"A COMPARATIVE STUDY OF EMPLOYEE MORALE IN SELECTED PUBLIC AND PRIVATE LIFE INSURANCE COMPANIES IN VISAKHAPATNAM DISTRICT
(A CASE STUDY OF LIC VS ICICI PRUDENTIAL LIFE INSURANCE COMPANIES)"

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Abstract

This study compares employee morale in public and private life insurance companies in Visakhapatnam, focusing on LIC and ICICI Prudential. Using a structured questionnaire administered to 300 employees, it explores factors influencing morale—job satisfaction, leadership, rewards, culture, career growth, and work-life balance—alongside demographic variables. LIC employees reported stable morale due to job security and benefits, despite limited autonomy. ICICI employees showed higher morale from performance-based rewards and career opportunities, tempered by job insecurity and stress. Statistical analysis revealed significant differences between the two groups. The study underscores the need for balanced HR strategies to enhance morale and organizational performance.

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Li-Su Huang(2010) in his study on ─Applying Knowledge Management in the Life Insurance Industry – Evidence from Taiwan to investigate the adoption and applications of KM in the life insurance industry, they extensively reviewed the relevant theories along with previous studies and conducted empirical studies among Taiwan life insurance enterprises. This study enlightens our understating of the employee's perceptions on KM, their attitudes toward KM adoption and their KM activities in practice. The findings also help life insurance enterprises, particularly those embarking on KM in Taiwan, realize that they should well promote KM projects, solve the possible problems involved in employing KM, and generate the subjective norm in which employees are encouraged and motivated to adopt and apply KM. This study can be extended through further examination of the casual relationships among the perceptive factors, employee's attitudes and their KM activities which are important in implementing KM in these organizations. The researchers attempt to further probe into the phenomenon of KM adoption and diffusion in the future by utilizing structural equation modeling techniques. Besides, the external factors which would influence the employee's perceptions on KM and the effects of KM activities on the organizational performance are also worthwhile more investigation.

Min Li (2008) in her thesis on ─Factors Influencing Households' Demand for Life Insurance This study developed a comprehensive model of households' demand for either term or cash value life insurance. The models included 28 independent variables classified as demographic factors (age, education, employment status, health status, number of children, and marital status), economic factors (income, homeownership, debts, as well as portfolio elements such as liquid assets, certificates of deposit, mutual funds, bonds, stocks, individual retirement accounts, annuities, other miscellaneous financial assets, and nonfinancial assets), and psychographic factors (attitudes toward risk, attitudes toward leaving a bequest, and life expectancy). The analysis used a Heckman two-stage model that allowed the effect of the independent variables on the probability

of purchasing life insurance to differ from the effect on amount of life insurance purchased. The data used in this study were from the 2004 Survey of Consumer Finances (SCF). The descriptive statistics indicated that, in 2004, 40% of households owned term life insurance, 14% owned cash value life insurance, 11% held both types of life insurance, and 35% of households did not have any life insurance. Compared to term life insurance holders, cash value life insurance holders were older, more educated, less risk-taking, more likely to own a home, expected to live longer, and had more positive attitudes toward leaving bequests. Households that held term life insurance reported better health and were more likely to be employed than those that held cash value life insurance. Households without any life insurance were relatively young, less educated, unemployed, not married, and renters; they expected to die in their 70s, had low income, were not concerned with leaving a bequest, and preferred not to take risks.

Sixin Sheng (2007) in his thesis —Organization, Work And Emotional Alienation: Study of Life Insurance Agents In Xiamen found that, Chinese life insurance agents experience a series of emotional ambivalence at both work and home. In order to cope with emotional ambivalence, life insurance agents turn to various behavioral and cognitive strategies. However, all of these coping strategies were found to be limited in terms of their effectiveness. The most important source of life insurance agents dilemma lies in their work ideology —embedding insurance into life, embedding life into insurance which also helps agents to survive in the industry. However, this work ideology results in the blurry boundary between work and life. In the case of life insurance agents, the blurred boundary between life and work does not bring workers

RESEARCH GAP

From the above review of literature, it can be observed that, the studies in Insurance sector confine to financial and marketing aspects. Very few studies are available on HR related aspects. Very few studies on motivational and morale aspects are available. Hence there is a need for the present study.

OBJECTIVES OF THE STUDY

The present study is undertaken with the following objectives.

- To compare the views of employee's on various aspects relating to Morale in selected Life Insurance Companies in Visakhapatnam District.

