

Job Satisfaction of Employees Working in Life Insurance of Nepal

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Abstract

This study examines the job satisfaction of employees working in life insurance of Nepal. Job satisfaction is the dependable variable. The independent variables are job security, work life balance, autonomy, management style and support, organizations culture, reward and recognition. The primary source of data is used to assess the opinions of the respondents regarding the job satisfaction of employees working in life insurance of Nepal. The study is based on primary data of 129 respondents. To achieve the purpose of the study, structured questionnaire is prepared. The correlation coefficients and regression models are estimated to test the different factors affecting the job satisfaction to the employees working in life insurance of Nepal.

The result shows that job security has a positive impact on job satisfaction. It indicates that increase in job security leads to increase in job satisfaction. Similarly, work life balance has a positive impact on job satisfaction. It indicates that better work life balance practices leads to increase in job satisfaction. Likewise, autonomy has a positive impact on job satisfaction. It implies that higher the autonomy, higher would be the job satisfaction. Further, management style and support has a positive impact on job satisfaction. It indicates that better the management style and support, higher would be the job satisfaction. Moreover, organizations culture has a positive impact on job satisfaction. It states that better organizations culture leads to increase in job satisfaction. Additionally, reward and recognition have positive impact on job satisfaction. It means that increase in reward and recognition leads to increase in job satisfaction.

Keywords: job security, work life balance, autonomy, management style and support, organization culture, rewards and recognition

1. Introduction

Job satisfaction refers to the level of contentment or fulfillment an individual experiences in their job. It is influenced by various factors, such as work environment, job role, compensation, opportunities for growth, relationships with colleagues and supervisors, work-life balance, and recognition for achievements. High job satisfaction can lead to greater employee motivation, productivity, and retention, while low job satisfaction can contribute to burnout, disengagement, and high turnover. Job satisfaction can be influenced by both intrinsic factors (like personal fulfillment from work) and extrinsic factors (like salary, benefits, and working conditions). In today's fast-paced and demanding work environments, understanding the factors that influence job satisfaction and perceived workload is essential for organizations aiming to optimize both employee performance and well-being (Hitka *et al.*, 2019). Employees, particularly working in sales roles, face high levels of pressure to meet sales targets and build a steady client base, which can lead to significant stress and job dissatisfaction (Boon, 2016). In contrast, employees in non-sales roles such as underwriting, claims management, and customer service experience more stable work conditions, which contribute to higher satisfaction due to less pressure and more predictable workloads (McKinsey and Company, 2021). Companies that invest in employee training programs, certifications, and leadership development tend to retain more engaged and motivated employees. Employees who perceive clear career advancement opportunities are more likely to feel satisfied and committed to their organizations (Green, 2020). Additionally,

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organizations that provide structured mentorship and professional growth programs report lower turnover rates and higher levels of employee engagement (Watson *et al.*, 2022).

Kumar and Mehta (2019) examined that the role of feedback and recognition in employee engagement: Evidence from Indian firms. The study found that the organizational culture and management style significantly impact job satisfaction. The study also stated that a supportive work environment where employees receive regular feedback and recognition has been proven to enhance morale and reduce stress. Similarly, Kelliher and Anderson (2022) analyzed that the flexible working and work-life balance: A review of the research and future directions. The study argued that organizations that support flexible work arrangements, such as remote work options and flexible hours, help employees manage both their professional and personal responsibilities. Such policies are linked to increased job satisfaction and lower burnout. Likewise, Watson *et al.* (2022) examined that the importance of feedback and recognition in employee satisfaction: A study in the insurance sector. The study advocated that positive reinforcement and constructive feedback are essential for maintaining an engaged workforce, particularly in high-stress industries like life insurance. Further, Tummers *et al.* (2021) studied that the job security and employee motivation: The role of career development opportunities. The revealed that when employees feel secure in their positions, they tend to be more committed and motivated. The study also stated that organizations that offer long-term employment contracts and clear career advancement paths contribute to a greater sense of stability, which, in turn, improves overall performance. Moreover, Kuvaas (2020) evaluated that the relationship between perceived training opportunities, reward and recognition, and employee outcomes: A study of the service sector. The study found that organizations that offer well-structured rewards and recognition programs generally see higher levels of engagement and reduced turnover. The study also showed that the employees who feel their efforts are recognized and appropriately rewarded are more likely to stay with the company, contribute effectively, and display higher job satisfaction.

