

Recruitment And Selection Process Among Employees Working In Aviva Life Insurance

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Abstract- *The recruitment and selection process at Aviva Life Insurance Company is a well-structured and systematic approach aimed at attracting and hiring the most suitable candidates for various roles. The process begins with candidates submitting their applications online, followed by an initial screening to shortlist those who meet the basic eligibility criteria. Shortlisted applicants undergo preliminary assessments, which may include a screening interview and relevant skill-based tests. Candidates who perform well in these stages are then invited for a final interview conducted by departmental heads to evaluate their competencies, experience, and alignment with the company's values. Once selected, candidates receive job offers and proceed through the onboarding process, which involves medical evaluations and orientation sessions to help them integrate into the organization. Aviva emphasizes a fair, transparent, and inclusive recruitment strategy that ensures the selection of qualified individuals who are also a good cultural fit for the company..*

Keywords- Recruitment process, Selection process, Aviva Life Insurance, Online application Candidate screening.

I. INTRODUCTION

Insurance is the business of indemnification of the loss suffered by the beneficiary. Insurance business can be broadly classified into life and non-life insurance businesses. Insurance deals with the business of offering risk management solutions either in an Individual's life or to any business organization. Life insurance is a financial product designed to provide security and peace of mind to individuals and their families. It acts as a protective shield, offering financial support to beneficiaries in the event of the policyholder's death. By paying regular premiums, policyholders ensure that their loved ones are safeguarded against financial hardships, with the payout helping to cover expenses like living costs, outstanding debts, and future financial goals.

STATEMENT OF THE PROBLEM

The problem lies in understanding how effective Aviva Life Insurance's recruitment and selection process is in terms of selecting the right candidates, ensuring diversity,

reducing turnover, and improving overall employee satisfaction. There may be gaps in communication, decisionmaking, or mismatch between job requirements and candidate expectations, leading to inefficiencies or dissatisfaction among both new hires and existing employees. Additionally, there is a need to evaluate if the process is effectively adapting to changes in the insurance industry, technological advancements, and shifting market demands.

OBJECTIVES OF THE STUDY

- To evaluate the effectiveness of the recruitment process in AVIVA life insurance.
- To identify the difficulties and challenges in the recruitment and selection process in AVIVIA life insurance company.
- To provide recommendations for improving the recruitment and selection process in AVIVA life insurance.
- To study the process of intake of employees with relation with experience, communication skills and qualification in the organization

SCOPE OF THE STUDY

The study will focus on key areas such as recruitment and selection process in the AVIVIA life insurance company. The findings will provide valuable insights into the recruitment and selection process at AVIVA life insurance company and can serve as a model for improving recruitment and selection practices within the insurance sector as a whole. AVIVA life insurance company has a network of 122 branches and these branches cover nearly 1,000 towns and cities across India. AVIVA life insurance company has its headquarter at Mumbai. There are around 7 AVIVA life insurance company branches in Tamil Nadu with 2 branches in Coimbatore district. The study will specifically focus on employees recruitment and selection process at AVIVA life insurance company branches located in Coimbatore, a city in Tamil Nadu, India. In total, 270 employees are working in AVIVA life insurance company. But sample size for this study is 106.

II. REVIEW OF LITERATURE

Johnson, K., & Tran, P. (2023)¹In this study, the authors explore the relationship between recruitment practices and employee satisfaction within the insurance sector. They assess various recruitment strategies, including both traditional and digital methods, to determine how these practices influence overall job satisfaction. By surveying employees across different companies, the study finds that transparent recruitment processes, clear job expectations, and a focus on organizational fit contribute to higher satisfaction levels.

Lee, C., & Brown, T. (2023)²In this article, the authors examine the role of artificial intelligence (AI) in transforming recruitment processes at Aviva Life Insurance. They analyze how AI tools, such as automated resume screening, predictive analytics, and chatbots, have streamlined recruitment efforts, making them more efficient and effective. The study emphasizes the potential of AI to reduce human bias, improve the candidate experience, and enhance decision-making in the hiring process. By presenting data and case studies from Aviva Life Insurance, the authors argue that AI not only speeds up the recruitment cycle but also helps identify the best talent by analyzing vast amounts of data.

Liu, Y., & Chen, L. (2022)²examine the impact of recruitment strategies on organizational performance within the insurance industry, focusing on how effective hiring practices can enhance overall business outcomes and competitive advantage in this sector.