- To identify the factors which are creating uncomfortable to the employee's of selected Life Insurance Companies in Visakhapatnam District.

NEED OF THE STUDY

The earlier studies on Life Insurance proves that, organization performance is completely depends on its employee performance. Employee performance is depending on his/her Morale levels towards their job/organization. Employee morale plays a wide role to produce more with less expensive of resources and time.

The main purpose of this study is to evaluate and compare the employee views and feelings about their job roles and responsibilities and various positive and negative morale factors which are causing them to stick to their jobs and left their jobs in both the selected public and private life insurance companies. This research data has been used to know and compare the employee feelings, expectations, and problems, opinions of various morale and de- morale factors.

HYPOTHESIS OF THE STUDY

For present study public life insurance company- Life Insurance Corporation of India (LIC) and the private life Insurance company ICICI Prudential Life Insurance employees of Visakhapatnam district are selected and the following hypothesis is generated.

1. **H0: Null Hypothesis**: There is no association between the LIC employee's attitude towards the work, levels of satisfaction of pay structure, employee's relation with their co-employees with their years of experience.

    H1: Alternative Hypothesis: There is an association between the LIC employee's attitude towards the work, levels of satisfaction of pay structure, employee's relation with their co-employees with their years of experience.

2. **H0: Null Hypothesis**: There is no association between the ICICI Prudential Life Insurance employee's attitude towards the work, levels of satisfaction of pay structure, employee's relation with their co-employees with their

years of experience.

H1: Alternative Hypothesis: There is an association between the ICICI Prudential Life Insurance employee's attitude towards the work, levels of satisfaction of pay structure, employee's relation with their co-employees with their years of experience.

3. **H0: Null Hypothesis**: There is no significance difference between the variables of Strongly Agree, Somewhat Agree, Neutral, Somewhat Disagree and Strongly Disagree of the Morale related questions in Table no 5.2 of LIC data.

    H1: Alternative Hypothesis: There is a significance difference between the variables of Strongly Agree, Somewhat Agree, Neutral, Somewhat Disagree and Strongly Disagree of Morale related questions in Table no 5.2 of LIC data.

4. **H0: Null Hypothesis**: There is no significance difference between the variables of Strongly Agree, Somewhat Agree, Neutral, Somewhat Disagree and Strongly Disagree of the Morale related questions in Table no 5.3 of ICICI Prudential Life data.

    H1: Alternative Hypothesis: There is a significance difference between the variables of Strongly Agree, Somewhat Agree, Neutral, Somewhat Disagree and Strongly Disagree of the Morale related questions in Table no 5.2 of ICICI Prudential Life data.

RESEARCH DESIGN AND METHODOLOGY

SAMPLE

Primary data was gathered through structured questionnaire and for this purpose employees of LIC and ICICI Prudential Life Insurance are selected randomly across the Andhra Pradesh-Visakhapatnam district branch offices. Total 360 employees 180 from LIC and 180 from ICICI Prudential Life Insurance are selected at different levels (Branch managers, Senior Sales Managers, Sales managers, Assistant Sales Mangers, Unit managers, Front office executives, Development Officers, Clerks, and below clerical level cadres) randomly and collected their views with a structured questionnaire in Visakhapatnam District.

SOURCES OF DATA COLLECTION

The present study contains mainly two sources of data that is, Primary data and Secondary data. Primary data sources and secondary data sources was clearly discussed at method of data collection.

METHOD OF DATA COLLECTION

Primary Data

As the aim of this study is to evaluate and compare the views of Employees on various Morale and de-Morale related factors. For this purpose Public and Private life insurance companies, i.e. ‗Life Insurance corporation of India' (LIC) employees (Branch Managers, Development Officers, Supervisory and Clerical staff, Subordinate staff) and one of the leading Private life insurance company ‗ICICI Prudential Life Insurance Company' employees (Unit Managers, Asst. Sales Managers, Front office executives and subordinate staff) were selected randomly at different levels of the organization across the company branches of Visakhapatnam District.

The Primary data has been collected through structured questionnaire contains open ended questions, multiple choice questions, fill in the blanks, rating questions and distributed across the sample size and the data was gathered and analyzed based on the questionnaire results and the personal interviews held with them.

