

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT

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**THE EFFECT OF PROCESS EFFECTIVENESS ON CUSTOMER ENGAGEMENT: AN EMPIRICAL STUDY OF INSURANCE COMPANIES IN INDIA****Dr. MANISH BADLANI****ASST. PROFESSOR****DEPARTMENT OF MANAGEMENT STUDIES****GOVERNMENT ENGINEERING COLLEGE****AJMER****Dr. RITIKA MOOLCHANDANI****ASST. PROFESSOR****DEPARTMENT OF MANAGEMENT STUDIES****BHAGWANT UNIVERSITY****AJMER****SHYAM BIHARI DUBEY****RESEARCH SCHOLAR****DEPARTMENT OF MANAGEMENT STUDIES****BHAGWANT UNIVERSITY****AJMER****ABSTRACT**

*Effective process effectiveness is the most significant tool to improve the performance of any organization in the long run and help to increase customer engagement. The main purpose of this article is to empirically examine the factors influencing the process effectiveness of the Insurance Companies operating in India. Process effectiveness in the insurance sector is the key factor of customer engagement in any organization and the success of any organization depends on the settlement of claims services decisions regarding the various insurance branch distribution channels. Insurer plays a remarkable role to provide the fast claim settlement in the various branches. The main aim of the study is to explore the opportunities of customer engagement in the insurance sector and provide very practical and result oriented authentic information to companies related to the insurance sector. For the purpose of the study, 300 respondents from Uttar Pradesh and NCR were taken through 12 insurance companies. This paper provides practically remarkable information about the process of effectiveness in the insurance sector. This study explores the direction to practitioners for understanding the essence of the process effectiveness of the insurance services and to procure competitive advantage.*

**KEYWORDS**

customer engagement, process effectiveness, insurance sector.

**JEL CODES**

G40, G22, M30.

**INTRODUCTION**

The insurance industry is facing stiff competition in the market but due to this, the insurer is struggling in the market to sustainable growth. The major responsibility before the insurer is how to boost up the claim settlement services and provide error-free qualitative services to their customers. By adopting traditional approaches, the insurer has been not successful to maintain the quality of process effectiveness and not able to raise the productivity of the insurance sector. In the modern scenario, the business environment is dynamic by nature so that the insurance sector has to modify as per the demand of the market. Cost management factor is very important to penetrate in any market and it is very important for every firm how to capitalize its resources to achieve profit maximization. Due to maturity in the market, the insurer has to face structural challenges problems. Process effectiveness varies across insurance product lines and regions.

In the present era, companies are assured to gain competitive advantages, and for this purpose, it focuses on process effectiveness is a major task for companies. Process effectiveness techniques have continuously evolved from process activities and workflow management to process management.

Process effectiveness helps an organization to monitor and optimize their process continuously, while each company's processes and needs are different, process effectiveness enables any organization to enhance its operational efficiencies on a regular basis, thereby providing a competitive advantage. The task of handling the claim process is very challenging and faster claim processing is the major factor to influences customer engagement in the insurance sector.

The major objectives of the study are to examine the efficiency and claim settlement process in the Indian insurance industry. Some other objectives also include error-free services, recruitment policy, penetration, appearance & behavior of the staff, investigating the training and development program for claim management.

**OBJECTIVE OF THE STUDY**

The main objective of the study is to study the factors influencing process effectiveness on customer engagement by the offered services of insurance companies in UP and NCR. The major objective is to study the process effectiveness with reference to branch service.

**RESEARCH HYPOTHESIS**

H1: Process effectiveness does not impact on customer engagement in the insurance sector

**RESEARCH METHODOLOGY**

Research Methodology develops the platform of the methods applied to a field of study. It explores the need for research, research approach, research design, data collection methods, and analysis techniques of data. Further, it also focuses on the validity and reliability of research as per the norms of standardization.

