

Customer Satisfaction with Service Quality in Life Insurance Sector

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Abstract

In this era of globalization and liberalization insurance sectors are emerging as a strong competitor of banking sectors. The service quality of a insurance sector is "Promise only what you can deliver and deliver more than you promise." In this paper we tried to explore various life insurance sectors to overcome this issue of service quality difference in public and private sector life insurance companies. After conducting research, the study had revealed that sample private life insurance companies give better customer satisfaction as compare to LIC. The point of worry was that the LIC, which account for over three-fourth of life insurance business in country have failed to satisfy their customers adequately.

Keywords: *Service, quality, life-insurance, SERVQUAL scale.*

Introduction

Most service quality definitions are customer led and have an external focus. Quality is defined as consistently meeting or exceeding customer expectations. Berry et al. (1989) defined service quality as the conformance of services to customer's specifications. In the literature on quality, authors have often taken up the theme of customer satisfaction. This approach relies on the ability of the organization to determine customer requirements and the meet these requirements. So service quality is defined as the delivery of excellent or superior service relative to customer expectations.

Services

Services are not an industrial by-product but has become a powerful economic engine in its own right –

"A service³ is an economic activity that creates value and provides benefits for customers

at specific times and places by bringing about a desired change in or on behalf of, the recipient of the service."

According to Kotler⁴,

"A service in any activity or benefit that one party can offer to another, that is essentially intangible and does not result in the ownership of anything."

Thus different characteristics⁵ of services – intangibility, heterogeneity, perishability and inseparability, make them distinctly different from goods.

a) Intangibility

- i. A product is an object, a device, a thing as against service which is a deed, a performance, an effort. Therefore when a product is bought it is something that can be seen, touched, smelt, heard or worn; while there is nothing tangible to show for it where a service is sold. One can say that services are consumed but not possessed. Absence of tangibility makes the task of seller more difficult to demonstrate or display services. Hence the buyers always look for the signs of or evidence of service quality to reduce uncertainty. That is services are abstract and invisible.

b) Heterogeneity:

- i. The term heterogeneity of services means that services are non-standardized and highly variable depending upon who is providing the service the new bank clerk

who cashes the cheques may not be as efficient as previous one and one has to spend more time for the same activity. Basic thing of non-standardization and high variability can not be totally ruled.

c) Inseparability:

1. The term inseparability of services means that services are typically produced and consumed at the same time with customer participation in the process. The service firm is unable to store or transport services, only direct distribution is possible. Thus in most cases a service can not be separated from the person or firm providing it.

d) Perishability:

- i. It is to be noted that the services can not be stored and stacked like industrial products and are perishable in nature. A service not fully utilized represents a total loss. A building unoccupied, a person unemployed, credit not utilized are the examples of this kind.

Quality

Quality as a concept is not new, it can be traced back early years of industrialization. Quality⁶ is defined as:

- (i) “The ability of a product or service to meet customer needs.”
- (ii) “The totality of features and characteristics of a product and service that bears on its ability to satisfy stated or implied needs” – definition adopted by American Society for Quality.
- (iii) “Meeting or exceeding customer requirement now and in the future.” This means that product or service is fit for customer’s use. Fitness for use is related to benefits received by customer and to ensure customer satisfaction.”

Providing a quality service is vital to continued growth and success of a firm or organization. By providing qualitative services or products an organization can get following benefits⁷:

- ❖ It gives a positive image to the organization.
- ❖ It proves competitive ability.
- ❖ It increases market share which translates into improved profits.
- ❖ It creates an atmosphere for high employee morale, which improves productivity.

Customer’s Assessment of Service Quality

Customer assessment is the ultimate measure of the quality of a service. Customer reaction may be immediate, or delayed and retrospective. Often, subjective evaluation will be the sole factor in customer assessment of the service provided customers seldom volunteer their assessment of service quality to the service organization. Dissatisfied customers often cease to use or purchase services without giving notice that would permit corrective action to be taken. Reliance on customer complaints as a measure of customer satisfaction can lead to misleading conclusions.

Customer satisfaction should be consistent with the professional standards and ethics of the service organization. Service organization should institute an ongoing assessment and measurement of customer satisfaction. These assessments should seek positive as well as negative reactions and their likely effect on future business.

The evaluation of customer satisfaction should focus on the extent to which the service brief, specifications and the service delivery process meet customer needs. A service organization often thinks that it is supplying a good service, but the customer may not agree. This would indicate inadequate specifications, processes or measures.