Secondary data

Secondary data constitutes the main source of information, suitable for the purpose of present research work. The sources of secondary data was Annual Reports of the companies and IRDA, Directors and Auditors report, IRDA, IJM, Indian Life insurance, Life Insurance Today, Business India, Business Today Journals, Asia Insurance Post, The Insurance Times, Journal of Insurance Institute of India, Insurance Chronicle (ICFAI), Daily papers and government reports relating to the issues under study. Experts in the field were also approached for the purpose of discussion to understand the problem in right perspective. The work of academicians on the subject has also been consulted for the purpose analysis. The researcher also referred to various websites that have previous

research studies and empirical investigations.

DATA ANALYSIS

For the purpose of analysis and presentation, version 19 of the software Statistical Package for the Social Sciences (SPSS)' commonly used for statistics and mathematical reasons were frequently used for carrying out accurate results. For analyzing the research result various statistical tools like Chi-Square, T-Test, Z-Test and Factor analysis are applied and also to present the research results various bar diagrams, pie charts, column charts, line charts, cylinder charts, cone charts and pyramid charts were used.

SIGNIFICANCE OF THE STUDY

Life Insurance is the fastest growing sector in India since 2000 as Government allowed Private players with the foreign company partnership up to 26%. Nearly 80 per cent of Indian population is without life insurance cover. And this part of the population is also subject to weak social security with no retirement income security. In 2003, the Indian insurance market ranked 19th globally and was the fifth largest in Asia. This it is an indicator that growth potential for the insurance sector is immense.

Employee morale can make or break the business. Employees with higher morale have a better attitude, maintain higher customer service levels and are more productive. Positive employees have better focus, more dedication and are more loyal to the company. When an employee is happy with their job they will be more likely to put in extra effort to contribute to their work. When an employee is fully concentrating on their work, great things can happen for the company. Satisfied employees will be more likely to create new ideas and generate revenue for the business. On the other hand, bad morale reduces efficiency and productivity, spreading through an organization quickly from just a handful of disgruntled employees if left unchecked.

Turnover of the insurance organizations is fully depending on the performance of its employees. Employees can contribute more if they had more positive morale towards their job and organization. It is a proven fact that, In India

insurance business is very competitive and giving much priority for the talented and productive employees. There is one public sector (LIC) and 23 private players under the control of IRDA are doing life insurance business in India. But as per the IRDA reports LIC itself gained 69.78% of market share and all the other private life insurers achieved 30.22% market share for the financial year 2010-11.

In this regard it is very interesting issue to do research and compare in between both the selected sector/company employee views on various morale factors which are causing them for more productive and unproductive. This research data will helpful to adopt various techniques and procedures from the productive organization employees and to implement the same in other organizations to improve the productivity.

LIMITATIONS OF THE STUDY

The study has the following limitations:

1. Even though there are 24 life insurance companies under IRDA only Life Insurance Corporation of India and ICICI Prudential Life Insurance are taken for the study as the LIC is the only Public Life Insurance sector and ICICI is one of the leading Private Life Insurance sector.

2. The study was limited to the employee views of Andhra Pradesh Visakhapatnam district only.

3. The data and employee views collected may get changed periodically as time factor is applicable to this data.

There is a chance of bias being intruded in the response of the respondents, but necessary care is taken to reduce the bias with the help of statistical techniques.

Chi-Square Test

H0: Null Hypothesis: There is no association between the LIC employee's styles of supervision and level of satisfaction of with supervision style.

H1: Alternative Hypothesis: There is an association between the LIC employee's styles of supervision and level of satisfaction with supervision style.

To check the above hypothesis the following LIC data was taken.

LIC Employees Styles of supervision * LIC Employees Level of

satisfaction with their supervision style
Cross tabulation

		Rate of attitude towards the work					Total
		Very much satisfied	Much satisfied	Average	Dissatisfied	Very much dissatisfied	
Styles of Super vision	Authoritative	7	9	0	0	0	16
	Communicative	28	31	0	0	0	59
	Participative	6	39	1	0	0	46
	Consultative	35	7	6	0	0	48
	Dictatorship	8	2	1	0	0	11
Total		84	88	8	0	0	180

The Result of Chi-Square test for the above table is

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	57.416	8	.000
Likelihood Ratio	64.533	8	.000
Linear-by-Linear difference	1.368	1	.242
N of Valid Cases	180		

a. 5 cells (33.3%) have expected count less than 5. The minimum expected count is .49.

Conclusion:

As the above result table shows the value of Chi Square is 57.416, which is > to table value 21.03 at 0.05 significance level. So it is concluded that there is an association between the LIC employee's styles of supervision and level of satisfaction with supervision style.