Zhang and Liu (2023) investigated that the impact of management styles on employee engagement and turnover intentions: Evidence from the service industry. The study revealed that the management style plays a pivotal role in employee satisfaction and performance. Supportive leadership styles that focus on employee well-being, open communication, and involvement foster positive organizational outcomes. Similarly, Hassan *et al.* (2013) assessed that the impact of employee satisfaction on financial performance through mediating effect of customer satisfaction: A case study of life insurance Corporation of Pakistan. The study showed that employees of general insurance companies have positive as well as negative feelings. Three factors reflect positive feelings toward their jobs. These factors are pay and promotional potential, the well-organized chain of command and general working condition. On the other hand, two factors are responsible for negative feelings. These factors are poor team spirit and poor job security. Likewise, De Witte *et al.* (2021) analyzed that the job insecurity: Review of the literature and an agenda for future research. The study showed that the high levels of job security contribute to a stable work environment where employees feel safe and valued, which in turn enhances their motivation and productivity. Further, Kinnunen *et al.*, (2010) examined that the job insecurity and well-being: Review of the literature and implications for research and practice. The study argued that the employees who perceive their jobs as secure are more likely to engage in their work and contribute positively to the organization. The study also indicated that job security is associated with lower levels of stress, increased job satisfaction, and higher organizational commitment. Moreover, Allen

et al. (2013) evaluated that the consequences associated with work-to-family conflict: A review and agenda for future research. The revealed that the organizations promoting work-life balance through flexible work arrangements, such as remote work, flexible hours, and generous leave policies, tend to have higher employee satisfaction and retention rates.

Byron (2005) studied that a meta-analytic review of work-family conflict and its antecedents. The study showed that the policies that enable employees to meet their personal responsibilities while maintaining their work commitments, leading to improved morale and productivity. Similarly, Aktar *et al.* (2013) examined that the impact of rewards on job satisfaction and employees' performance in Bangladesh: A comparative analysis between pharmaceutical and insurance industries. The study found that there is a positive relationship between rewards and employees' performance and satisfaction in both pharmaceutical and insurance industries. Likewise, Maharani *et al.* (2022) explored that the National Health Insurance System of Indonesia and primary care physicians' job satisfaction. The study showed that there were positive aspects, such as improved access to healthcare for patients and collaborative team environments in some settings, the increased administrative workload, rising patient numbers, and inadequate compensation significantly contributed to job dissatisfaction. Further, Schmidt *et al.* (2019) assessed that the variable pay systems and employee dissatisfaction during economic downturns. The study argued that the reliance on variable pay, particularly in challenging economic times, can lead to significant dissatisfaction, as employees may struggle to meet their financial needs. Moreover, Rhoades *et al.*, (2002) evaluated that the perceived organizational support. The study stated that the supportive management behaviors, such as providing constructive feedback, recognizing achievements, and fostering open communication, correlate with higher job satisfaction and organizational commitment.

In context of Nepal, Poudel (2020) examined that an empirical study on factors influencing job satisfaction of human resource in bank and insurance companies of Nepal. The study stated that the commission-based compensation structures for sales employees in the life insurance sector can lead to significant financial uncertainty. Similarly, Gautam and Paudel (2018) analyzed that the work-life balance and its impact on job satisfaction in the life insurance sector. The study revealed that the extended working hours and the pressure to meet sales targets can contribute to stress and burnout. The study also showed that the companies that offer flexible work hours and actively promote work-life balance tend to see improved employee satisfaction and higher retention rates. Likewise, Bhandari (2021) evaluated that the role of autonomy in enhancing employee satisfaction in the insurance sector. The study found that the granting employee's autonomy, allowing them to make decisions, set goals, and manage tasks independently is linked to increased job satisfaction, motivation, and productivity. Empowering employees in this way fosters a sense of trust and responsibility. Furthermore, Subedi (2020) assessed that the upskilling and employee retention in life insurance. The study found that a supportive organizational culture is integral to job satisfaction. Open communication, teamwork, and transparency within an organization foster an environment where employees feel valued and engaged. When employees believe their opinions are respected and considered, their commitment to the organization increases. Moreover, Adhikari (2021) studied that the workload management and job satisfaction. The study stated that the employees in more stable, administrative roles reported better work-life balance and higher satisfaction levels.