III. ANALYSIS AND RESULT

EMPLOYMENT STATUS BEFORE JOINING AVIVA INSURANCE

EMPLOYMENT STATUS	NUMBER OF RESPONDENTS	PERCENTAGE (%)
Fresh graduate	35	33.0
Previously employed in insurance sector	32	30.2
Previously employed in different sector	22	20.8
Others	17	16.0
TOTAL	106	100.0

Source: Primary Data

INFERENCE

The above table represents that the employment status distribution of the respondents. 33.0%, of the employees are fresh graduates, 30.2% of the employees are previously employed in the insurance sector, 20.8% of the employees are previously employed in different sectors, 16.0% of the employees are in Others category.

TABLE SHOWING THE DISTRIBUTION OF RESPONDENTS BASED ON SATISFACTORY LEVEL WITH INTERVIEW PANEL’S BEHAVIOUR AND PROFESSIONALISM

S.NO	BEHAVIOUR AND PROFESSIONALISM	Very Satisfied	Satisfied	Neutral	Dis satisfied	Very Dissatisfied	Total
1.	Clarity of Communication	16 (15.1%)	29 (27.4%)	28 (26.4%)	18 (17%)	15 (14.2%)	106 (100%)
2.	Friendliness and Courtesy	16 (15.1%)	33 (31.1%)	28 (26.4%)	18 (17%)	11 (10.4%)	106 (100%)
3.	Active Listening	19 (17.9%)	27 (25.5%)	30 (28.3%)	15 (14.2%)	15 (14.2%)	106 (100%)
4.	Tone & Mannerism	15 (14.2%)	27 (25.5%)	27 (25.5%)	17 (16%)	20 (18.9%)	106 (100%)

The above table shows that 15.1% of the respondents are highly satisfied with the Clarity of communication and 27.4% of the respondents are satisfied with the Clarity of communication, 26.4% of the respondents who are feeling neutral about the Clarity of communication, 17% of the respondents are dissatisfied with the Clarity of communication and only 14.2% of the respondents are highly dissatisfied with Clarity of communication.

The above table shows that 31.1% of the respondents are satisfied with Friendliness and courtesy, followed by 15.1% of the respondents highly satisfied with the Friendliness and courtesy, 26.4% of the respondents are who are feeling neutral about Friendliness and courtesy, 14.2% of the respondents are dissatisfied with Friendliness and courtesy and only 10.4% of the respondents are highly dissatisfied with Friendliness and courtesy.

The above table shows that majority of the respondents 17.9% are highly satisfied with the Active listening, followed by 25.5% of the respondents are satisfied with the Active listening, 28.3% of the respondents who are feeling neutral about the Active listening, 14.2% of the respondents are dissatisfied with the Active listening and only 14.2% of the respondents are highly dissatisfied with the Active listening.

The above table shows that 25.5% of the respondents are satisfied with the Tone and mannerism, followed by 14.2%

of the respondents are highly satisfied with the Tone and mannerism, 25.5% of the respondents who are neutral with the Tone and mannerism, 16% of the respondents are dissatisfied with the Tone and mannerism and only 18.9% of the respondents are highly dissatisfied with the Tone and mannerism.

TABLE No. 4.2.21
TABLE SHOWING THE DISTRIBUTION OF RESPONDENTS BASED ON IMPORTANCE FACTOR'S IN AVIVA INSURANCE

S.NO	FACTORS	1	2	3	4	5	TOTAL	RANK
1	Work Experience	1275	1800	750	880	550	5255	3
2	Growth and Opportunities	1425	1020	750	1160	650	5005	4
3	Work Culture	2850	1260	900	520	400	5930	1
4	Work-life balance	1725	1740	350	1080	500	5395	2
5	Training and Development	675	600	2550	560	550	4935	5

Source: Primary Data

INFERENCE

The above table sources that Garret score value and ranking. Firstly, the Garret rank is calculated by using appropriate garret ranking formula. Then based on the Garret ranks the Garret table value is ascertained.

