. For measuring working conditions five point factors have been considered. There may be other factors having impact on job performance which are not considered for this study.
2. More variables could have been included in the tentatively selected independent variable to make it more conclusive.
3. A comparison of the working conditions among selected Insurance companies have not been made since any standard index of working conditions have not been available
4. In some branch offices limited number of non-managerial employees was present comparatively to managerial employees.

RESULTS AND DISCUSSION

For this study selected Companies were Life Insurance Corporation and Max New York Insurance Company at Guntur District. LIC Company belongs to public sector and Max New York Insurance Company is private owned organizations. The selection intension behind this is to draw comparisons between public limited and private limited systems fallowed by management to bring availability of better working conditions which results to Better Job Performance among employees in their respective organizations.

Table 2.1: DATA ANALYSIS DEPICTS PERCENTAGE RESULTS BASED ON EMPOLYEEES OPINIONS:

S.NO	Working Conditions Attributes	Complete Extent	Greater Extent	Some Extent	Little Extent	Nil Extent
1	Motivating work Environment	47	38	8.5	7.5	4
2	Adequate Physical Working Conditions	30.5	31	21.5	12.5	4.5
3	Good drinking Water Facility	42.5	49.5	8	0	0
4	Good Canteen Facility	2.5	11.5	32	30	24
5	Good Transport Facility	28.5	24	31.5	16	0
6	Good Lunch Room Facility	61.5	24	12	2.5	0
7	Satisfied with duration for rest provided	6.5	24.5	37	20.5	11.5

Sources: Primary Data

Table 2.1 explains the result values using ‘simple percentage technique’ considering frequency of opinions of respondents regarding various considerable attributes of working conditions in the selected units of Insurance industry. The results exhibits that ‘Motivating work environment is only 47% of complete extent is provided by the selected units, 31% of respondents opined that the Greater Extent ‘Adequate physical working conditions are available, whereas drinking water facility is provided at 49.5% Greater extent level. 32% of respondent’s share that the canteen facility is at some extent only, 31.5% of respondents viewed as some extent transport facility are good, 61.5% of respondents said that complete extent Good Lunch room facility is provided in their respective organizations, 37% of respondents said that they are satisfied with work duration to some extent only.

TABLE: 2.2 DATA ANALYSIS DEPICTS MEAN AND STANDARD DEVIATION CALCULATIONS OF WORKING CONDITIONS

Working Condition with reference to Insurance Sector				
Mean	Standard Deviation(SD)	Variance (SD)	Population (SD) σ	Variance P value(σ^2)
3.70	0.78	0.616	0.726	0.528

Table 2.2 shows the result of Mean, standard deviation, variance standard deviation, population standard deviation, p-value. This standard deviation statistical tool is used to analyze overall respondents of selected units for the study and to analyze the significant relationship among respondents about different attributes. The result shown here is 0.528 and

it says as per standards there was significant relation on working conditions & performance of employees followed by management of both selected Insurance units for the study. Working conditions of the sectors under study shows that most of the employees expressed their satisfaction for the facilities provided by the management from their respective organizations. Majority of respondents said that their work environment is totally motivating at complete extent. Regarding physical working conditions most of the respondents expressed their considerable satisfaction only. Facilities like water, canteen, transport, lunch room and so on are provided by selected units for the study is satisfied to greater extent is shared by respondents.

TABLE: 2.3 – DATA ANALYSIS DEPICTS CO-RELATION COEFFICIENT & VARIANCE RESULTS BASED ON EMPOLYEEES OPINIONS

S.NO	WORKING CONDITIONS DETERMINANTS	CO-RELATION COEFFICIENT OF AMONG SELECTED INSURANCE UNITS	VARIANCES AMONG RESPONDENTS WITH IN SELECTED Insurance companies
1	Motivating work Environment	0.92	372.2
2	Adequate Physical Working Conditions	0.93	112
3	Good drinking Water Facility	0.95	476.8
4	Good Canteen Facility	0.20	213.4
5	Good Transport Facility	0.41	182.2
6	Good Lunch Room Facility	0.99	504.4
7	Satisfied duration for rest	0.67	137.2

Sources: Primary Data

From the table 2.2 it is inferred that data has been analyzed using techniques like co-relation coefficient and variances among respondents in Insurance companies. The result shows regarding working conditions provided by the companies selected of the study in Insurance sector. Most of the respondent's views are positives for determinants like motivating work environment, physical working conditions, lunch room facility, good drinking water. But from the result table it inferred that canteen facility or transport facility is not at all provided by management in their branches. It is also understood that variance opinions among employees in both companies are less significant difference only.