The above discussion reveals that the empirical evidences vary greatly across the

studies concerning the job satisfaction of employees working in life insurance of Nepal. Though there are above mentioned empirical evidences in the context of other countries and in Nepal, no such findings using more recent data exist in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The main purpose of the study is to analyze the job satisfaction of employees working in life insurance of Nepal. Specifically, it examines the effect of job security, work life balance, autonomy, management style and support, organization culture, rewards and recognition on job satisfaction.

The remainder of this study is organized as follows. Section two describes the sample, data and methodology. Section three presents the empirical results and the final section draws the conclusion.

2. Methodological aspects

The study is based on the primary sources of data which were gathered from 129 respondents. For primary data a structured questionnaire was used. The respondents' views were collected on job security, work life balance, autonomy, management style and support, organization culture, rewards and recognition and job satisfaction. This study is based on descriptive as well as casual comparative research designs.

The model

The model used in this study assumes that job satisfaction depends upon the employees working in life insurance of Nepal. The dependent variable selected for the study is job satisfaction of employees. Similarly, the independent variables are job security, work life balance, autonomy, management style and support, organization culture, rewards and recognition. Therefore, the model estimated in this study is stated as follows:

$$JS = \beta_0 + \beta_1 JSY + \beta_2 WLB + \beta_3 AT + \beta_4 MSS + \beta_5 OC + \beta_6 STR + \beta_7 RandR + e$$

Where,

JS= Job satisfaction

JSY= Job security

WLB= Work life balance

AT= Autonomy

MSS= Management style and support

OC= Organization culture

RandR= Rewards and recognition

Job security was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include "I feel secure in my current job position", "I am confident that I will continue to be employed at my organization for the foreseeable future" and so on. The reliability of the feature was measured by computing the Cronbach's alpha ($\alpha = 0.909$).

Work life balance was measured using a 5-point Likert scale where the respondents

were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “I am satisfied with the balance between my work responsibilities and my personal life”, “My organization promotes a healthy work-life balance for its employees” and so on. The reliability of the feature was measured by computing the Cronbach’s alpha ($\alpha = 0.902$).

Autonomy was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “I feel trusted by my management to manage my own tasks”, “I believe that having autonomy in my job enhances my overall job satisfaction” and so on. The reliability of the feature was measured by computing the Cronbach’s alpha ($\alpha = 0.905$).

Management support and style was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “My manager provides clear direction and guidance for my tasks”, “I appreciate the collaborative approach my manager takes when making decisions” and so on. The reliability of the feature was measured by computing the Cronbach’s alpha ($\alpha = 0.927$).

Organization culture was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “The organization promotes a culture of open communication”, “Collaboration and teamwork are encouraged in my workplace” and so on. The reliability of the feature was measured by computing the Cronbach’s alpha ($\alpha = 0.927$).

Reward and recognition were measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “I feel motivated by the recognition and rewards I receive for my efforts”, “My contributions are valued and appreciated by my manager/supervisor” and so on. The reliability of the feature was measured by computing the Cronbach’s alpha ($\alpha = 0.939$).

Job satisfaction was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “I am satisfied with my current job” The nature of my work is fulfilling and enjoyable”, “I am satisfied with my compensation and benefits” and so on. The reliability of the feature was measured by computing the Cronbach’s alpha ($\alpha = 0.933$).

The following section describes the independent variables used in this study along with the hypothesis formulation.