Table-V.4B
Chi-Square Test

H0: Null Hypothesis: There is no association between the ICICI Prudential Life Insurance employee's styles of supervision and level of satisfaction with supervision style.

H1: Alternative Hypothesis: There is an association between the ICICI Prudential Life Insurance employee's styles of supervision and level of satisfaction with supervision style.

To check the above hypothesis the following ICICI Prudential Life Insurance data was taken.

Styles of supervision * Level of satisfaction with the supervision
Cross tabulation

		Rate of attitude towards the work					Total
		Very much satisfied	Much satisfied	Average	Dissatisfied	Very much dissatisfied	
Styles of Super vision	Authoritative	0	0	0	26	24	50
	Communicative	0	0	24	8	0	32
	Participative	0	0	38	0	0	38
	Consultative	0	20	0	0	0	20
	Dictatorship	10	30	0	0	0	40
Total		10	50	62	34	24	180

The Result of Chi-Square test for the above table is

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	349.145	16	.022
Likelihood Ratio	377.896	16	.014
Linear-by-Linear difference	150.741	1	.001
N of Valid Cases	180		

a. 8 cells (32.0%) have expected count less than 5. The minimum expected count is 1.11.

Conclusion:

As the above result table shows the value of Chi Square is 349.145, which is > to table value 21.03 at 0.05 significance level. So it is concluded that there is an association between the ICICI Prudential Life Insurance employee's styles of supervision and level of satisfaction with supervision style.

In both the Tables V.4A & V.4B the null hypothesis is rejected. And it is proved that in both the companies LIC and ICICI Prudential Life Insurance there is an association between styles of supervision and level of satisfaction with

supervision style.

Table-V.5A
Chi-Square Test

H0: Null Hypothesis: There is no association between the LIC employee's job security and level of job stress.

H1: Alternative Hypothesis: There is an association between the LIC employee's job security and level of job stress.

To check the above hypothesis the following LIC data was taken.

LIC Employees Job security * LIC Employees level of job stress
Cross tabulation

		Rate of attitude towards the work				Total
		Mild	Moderate	Severe	Extreme	
You have security in your job	Yes	67	38	29	38	172
	No	0	3	3	2	8
Total		67	41	32	40	180

The Result of Chi-Square test for the above table is

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.774	3	.123
Likelihood Ratio	8.197	3	.042
Linear-by-Linear difference	2.363	1	.124
N of Valid Cases	180		

a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is 1.42.

Conclusion:

As the above result table shows the value of Chi Square is 5.774, which is < to table value 21.03 at 0.05 significance level. Hence the null hypothesis is accepted. So it is concluded that there is a no association between the LIC employee's job security and level of job stress.

Table-V.5B

Chi-Square Test

H0: Null Hypothesis: There is no association between the ICICI Prudential Life Insurance employee's job security and level of job stress.

H1: Alternative Hypothesis: There is an association between the ICICI Prudential Life Insurance employee's job security and level of job stress.

To check the above hypothesis the following ICICI Prudential Life Insurance data was taken.

ICICI Pru Employees Job security * ICICI Pru Life level of job tress Cross tabulation

		Rate of attitude towards the work				Total
		Mild	Moderate	Severe	Extreme	
You have security in your job	Yes	0	0	0	8	8
	No	30	60	40	42	172
Total		30	60	40	80	180

The Result of Chi-Square test for the above table is

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21.767	3	.016
Likelihood Ratio	21.488	3	.023
Linear-by-Linear difference	14.256	1	.011
N of Valid Cases	180		

a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is 1.33.

Conclusion:

As the above result table shows the value of Chi Square is 21.767, which is > to table value 21.03 at 0.05 significance level. Hence the null hypothesis is rejected. So it is concluded that there is an association between the ICICI Prudential Life Insurance employee's job security and level of job stress.

In the Table V.5A the null hypothesis is accepted. Whereas incase of Table V.5B the null hypothesis is rejected. Which means statistically it is proved that in LIC there is no association between the employee's job security and their level of job stress. But in ICICI Prudential Life Insurance it is proved that, there is an association between the employee's job security and level of Job stress.

T-Test

The t-test is a statistical test that is used to determine if there is a significant difference between the mean or average scores of two groups. The t-test essentially does two things:

First, it determines if the means are sufficiently different from each other to say that they belong to two distinct groups. This is done by getting the average score of each group, and then getting the difference of the two means.