**RESEARCH DESIGN**

Research design is the framework of the research method and techniques chosen by a researcher. The design of the research topic explains the type of research which has opted for this study is the descriptive research design. The main objective of the study is to determine the factors which affect customer engagement in the insurance sector which ultimately leads to customer satisfaction towards the insurance policies in the insurance sector. A selected no. of insurance companies operating in Uttar Pradesh and NCR were chosen for the study.

**SAMPLE PROFILE OF POPULATION**

The sample size of the research is 300. Out of 300 population size of the sample, most of the respondents belong to NCR and U.P., 90.7% are male and 9.3% are females. The marital status of respondents reflects that 82% are married and 18% are unmarried. Criteria for the distribution of the sample are based on age, academic qualification, profession, annual income, and status of usage insurance plan that are shown respectively.

**DEMOGRAPHIC PROFILE OF POPULATION**

The demographic profile of respondents reflects that most of the respondents belong to NCR and Uttar Pradesh. Further, out of 300 respondents, 90.7% of respondents are male and 9.3% are females. The age demographic of respondents shows that most of the respondents belong to the age group of 30 to 45 years. Most of the respondents are married (82%) under the age group (30-45 years). Most of the respondents are highly qualified. The segmentation of respondents according to their qualification are 56% having graduation degree, 20% post-graduation, 7.3% others, and 16.7 below graduation. As far as a concern with profession demographic that most of the respondents are working in the Private sector that is 62.3% in the Private sector, 14.3 in the Govt. sector, 16.7% in Business, and 6.7% in others. In addition, one of the most important demographic factors is the annual income of the respondents. Majority of respondents were earned up to 5 lakhs but the second category of income group (5-10 lakh) play a significant role in the engagement of customer in the insurance sector. Majority of population size were influenced to buy short term plan (1-50 years but in the second majority of respondent were preferred to use the long term plan (more than 15 years)

**FOCUS AND SCOPE OF THE STUDY**

The present study has been undertaken to study has analyzed the factors which affect the process effectiveness of customer engagement in the insurance sector. More specifically, this study attempts to explore the factors which affect customer engagement in the insurance sector. This study is restricted to major cities and districts of Uttar Pradesh and NCR.

**ANALYSIS OF DATA AND INTERPRETATION**

This chapter reflects the analysis and interpretation of data that was collected for a research study. After collecting data, the process of analysis is the major stage to find the conclusion of the research study. The main two basic tools are used to analyze the data that are SPSS 19 & Microsoft Excel. The statistics results were presented in tabular and graphical form.

Data Interpretation is the implementation of the process through which data can be reviewed for the purpose of gaining an inference of research study. The interpretation of data analysis assigns a meaning to the information analyzed and determines its significance and implication.

**HYPOTHESIS TESTING**

**Chi-Square Analysis**

Chi-Square test was done to find the association between age and Profession with customer engagement in the Indian Insurance Industry. The Chi-Square test is a method for testing if two categorical variables are related in some populations.

A chi-square test is a measure of how expectations compare to actual data. The Chi-Square test helps to identify the null hypothesis test is accepted or rejected. In this test, the significance level of Chi-square value at 95% i.e.  $\alpha=.05$  and if the value of chi-square is less than alpha then the null hypothesis is rejected. On the other hand, the value of chi-square is more than the value of alpha then the null hypothesis is accepted.

**Age-wise Process effectiveness**

**Crosstabs**

**Case Processing Summary**

	Valid Case		Case Missing		Total	
	N	%	N	%	N	%
PE1*AGE	300	100.0%	0	0.0%	300	100.0%
PE2*AGE	300	100.0%	0	0.0%	300	100.0%
PE3*AGE	300	100.0%	0	0.0%	300	100.0%
PE4*AGE	300	100.0%	0	0.0%	300	100.0%
PE5*AGE	300	100.0%	0	0.0%	300	100.0%
PE6*AGE	300	100.0%	0	0.0%	300	100.0%