Table 2.4 DATA ANALYSIS RESULT TABLE SHOWING “FACTORS TO IMPROVE PERFORMANCE OF EMPLOYEES IN SELECTED INSURANCE UNITS UNDER STUDY”:

VARIABLES	NO. OF RESPONDENTS	PERCENTAGE (%)
High wages	80	40
Improved Environment	55	27.5
Compact supervision	10	5
Training and Development	45	22.5
None of the above	10	5
TOTAL	200	100

From Table 2.4, 40% of the respondents require high wages to improve their performance. 27.5% of the respondents need improved work environment to improve their performance. 5% indicated compact supervision to improve their performance and 22.58% of the respondents indicated regular training and development as a basis to improve their performance. 5% of the respondents did not know how to improve their performance.

TESTING OF HYPOTHESIS

Having made a sagacious effort to study the role of Working Conditions with special reference to “Life Insurance Corporation and Max New York Insurance Company”, the hypothesis formulated has been tested and proved.

H1: There is no significant difference between the perceptions of employees regarding working conditions provided by the management

There is significant relationship between the perceptions of employees of Life Insurance Corporation and Max New York Insurance Company branches in selected areas under study and factors of working conditions like Motivating work Environment, Adequate Physical Working Conditions, Good drinking Water Facility, Good Canteen Facility, Good Transport Facility, Good Lunch Room Facility, Satisfied duration for rest in Insurance industry. Using 95% significance level, the result of T-calculated was 3.66 and T-Tabulated at 60 degrees of freedom is 2.00. Since T- calculated is greater than T-tabulated, we accept the null hypothesis and reject the alternative hypothesis.

H2: There is no significant difference between the perceptions of employees in their Job Performance

Regarding Perception of employees, it is found that the influencing performance factors of working conditions are affected and is proved to be true of Life Insurance Corporation and Max New York Insurance Company branches in selected areas under study and factors of performance like High wages, Improved Environment, Compact supervision,

Training and Development. Using 95% significance level, the result of T-calculated was 3.84 and T-Tabulated at 60 degrees of freedom is 2.00. Since T- calculated is greater than T- tabulated, we accept the null hypothesis and reject the alternative hypothesis.

RECOMMENDATIONS OF THE STUDY

Cross-cutting proposals: While interventions on employment conditions need to be conducted at the organizational and job level, “upstream” action on employment and working conditions (especially through employment regulations, social policies and workplace standards) is expected to be more effective in reducing inequalities among employees and should be the key focus of action. Management should pass regulations to reduce work stress and have to take health and safety measures accordingly. **Guaranteed paid sick days** for all employees need to standardize. **Facilitate employees’ ability** to organize collectively for better working conditions.

To achieve better employment and working conditions, **public economic, social and health policies and interventions** require the implementation of integrated inter-sectorial actions and programmes, where policy-makers, government, workers and community organizations need to be actively engaged.

Efforts to **reduce social inequalities in recognition** should be understood, in general, as part of global and local integrated economic and social policies and, in particular, of specific public services and occupational programmes and interventions. **Ensure access to refreshment breaks** to protect employee’s health and dignity.

Development of information systems that include Insurance services and equity among employees is critical to this end, together with follow-up and impact on policies and programmes for mitigating and reducing employee inequities among employees. It is necessary, that, to carry out studies that facilitate the knowledge and use of the employment indicators most adequate for surveillance and monitoring of inequalities of relations among employees. There is also an urgent need to expand the evaluation and monitoring of policies and interventions in the short, mid and long-term, especially in low-income countries, small-size firms and rural settings.

Corporate organizations that must survive and grow particularly in a competitive business environment must ensure that **appropriate environment for increased work performances** are created. There are strong indications that a lot need to be done by employers to provide a suitable work environment such as would meet employees’ expectation, increase to stimulate job satisfaction and in effect enhance performance of the

work force. A number of **physical facilities and psychological factors** that are considered appropriate for enhancing performance are currently employee's expectation.

CONCLUSION

The aim of the present study is to investigate the Standardization of working conditions among employees of Insurance sector. It is not a single factor which determines the job performance in Insurance employees'. Factors like work overload, ambiguity, pressure, confliction etc. are responsible for job performance. Working conditions have become leading feature of modern life. It has wide-ranging effects on employees' behavior and adjustments as well as off the job. A substantial portion of organization research involves the study of working conditions among employees. A large number of problems related to employee satisfaction, declining levels of performance and competence is related to lack of work environment. Maximizing Job Performance in the future would be part of company policy and be seen as an imperative strategy to target better employee satisfaction. Canteen Facility is not provided by management in selected units which also effects employee's performance in time management system, as majority of respondents opined that they have not satisfied for resting time in between working hours which results to stress among employees.

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