"t" is the difference between two sample means measured in terms of the standard error of those means, or "t" is a comparison between two groups means which takes into account the differences in group variation and group size of the two groups. The statistical hypothesis for the "t" test is stated as the null hypothesis concerning differences.

t test for comparing two means (independent samples, variances equal):

$$t = \frac{(\bar{X}_1 - \bar{X}_2) - (\mu_1 - \mu_2)}{\sqrt{\frac{(n_1 - 1)s_1^2 + (n_2 - 1)s_2^2}{(n_1 + n_2 - 2)}}\sqrt{\frac{1}{n_1} + \frac{1}{n_2}}}$$

(d.f. $= n_1 + n_2 - 2$)

Formula for the confidence interval for difference of two means (small independent samples, variances equal):

$$(\bar{X}_1 - \bar{X}_2) - t_{\alpha/2}\sqrt{\frac{(n_1 - 1)s_1^2 + (n_2 - 1)s_2^2}{n_1 + n_2 - 2}} \cdot \sqrt{\frac{1}{n_1} + \frac{1}{n_2}}$$

$$< \mu_1 - \mu_2 <$$

$$(\bar{X}_1 - \bar{X}_2) + t_{\alpha/2}\sqrt{\frac{(n_1 - 1)s_1^2 + (n_2 - 1)s_2^2}{(n_1 + n_2 - 2)}} \cdot \sqrt{\frac{1}{n_1} + \frac{1}{n_2}}$$

and d.f. $= n_1 + n_2 - 2$.

t test for comparing two means for dependent samples:

$$t = \frac{\bar{D} - \mu_D}{s_D/\sqrt{n}} \quad \text{where} \quad \bar{D} = \frac{\Sigma D}{n} \quad \text{and}$$

$$s_D = \sqrt{\frac{\Sigma D^2 - [(\Sigma D)^2/n]}{n - 1}} \quad \text{(d.f.} = n - 1)$$

Correlation Coefficient

The correlation coefficient, denoted by r, is a measure of the strength of the straight-line or linear relationship between two variables. The correlation coefficient takes on values ranging between +1 and -1. The following points are the accepted guidelines for interpreting the correlation coefficient:

1. 0 indicates no linear relationship.

2. +1 indicates a perfect positive linear relationship: as one variable increases in its values, the other variable also increases in its values via an exact linear rule.

3. -1 indicates a perfect negative linear relationship: as one variable increases in its values, the other variable decreases in its values via an exact linear rule.

4. Values between 0 and 0.3 (0 and -0.3) indicate a weak positive (negative) linear relationship via a shaky linear rule.

5. Values between 0.3 and 0.7 (0.3 and -0.7) indicate a moderate positive (negative) linear relationship via a fuzzy- firm linear rule.

6. Values between 0.7 and 1.0 (-0.7 and -1.0) indicate a strong positive (negative) linear relationship via a firm linear rule.

7. The value of r squared is typically taken as ―the percent of variation in one variable explained by the other variable,‖ or ―the percent of variation shared between the two variables.‖

8. Linearity Assumption. The correlation coefficient requires that the underlying relationship between the two variables under consideration is linear. If the relationship Chi Square value is known to be linear, or the observed pattern between the two variables appears to be linear, then the correlation coefficient provides a reliable measure of the strength of the linear relationship. If the relationship Chi Square value is known to be nonlinear, or the observed pattern appears to be nonlinear, then the correlation coefficient is not useful, or at least questionable

Correlation coefficient:

$$r = \frac{n(\Sigma\ xy) - (\Sigma\ x)(\Sigma\ y)}{\sqrt{[n(\Sigma\ x^2) - (\Sigma\ x)^2][n(\Sigma\ y^2) - (\Sigma\ y)^2]}}$$

The main Aim of the using T-Test and Correlation coefficient in the present chapter is to compare and find the relation and comparison in between the LIC and ICICI Prudential Life insurance employee views statistically on the Morale factors of

Table No-6.1

| Q. No | Research Question | Survey Result | | | | | |
| | | LIC | | | ICICI | | |
		Yes	No	Total	Yes	No	Total
15	Are you satisfied with your pay structure?	154	26	180	140	40	180
17	Do you feel that you have good relation with your co-employees?	168	12	180	162	18	180
26	Do you have security in your job?	157	23	180	08	172	180
36	All the applicable HR policies of your company were well communicated to all the employees	172	08	180	170	10	180
38	Do you have the opportunities to participate in the training and development Programmes?	156	24	180	164	16	180
43	Does your management well inform about new policies with employees?	120	60	180	160	20	180
45	Will you have sufficient time for your personal/family and social life?	154	26	180	74	106	180
46	Your physical environment is green and eco-friendly.	138	42	180	74	106	180

From the above Table No-5.1 of data the LIC figures of Yes opted and ICICI Prudential Life Insurance figures of Yes opted were selected to compare the variance through T-Test.