A comparison should be made of the customer assessment with the suppliers’ own perception and assessment of the service provided to evaluate the compatibility of the two quality measures and any need for appropriate action for improvement.

Insurance

Insurance is a tool by which fatalities of a small number are compensated out of funds (premium payment) collected from plenteous. Insurance companies pay back financial losses arising out of occurrence of insured events, e.g. in personal accident policy death due to accident, in fire policy the insured events are fire and other allied

perils like riot and strike, explosion, etc. Hence, insurance is safeguard against uncertainties. It provides financial recompense for losses suffered due to incident of unanticipated events, insurance within the policy of insurance. Moreover, through a number of Acts of Parliament, specific types of insurances are legally enforced in our country, e.g. third insurance under Motor Vehicles Act, public liabilities insurance for handlers of hazardous substances under Environment Protection Act, etc.

Insurance essentially, is an arrangement where the losses experienced by a few are extended over several who are exposed to similar risks. Insurance is a protection against financial loss arising on the happening of an unexpected event. Insurance companies collect premium to provide security for the purpose. As loss is paid out of the premium collected from the insuring public and the insurance companies have standard proposal forms, which are to be filled up giving the details of insurance required and presented to insurance company. Depending upon the answers given in proposal from insurance companies assess the risk and quote the premium. On payment of premium and acceptance the insurance is affected. Nonetheless, there is no insurance cover if premium is not paid.

Life Insurance

Life insurance is different from other types of insurance in the sense that the subject matter of insurance is life of human being. Life insurance today commands the greatest popularity and importance in the insurance world because the life is the most important property of the society or an individual. It is a contract in which one party agrees to pay a given sum upon the happening of life in exchange of the payment of consideration. The person, who guarantees the payment is called insurer, the amount given is called the policy amount, and the person on whose life payment is guaranteed is called insured or assured.

The particular even on which payment is to be given may be death or life. The consideration is called premium. The document evidencing the control is called policy.

Life insurance is a business proposition resting on the combined operation of the law of morality and interest. The first essential thing for the working of life is to fix the amount of contribution to be made by each policyholder according to age so that the funds

should be adequate to meet the whole of the claims. The probability of death or law of morality is used for these purposes.

The fund acquired from each policyholder should be carefully invested to safeguard the interest of policyholders. The policyholders are required to pay not only the cost of claims but for meeting the expenses of the organization. Thus, the morality, the interest and expenses are three main factors, which are taken into account for ascertaining the contribution of each policyholder.

Objectives of the Study

The primary objective of the present study is to measure the actual level of service quality of 5 selected insurance companies and identify the dimensions of service quality that ensures maximum satisfaction for the customers in the life insurance industry. The present study had been designed and operated with the following objectives:

- ❖ To measure the level of service quality on the reliability dimension,
- ❖ To measure the level of service quality on the responsiveness dimension,
- ❖ To measure the level of service quality on the empathy dimension,
- ❖ To measure the level of service quality on the assurance dimension,
- ❖ To make a comparative analysis of customer satisfaction by service quality between public and private sector Life Insurance Companies.

Review of Literature

Boros, Joan E.⁵, in their study indicates that merger of bank and insurers, is a financial supermarket with endless cross-selling potential. A combination of insurance and capital markets products moves into a union and uniformly, or separate market performing the same functions. This could also be labeled as securitization of insurance risk and or 'insurancization' of financial risk.

Carrow Kenneth A.⁶, study investigates whether the announcement of a merger between Citicorp and travelers abnormally impacted stock prices of financial and insurance companies. Analysis of abnormal returns surrounding the merger show that Life Insurance Companies and large bank

experienced significant stock price increases, while the returns of stock of smaller bank, health insurers and property / casualty insurers remain relatively unchanged.

Meder¹⁵ contends that amidst the tightening insurance markets, the opening up of the industry in some Asian countries can provide good opportunities to insurance companies of developed countries. In countries where insurance was traditionally closed to outsiders and closely regulated by the government, the rules are being relaxed.

Mishra¹⁶, while studying the working and performance, Income and Expenses Management of LIC concludes that the components of income have revealed that LIC largely depends on income from investment. It expected that insurance can increase its investment income with the increase in funds.