Job security

Job security refers to the stability and assurance that an employee has in maintaining their current position or employment, without the immediate threat of losing their job. It’s an important factor that influences an employee’s well-being, motivation, and overall job satisfaction. High levels of job security contribute to a stable work environment where employees feel safe and valued, which in turn enhances their motivation and productivity (De Witte *et al.*, 2021). Similarly, Employees who perceive their jobs as secure are more likely to engage in their work and contribute positively to the organization. Research indicates that

job security is associated with lower levels of stress, increased job satisfaction, and higher organizational commitment (Kinnunen *et al.*, 2010). Moreover, Sverke *et al.* (2002) found that employees with higher perceived job security tend to report greater job satisfaction. Job insecurity, on the other hand, was linked to lower job satisfaction and higher stress levels. The study also concluded that job security is a significant factor in fostering positive attitudes towards work, reducing stress, and increasing motivation among employees. Based on it, this study develops the following hypothesis:

H₁: There is a positive relationship between job security and job satisfaction.

Work life balance

Work-life balance refers to the equilibrium between personal life and professional responsibilities, allowing individuals to effectively manage their time and energy across various aspects of life, including work, family, health, and leisure. Achieving a satisfactory work-life balance is crucial for overall well-being, job satisfaction, and productivity. Organizations promoting work-life balance through flexible work arrangements, such as remote work, flexible hours, and generous leave policies, tend to have higher employee satisfaction and retention rates (Allen *et al.*, 2013). Similarly, these policies enable employees to meet their personal responsibilities while maintaining their work commitments, leading to improved morale and productivity (Byron, 2005). Moreover, Kossek *et al.* (2011) indicated that employees who have more flexibility in managing their work and personal life tend to experience higher job satisfaction, lower stress, and greater organizational commitment. Based on it, this study develops the following hypothesis:

H₂: There is a positive relationship between work life balance and job satisfaction.

Autonomy

Autonomy refers to the ability of individuals to make their own choices and decisions regarding their work. Autonomy is often considered a key factor in job satisfaction and motivation, as it allows individuals to take ownership of their work and feel empowered to contribute creatively and meaningfully. When employees are given autonomy, they tend to feel more empowered and responsible for their work, leading to a greater sense of ownership and investment in their roles (Morgeson and Humphrey, 2006). Similarly, Zhang and Liu (2023) revealed that autonomy directly influence the job satisfaction of employee. On the contrary, a lack of autonomy can lead to decreased job satisfaction and increased stress, as employees may feel micromanaged or constrained in their ability to perform effectively (Spector and Breugh, 1986).

H₃: There is a positive relationship between autonomy and job satisfaction.

Management style and support

Management style and support refer to the approach that managers use to guide, motivate, and interact with employees, as well as the level of assistance and resources they provide to help employees succeed in their roles. Both the management style and the support system play a crucial role in shaping the work environment, employee satisfaction, and overall organizational effectiveness. Employees who feel supported by their managers are more likely to be engaged, motivated, and productive (Rhoades and Eisenberger, 2002). Likewise, Management styles that promote collaboration and trust can mitigate these negative outcomes, enhancing overall employee morale (Gentry *et al.*, 2016). Furthermore,

Zhang *et al.* (2015) found that the management styles that promote collaboration and trust among the employee within the organization. Moreover, when managerial practices reflect the organization's mission and values, employees are more likely to feel a sense of purpose and belonging in their work, leading to increased job satisfaction and effective management style and support are essential for fostering employee well-being and driving organizational success (Luthans and Youssef, 2007). Based on it, this study develops following hypothesis:

H₄: There is a positive relationship between management style and support and job satisfaction.

Organization culture

Organizational culture refers to the shared values, beliefs, norms, practices, and behaviors that define how people interact and work within an organization. It is often described as the “personality” of an organization, shaping how employees perceive their roles, how they collaborate, and how they align with the company's goals. Organizational culture encompasses the shared values, beliefs, norms, and practices that shape how members of an organization interact and work together. Strong organizational culture fosters a sense of belonging, aligns employees with the organization's goals, and enhances job satisfaction (Schein, 2010). Similarly, organizations with a strong hierarchical culture may emphasize clear structures and authority, while those with a more collaborative culture may prioritize teamwork and employee input (Hofstede, 2011). Likewise, a supportive culture that values employee contributions and encourages open communication tends to enhance job satisfaction and reduce stress (Bakker and Demerouti, 2014). Moreover, positive organizational culture correlates with higher levels of employee engagement, productivity, and retention (Schneider *et al.*, 2013)). Based on it, this study develops the following hypothesis:

H₅: There is a positive relationship between organization culture and job satisfaction.