**PE1 \* AGE**

PE1	Crosstab				Total
	15 Year - 30 Year	30 Year -45 Year	45 Year -60 Year	60 Year and Above	
Strongly Disagree	0	5	3	0	8
Disagree	1	10	1	0	12
Neutral	8	11	5	0	24
Agree	54	69	35	4	162
Strongly Agree	34	46	10	4	94
Total	97	141	54	8	300

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	18.247 <sup>a</sup>	12	.108
Likelihood Ratio	22.276	12	.035
Linear-by-Linear Association	2.808	1	.094
N of Valid Cases	300		

**PE2 \* AGE**

PE2	Crosstab				Total
	15 Year - 30 Year	30 Year -45 Year	45 Year -60 Year	60 Year and Above	
Strongly Disagree	0	3	1	0	4
Disagree	2	14	4	0	20
Neutral	8	17	9	0	34
Agree	53	65	27	4	149
Strongly Agree	34	42	13	4	93
Total	97	141	54	8	300

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
<b>Pearson Chi-Square</b>	14.426 <sup>a</sup>	12	.274
<b>Likelihood Ratio</b>	17.813	12	.121
<b>Linear-by-Linear Association</b>	2.829	1	.093
<b>N of Valid Cases</b>	300		

PE3 \* AGE

	Crosstab				
PE3	15 Year - 30 Year	30 Year -45 Year	45 Year -60 Year	60 Year and Above	Total
<b>Strongly Disagree</b>	0	2	0	0	2
<b>Disagree</b>	2	10	0	0	12
<b>Neutral</b>	19	38	11	2	70
<b>Agree</b>	57	62	28	3	150
<b>Strongly Agree</b>	19	29	15	3	66
<b>Total</b>	97	141	54	8	300

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
<b>Pearson Chi-Square</b>	15.486 <sup>a</sup>	12	.216
<b>Likelihood Ratio</b>	18.080	12	.113
<b>Linear-by-Linear Association</b>	.402	1	.526
<b>N of Valid Cases</b>	300		

PE4 \* AGE

	Crosstab				
PE4	15 Year - 30 Year	30 Year -45 Year	45 Year -60 Year	60 Year and Above	Total
<b>Strongly Disagree</b>	0	2	0	0	2
<b>Disagree</b>	1	7	0	0	8
<b>Neutral</b>	17	24	9	2	52
<b>Agree</b>	62	68	26	4	160
<b>Strongly Agree</b>	17	40	19	2	78
<b>Total</b>	97	141	54	8	300

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
<b>Pearson Chi-Square</b>	15.723 <sup>a</sup>	12	.204
<b>Likelihood Ratio</b>	17.912	12	.118
<b>Linear-by-Linear Association</b>	1.406	1	.236
<b>N of Valid Cases</b>	300		

PE5 \* AGE

	Crosstab				
PE5	15 Year - 30 Year	30 Year -45 Year	45 Year -60 Year	60 Year and Above	Total
<b>Strongly Disagree</b>	0	2	0	0	2
<b>Disagree</b>	0	8	2	0	10
<b>Neutral</b>	4	23	7	0	34
<b>Agree</b>	68	78	27	6	179
<b>Strongly Agree</b>	25	30	18	2	75
<b>Total</b>	97	141	54	8	300

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
<b>Pearson Chi-Square</b>	22.344 <sup>a</sup>	12	.034
<b>Likelihood Ratio</b>	28.019	12	.005
<b>Linear-by-Linear Association</b>	.745	1	.388
<b>N of Valid Cases</b>	300		

PE6\* AGE

	Crosstab				
PE6	15 Year - 30 Year	30 Year -45 Year	45 Year -60 Year	60 Year and Above	Total
<b>Strongly Disagree</b>	0	6	0	0	6
<b>Disagree</b>	2	8	2	0	12
<b>Neutral</b>	10	17	7	0	34
<b>Agree</b>	58	80	26	4	168
<b>Strongly Agree</b>	27	30	19	4	80
<b>Total</b>	97	141	54	8	300