Table-V.6

T-Test

H0: Null Hypothesis: There is no significance difference between the LIC and ICICI Prudential Life Insurance Yes opted employee views.

H1: Alternative Hypothesis: There is a significance difference between the LIC and ICICI Prudential Life Insurance Yes opted employee views.

From the above Table No-5.1 data the LIC figures of Yes opted and ICICI Prudential Life Insurance figures of Yes opted were selected to check the above hypothesis.

T-Test

Paired Samples Statistics

	Mean	N	Std. Deviation	Std. Error Mean
LIC	152.38	8	16.578	5.861
Pair 1				
ICICI Pru Life	119.00	8	59.723	21.115

Paired Samples Correlations

		N	Correlation	Sig.
Pair 1	LIC & ICICI Pru Life	8	.087	.838

The following suggestions are given based on the views of selected insurance company employee's and observations of the investigator.

- The growth of insurance business development can directly influence the country's economic growth, so the government of India has to cooperate more and has to encourage more for the growth of insurance business in India.

- The Government and Insurance companies have to increase the awareness in public about life insurance and its significance to life for more no of lives cover.

- As the many studies proved in India insured population is less than the uninsured population, insurance companies have to develop its own strategies to attract the uninsured lives.

- Insurance companies have to attract the young and dynamic managers to improve their business, most of the young graduates are moving to other sectors because of the negative mouth publicity of the existing employees.

- Insurance companies must encourage its employees and they have to give enough time to understand the market and start performing.

- Insurance companies have to re-think about the stress and business pressure given to its employees, strictly implementing cost to company policy may hurt the employees and it may result to the negative publicity about the industry.

- As the employee morale is main cause of their productivity, the insurance companies have to concentrate more on the successful implementing of morale factors and collecting the timely feedback.

- The organizations must ensure long run services from its employees for a constant and improved result.

- The organizations have to provide enough opportunities to its employees to learn new things and to avoid the routine work.

- Providing enough opportunities to make use of employee's skills apart from their regular job will improve the multi talents of the employees.

- Employee treatment in the organizations must be up to the satisfaction level of the employees.

- Most of the employees in both the companies are not feeling good about their working conditions, the organizations have to think and redesign the working conditions of its employees.

- Arranging the recreational activities will help the employees to forget their stress, the organization has to arrange recreational activities as many as possible to improve the employee morale.

- The organizations must ensure that, their pay structure towards their employee's contribution is always better of the industry.

- The style of supervision will not hurt the employees, it should be flexible but result oriented.

- Recognizing the performers will boost the non-performers also. Arranging the reviews and appreciating the performers is always improving the morale for employees.

- The organizations should encourage the employee participation in taking the tasks. So that we can reduce the ego problems between the superiors and subordinates.

- Job security feeling is another big issue for any employee. The organization should develop the feeling that, as long as the organization is good, the employees are secured.

- Encouraging the capability and providing the further opportunities and responsibilities will defiantly help the organization for its speedy growth.

- The employees should have the access with top management to avoid the indirect/barriers in communication.

- The organization should develop a family atmosphere at office, so that the employees may forget their strain and felt that they are working for their family.

- It is always gives better result, by providing the enough training and development opportunities for the employees.

It is also important for the employees to spend with their family. The organizations will not disturb them during the non-office hours, festivals and holidays.

Conclusion:

This study offers a comparative analysis of employee morale in LIC and ICICI Prudential in Visakhapatnam. It reveals that LIC employees value job security and organizational loyalty, while ICICI Prudential staff are driven by incentives and growth opportunities. Despite structural differences, both groups emphasize leadership, recognition, and a supportive work environment as key morale boosters. While financial benefits matter, non-financial aspects like culture and communication are equally critical. The study recommends tailored HR strategies—LIC should adopt flexible, performance-driven policies, and ICICI Prudential should enhance job security—to strengthen morale, boost productivity, and maintain competitiveness in the evolving insurance sector.

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