Reward and recognition

Recognition and rewards refer to the acknowledgment of employees' contributions and achievements, as well as the tangible and intangible benefits provided for their efforts. Reward and recognition are strategies used by organizations to acknowledge and appreciate employees for their contributions, performance, and efforts. Kuvaas (2006) highlighted that intrinsic recognition (such as appreciation, verbal acknowledgment, and meaningful feedback) tends to have a more significant impact on job satisfaction than extrinsic rewards like salary increases and bonuses. According to (Bakker and Demerouti, 2014) recognition fosters a sense of belonging and reinforces positive behavior, contributing to a culture of appreciation within the workplace. Similarly, Chaudhary and Sharma (2012) found that employees who received regular and personalized recognition (both monetary and non-monetary) experienced higher levels of job satisfaction. Based on it, this study develops the following hypothesis:

H₆: There is a positive relationship between reward and recognition and job satisfaction.

3. Results and discussion

Correlation analysis

On analysis of data, correlation analysis has been undertaken first and for this purpose, Kendall's Tau correlation coefficients along with means and standard deviations have been computed, and the results are presented in Table 1.

Table 1

Kendall’s Tau correlation coefficients matrix

This table presents Kendall’s Tau coefficients between dependent and independent variables. The correlation coefficients are based on 129 observations. The dependent variable is JS (Job satisfaction). The independent variables are JSY (job security), WLB (Work life balance), AT (Autonomy), MSS (Management support and style), OC (Organization culture), and RandR (Reward and recognition).

Variable	Mean	Std	JSY	WLB	AT	MSS	OC	RandR	JS
JSY	3.5814	0.982	1						
WLB	3.56744	0.991	0.523**	1					
AT	3.65891	0.925	0.542**	0.567**	1				
MSS	3.72093	0.942	0.469**	0.515**	0.594**	1			
OC	3.66822	0.952	0.489**	0.543**	0.555**	0.571**	1		
Rand R	3.64651	1.061	0.457**	0.500**	0.575**	0.580**	0.580**	1	
JS	3.84341	0.978	0.452**	0.481**	0.497**	0.491**	0.471**	0.502**	1

Notes: The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.

Table 1 shows the Kendall’s Tau correlation coefficients of dependent and independent variables. The study shows that job security is positively correlated to job satisfaction. It means that increase in job security leads to increase in job satisfaction. Similarly, there is a positive relationship between work life balance and job satisfaction. It means that increase in work life balance leads to increase in job satisfaction. Likewise, autonomy has a positive relationship with job satisfaction. It shows that increase in autonomy leads to increase in job satisfaction. Furthermore, there is a positive relationship between management support and style and job satisfaction. It indicates that better management support and style leads to increase in job satisfaction. Moreover, organization culture has a positive relationship with job satisfaction. It indicates that positive organization culture leads to increase in job satisfaction. Additionally, rewards and recognition has a positive relationship with job satisfaction. It indicates that increase in reward and recognition leads to increase in job satisfaction.

Regression analysis

Having indicated Kendall’s Tau correlation coefficients, the regression analysis has been carried out and the results are presented in Table 2. More specifically, it presents the regression results of job security, work life balance, autonomy, management style and support, organization culture, reward and recognition on job satisfaction of employees working in life insurance of Nepal.

Table 2

Estimated regression results of job security, work life balance, autonomy, management style and support, organization culture, reward and recognition on job satisfaction of employees working in life insurance of Nepal

The results are based on 129 observations using linear regression model. The model is $JS = \beta_0 + \beta_1 JSY + \beta_2 WLB + \beta_3 AT + \beta_4 MSS + \beta_5 OC + \beta_6 STR + \beta_7 RandR + e$, where the dependent variable is JS (Job satisfaction). The independent variables are JSY (job security), WLB (Work life balance), AT (Autonomy), MSS (Management support and style), OC (Organization culture), and RandR (Reward and recognition).