The Garret value given in which are multiplied to record Garret scores in table. Finally, by adding each row the total garret score is obtained. Then the garret score is ranked according to their values:

- The first ranking given to “work culture” at total of 5255.
- The second rank is given to “Work life balance” at total of 5395.
- The third rank is given to “work experience” at total of 5255.
- The fourth rank is given to “Growth and oppurtunities” at total of 5005.
- The fifth rank is given to “Training and development” at total of 4935.
- The highest as calculated 5930 to “Work culture”, the least score as calculated 4935 to “Training and development”

TWO-WAY TABLE
TWO-WAY TABLE SHOWING THE EDUCATION QUALIFICATION DURING SELECTION PROCESS

S.NO	EDUCATION QUALIFICATION	CHALLENGES DURING SELECTION PROCESS				TOTAL
		Unclear evaluation process	Lengthy selection process	Bias or favouritism in selection	Others	
1	High School	6 (33.33%)	9 (24.32%)	5 (15.15%)	2 (11.11%)	22
2	Bachelor's Degree	1 (5.55%)	6 (16.21%)	9 (27.27%)	6 (33.33%)	22
3	Master's Degree	4 (22.22%)	10 (27.02%)	10 (30.30%)	6 (33.33%)	30
3	Master's Degree	4 (22.22%)	10 (27.02%)	10 (30.30%)	6 (33.33%)	30
4	Others	7 (38.88%)	12 (32.43%)	9 (27.27%)	4 (22.22%)	32
TOTAL		18	37	33	18	106

INFERENCE

The total number of respondents collected are 106 and they are grouped based on their education qualification. From the inferred data that total 18 of the respondents are working in high school qualification, out of them (22%) of the respondents are getting salary are high school and bachelors degree, followed by (30%) of the respondents are getting masters degree, followed by (32%) of the respondents are getting other qualification.

Out of total 18 respondents are working in unclear evaluation process of which (31.8%) of the respondents , followed by (33%) of the respondents are bias and favouritism in selection, followed by (18%) of the respondents are are others.

CHI-SQUARE TEST

TABLE SHOWING THE RELATIONSHIP BETWEEN YEARS OF EXPERIENCE AND CHALLENGES DURING SELECTION PROCESS

HYPOTHESIS: There is no significant relationship between yearsb of experience and challenges during selection.

Observed Value	Expected Value	O – E	(O – E) ²	$\frac{(O - E)^2}{E}$
6	3.7	2.3	5.29	1.43
9	7.7	1.3	1.69	0.22
5	6.8	-1.8	3.24	0.48
2	3.7	-1.7	2.89	0.78
1	3.7	-2.7	7.29	1.97
6	7.7	-1.7	2.89	0.37
9	6.8	-2.2	4.84	0.71
6	3.7	2.3	5.29	1.43
4	5.1	-1.1	1.21	0.24
10	10.5	-0.5	0.25	0.02
10	9.3	0.7	0.49	0.05
6	5.1	0.9	0.81	0.16
7	5.4	1.6	2.56	0.47
12	11.2	0.8	0.64	0.06
9	10.0	-1	1	0.1
4	5.4	-1.4	1.96	0.36
TOTAL				8.85

INFERENCE

$$\begin{aligned} \text{Degree of freedom} &= (r-1) (c-1) \\ &= (5-1) (2-1) \\ &= 4 \end{aligned}$$

IV. SUGGESTIONS

1. To enhance employee performance, it is crucial to provide sufficient time for completing targets, offer targeted training programs in areas like customer service, sales, and claims management, and implement performance-based incentives.
2. Regular feedback sessions help employees feel valued, while equipping them with modern digital tools streamlines tasks and reduces workload.
3. A respectful work environment, along with mentorship programs, also plays a key role in employee development and retention.
4. Managers should maintain open communication, offering guidance and support to help employees feel confident in their roles.
5. Promoting work-life balance through mental health resources, stress management workshops, and counseling ensures employees stay focused and maintain their wellbeing.
6. By addressing these areas, companies can boost employee satisfaction and performance, driving long-term success.

V. CONCLUSION

Motivation plays a crucial role in enhancing employee performance within an insurance company. By fostering a work environment that emphasizes recognition, growth opportunities, and a sense of purpose, organizations can significantly increase employee engagement and productivity. Motivated employees are more likely to exhibit higher levels of commitment, innovation, and customer service, which directly contributes to the company’s overall success and profitability.

Furthermore, implementing effective motivational strategies, such as performancebased incentives, professional development programs, and a positive organizational culture, can help retain top talent and reduce turnover rates. As the insurance industry becomes increasingly competitive, a motivated workforce becomes a key differentiator for achieving sustainable growth and building long-term client relationships. Therefore, investing in employee motivation is not only beneficial for individuals but also essential for the organization’s continuous success.

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