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
<b>Pearson Chi-Square</b>	15.782 <sup>a</sup>	12	.201
<b>Likelihood Ratio</b>	19.051	12	.087
<b>Linear-by-Linear Association</b>	.087	1	.769
<b>N of Valid Cases</b>	300		

Age wise Process effectiveness towards the Insurance companies

H1: Process effectiveness does not impact on customer engagement in the Insurance sector

S. No.	Dimension	H 1	Calculated Value	Remarks
1	Faster claim settlement	Policies of faster claims settlement is independent of age	.108	H1 Accepted
2	Error free service	Staff provides error free services is independent of age	.274	H1 Accepted
3	Recruitment Policy	Recruitment Policy of manager and staff in place is independent of age	.216	H1 Accepted
4	Penetration	Market Penetration is independent of age	.384	H1 Accepted
5	Appearance & behavior of staff	Staff appearance and friendliness towards customer is independent of age	.034	H1 Rejected
6	Training and Development	Training and Development of Advisors/Agents is independent of age	.201	H1 Accepted

Inference

From H1, it is inferred that customer engagement through process effectiveness is affected by such variables as the appearance & behavior of the staff are dependent on age. Most of the respondent likes to prefer faster claims settlement in their policies and they prefer error-free service. Most of the young employee's behavior is very well and their attitude and feeling of friendliness behavior increase customer engagement in the insurance industry. While variables such as faster claim settlement, error-free service, recruitment policy, penetration, and training development of agents/advisors are independent variables. Recruitment policy and training and development for agents/advisors are important to all age groups. Most of the younger employees take part in development programs but it is useful for all employees of the organization. It helps to increase customer engagement in the insurance sector.

Profession -wise Process effectiveness

Crosstabs

Case Processing Summary

	Valid Case		Case Missing		Total	
	N	%	N	%	N	%
PE1*PROFESSION	300	100.0%	0	0.0%	300	100.0%
PE2* PROFESSION	300	100.0%	0	0.0%	300	100.0%
PE3* PROFESSION	300	100.0%	0	0.0%	300	100.0%
PE4* PROFESSION	300	100.0%	0	0.0%	300	100.0%
PE5* PROFESSION	300	100.0%	0	0.0%	300	100.0%
PE6* PROFESSION	300	100.0%	0	0.0%	300	100.0%

PE1 \* PROFESSION

PE1	Crosstab				
	Govt. Employee	Private Employee	Business	Others	Total
Strongly Disagree	2	5	0	1	8
Disagree	0	8	4	0	12
Neutral	10	12	2	0	24
Agree	17	109	26	10	162
Strongly Agree	14	53	18	9	94
Total	43	187	50	20	300

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	27.122 <sup>a</sup>	12	.007
Likelihood Ratio	27.918	12	.006
Linear-by-Linear Association	2.629	1	.105
N of Valid Cases	300		

PE2 \* PROFESSION

PE2	Crosstab				
	Govt. Employee	Private Employee	Business	Others	Total
Strongly Disagree	0	3	0	1	4
Disagree	3	10	5	2	20
Neutral	8	20	6	0	34
Agree	18	101	22	8	149
Strongly Agree	14	53	17	9	93
Total	43	187	50	20	300

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13.187 <sup>a</sup>	12	.356
Likelihood Ratio	15.300	12	.225
Linear-by-Linear Association	.113	1	.736
N of Valid Cases	300		

PE3 \* PROFESSION

PE3	Crosstab				
	Govt. Employee	Private Employee	Business	Others	Total
Strongly Disagree	0	2	0	0	2
Disagree	1	6	5	0	12
Neutral	10	47	8	5	70
Agree	19	96	26	9	150
Strongly Agree	13	36	11	6	66
Total	43	187	50	20	300

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	11.585 <sup>a</sup>	12	.480
Likelihood Ratio	11.786	12	.463
Linear-by-Linear Association	.004	1	.949
N of Valid Cases	300		