Models	Intercepts	Regression coefficients of job satisfaction						Adj. R bar ²	SEE	F-value
		JSY	WLB	AT	MSS	OC	RandR			
1	1.415 (5.891)**	0.678 (10.483)**						0.46	0.719	91.38
2	1.567 (6.339)**		0.638 (9.559)**					0.414	0.748	91.38
3	1.007 (4.186)**			0.775 (12.160)**				0.534	0.667	147.86
4	1.008 (4.197)**				0.762 (12.183)**			0.535	0.666	148.42
5	1.206 (4.891)**					0.719 (11.051)**		0.486	0.701	122.12
6	1.361 (6.491)**						0.681 (12.332)**	0.541	0.662	152.06
7	1.062 (4.344)**	0.446 (5.247)**	0.332 (3.942)**					0.515	0.681	69.002
8	0.746 (3.105)**	0.231 (2.464)*	0.171 (1.957)	0.454 (4.331)**				0.575	0.637	58.737
9	0.539 (2.284)*	0.172 (1.885)	0.138 (1.650)	0.239 (2.053)*	0.356 (3.639)**			0.613	0.608	51.679
10	0.479 (1.025)	0.142 (1.553)	0.095 (1.100)	0.223 (1.932)	0.283 (2.698)**	0.176 (1.807)		0.62	0.603	42.752
11	0.528 (2.261)*	0.119 (1.313)	0.088 (1.033)	0.148 (1.251)	0.237 (2.256)*	0.99 (0.979)	0.217 (2.316)*	0.633	0.592	37.784

Notes:

- Figures in parenthesis are t-values
- The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.
- Job satisfaction is the dependent variable.

Table 2 shows that the beta coefficients for job security are positive with job satisfaction. It indicates that job security has a positive impact on job satisfaction. This finding is consistent with the findings (Sverke *et al.*, 2002). Similarly, the beta coefficients for work life balance are positive with job satisfaction. It indicates that work life balance has a positive impact on job satisfaction. This finding is similar to the findings of (Allen *et al.*, 2013). Likewise, the beta coefficients for autonomy are positive with job satisfaction. It indicates that the autonomy has a positive impact on job satisfaction. This finding is similar to the findings of (Morgeson and Humphrey, 2006). Further, the beta coefficients for management support and style are positive with customer satisfaction. It indicates that management support and style has a positive impact on job satisfaction. This finding is similar to the findings of (Rhoades and Eisenberger, 2002). Moreover, the beta coefficients for organization culture are positive with job satisfaction. It indicates that organization culture has a positive impact on job satisfaction. This finding is similar to the findings of (Schein, 2010). In addition, the beta coefficients for reward and recognition are positive with job satisfaction. It indicates that job satisfaction has a positive impact on job satisfaction. This finding is similar to the findings of Kuvaas (2006).

4. Summary and conclusion

Job satisfaction refers to the level of contentment or happiness an employee feels towards their job. It encompasses various aspects of the job, including the nature of the work, work environment, compensation, relationships with colleagues and supervisors, career growth opportunities, and work-life balance. When employees are satisfied with these factors, they are more likely to be engaged, motivated, and productive in their work. Job satisfaction among employees working in the life insurance industry in Nepal varies depending on several factors, including compensation, career development, work environment, and the nature of the job. While some employees may find the work fulfilling, others might experience

dissatisfaction due to high targets, work pressure, or limited career growth opportunities. This study provides insightful information regarding the job satisfaction of employees working in life insurance of Nepal. The study analyzes various significant variables that could affect the job satisfaction. These variables include how job security, work life balance, autonomy, management style and support, organization culture, reward and recognitions affect job satisfaction.

This study attempts to examine the factors affecting job satisfaction of employees working in life insurance of Nepal. The study is based on primary data with 129 observations.

The major conclusion of the study is that job security, work-life balance, autonomy, management support and style, organizational culture, and reward and recognition have a positive impact on job satisfaction of employees working in life insurance of Nepal. The study also concludes that reward and recognition are the most significant factor followed by the management support and style and autonomy that affect the job satisfaction of employees working in life insurance of Nepal.

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