PE4 \* PROFESSION

PE4	Crosstab				
	Govt. Employee	Private Employee	Business	Others	Total
Strongly Disagree	0	2	0	0	2
Disagree	1	4	3	0	8
Neutral	8	36	6	2	52
Agree	20	106	22	12	160
Strongly Agree	14	39	19	6	78
Total	43	187	50	20	300

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13.177 <sup>a</sup>	12	.356
Likelihood Ratio	13.841	12	.311
Linear-by-Linear Association	1.079	1	.299
N of Valid Cases	300		

PE5 \* PROFESSION

PE5	Crosstab				
	Govt. Employee	Private Employee	Business	Others	Total
Strongly Disagree	0	2	0	0	2
Disagree	1	7	0	2	10
Neutral	7	19	8	0	34
Agree	20	117	28	14	179
Strongly Agree	15	42	14	4	75
Total	43	187	50	20	300

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	14.674 <sup>a</sup>	12	.260
Likelihood Ratio	18.071	12	.114
Linear-by-Linear Association	.060	1	.807
N of Valid Cases	300		

PE6 \* PROFESSION

PE6	Crosstab				
	Govt. Employee	Private Employee	Business	Others	Total
Strongly Disagree	0	4	2	0	6
Disagree	1	7	2	2	12
Neutral	8	21	4	1	34
Agree	13	115	27	13	168
Strongly Agree	21	40	15	4	80
Total	43	187	50	20	300

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	24.468 <sup>a</sup>	12	.018
Likelihood Ratio	24.514	12	.017
Linear-by-Linear Association	1.333	1	.248
N of Valid Cases	300		

Profession wise Process effectiveness in the Insurance companies

H1: Process effectiveness does not impact on customer engagement in the Insurance sector

S. No.	Dimension	H 1	Calculated Value	Remarks
1	Faster claim settlement	Policies of faster claims settlement is independent of Profession	.007	H1 Rejected
2	Error free service	Staff provides error free services is independent of Profession	.356	H1 Accepted
3	Recruitment Policy	Recruitment Policy of manager and staff in place is independent of Profession	.480	H1 Accepted
4	Penetration	Market Penetration is independent of Profession	.356	H1 Accepted
5	Appearance & behavior of staff	Staff appearance and friendliness towards customer is independent of Profession	.260	H1 Accepted
6	Training and Development	Training and Development of Advisors/Agents is independent of Profession	.018	H1 Rejected

Inference

From H1, it is inferred that customer engagement through process effectiveness is affected by such variables as faster claim settlement and training development are dependent on the profession. In some business claim services are too easy but in some cases, it is very crucial. All the training and development programs are affected by the profession. Those people who are associated with the insurance business, they can easily learn from training programs. While variables such as error-free service, recruitment policy, penetration, and appearance & behavior of staff are independent of the profession. Most of the staff behavior is very friendly without discriminating against the profession of policyholders so that profession does not matter to increase customer engagement in the insurance sector. Recruitment policy and market penetration do not affect the profession in the insurance sector.

FINDINGS AND CONCLUSION

By this data analysis, it is inferred that process effectiveness is affected by such variables as the appearance and behavior of the staff is dependent on age. Most of the respondents like to prefer faster claims settlement in their policies and they prefer error-free service. Most of the young employee's behaviors in very well and their attitude and feeling of friendliness behavior induce engagement in the insurance sector. Most of the younger employees take part in the development programs but it is very informative and remarkable for all employees of the organization. It is inferred that process effectiveness is affected by such variables as faster claim settlement and training development are independent of the profession. While some variables such as error-free service, recruitment policy, penetration, appearance, and behavior of staff are independent of the profession. Most of the staff

behavior is very friendly without discriminating against the profession of policyholders so that profession does not matter to increase customer engagement in the insurance sector.

In the stiff competitive insurance market, process effectiveness is an important and effective way to maintain customer engagement in insurance market and this strategy will help to increase market share. Insurer can achieve many qualitative and quantitative benefits across the process effectiveness by implementing the techniques of process effectiveness.

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