According to Muthy¹⁷, Insurance Companies, in order to provide comfort to the society in an organized manner, basically undertake three functions, viz., risk taking, asset management and servicing the customers. He emphasized some of the

challenges likely to be faced by insurance companies while doing business.

Parera¹⁸ thinks that adequate distribution channel will help companies tap under served niches and expand market substantially. Since service and speed will be valued, a price premium is also possible.

Pasini, Roy¹⁹ says that the insurance industry can defend itself against the inversion by bank through better customer service and greater use of technological efficiencies.

Research Methodology

In present study a sample of 200 samples of Life Insurance Customers which were selected randomly from five companies of Rohtak. The sample design is shown in table:

Sample Design

Sr. No.	Name of Companies	Number of Customers	% of Customers
1.	LIC	100	50
2.	ICICI Prudential	25	12.5
3.	Bajaj Allianz	25	12.5
4.	Reliance	25	12.5
5.	Max New York	25	12.5
	Total	200	100

Data Collection Method:-

Data prove a useful aid for analysis of a research problem. For the present study, the primary data were used which collected with help of questionnaire.

Sample media:-

Personal face to face interview media was selected for the study, yet in some cases the questionnaire was filled by the respondents themselves.

Data Analysis:-

In order to bring about meaningful results, the data been tabulated, analyzed and interpreted. The following steps are taken in the present study in order to analyze the data correctly.

- (a) **Editing:** Data were edited on the spot as most of the respondents were personally interviewed in order to assure that they are complete, consistent and according to instructions.
- (b) **Tabulation:** Simple tables (one-way tabulation for single variable) as well as multiple tabulation were appropriately used to make the study easily understandable.
- (c) **Research Instrument:** Research instrument used for the study was "Questionnaire".
Questionnaire: A questionnaire is formalized schedule for collecting data from respondents. It is to be linked between the information needed and the data to be collected. The questionnaire

had the SERVQUAL Scale (Parasuraman et al., 1988, based) and respondents were asked how far they were satisfied with their service provider on a five-point scale including option from strongly agree to strongly disagree. Besides, this the survey also deals with the options of customers about their expectations from the selected life insurance companies regarding the service quality..

Tools of the Study

The present study was based on different statistical methods as like average, weighted scores and percentages. The respondents were asked to respond to the statements in the SERVAQUA Scale on a five-point scale (range 1 to 5) where '1' refers to strongly disagree and '5' meant strongly agree. The possible range of service quality scores would be from '100-500' for LIC and '25-125' for the selected private sector companies on a particular statement.

The weighted average score has been calculated by dividing the total weighted score assigned by respondents of that respective company. Deviation of weighted average score from the neutral score has been calculated.

Analysis And Interpretation

In order to know about the service quality in commercial banks researcher have collected the data. To find out the level of service quality in commercial banks weighted scores, % and mean have been used to find out reactions.

Table 1
Reliability service delivery at promised time

Sr. No.	Name of Life Insurance Company	Weighted Average Score	Neutral Score	Deviation from Neutral Score	Percentage of Deviation from Neutral Score
1.	LIC	3.27	3	0.27	9
2.	ICICI	4.20	3	1.20	40

3.	Bajaj Allianz	3.40	3	0.40	13.33
4.	Reliance	4.48	3	1.48	49.33
5.	Max New York	3.48	3	0.48	16
	Total	18.83	15	3.83	25.53

Table 1 explains about the customer satisfaction with the delivery of particular service at expected time given by the life insurance company under study. The table shows that overall satisfaction level of customer by service quality from all the sample companies was 25.53%. The weighted score assigned by the customer totaled to 18.83 and deviation from the neutral score was 3.83 in the positive direction. It may be inferred from the table that the overall satisfaction level with service delivery at promised time was not very high.

On comparing with the overall satisfaction level of customers with service quality, it was found that Reliance Company had the highest level of satisfaction with 49.33%. ICICI Life Insurance Company had 40% level of satisfaction, which was higher than overall. LIC and Max New York Life, Bajaj Life Insurance Co. had 9%, 16% and 13.33% level of service quality respectively. Though these showed positive degree, it was lower than average level.

All the Life Insurance Companies show a positive direction regarding service delivery but Reliance and ICICI prudential provide the high level of service quality in comparison to LIC, Max New York and Bajaj Allianz.

Table 2
Reliability company shows a sincere interest to solve problems of customers

Sr. No.	Name of Life Insurance Company	Weighted Average Score	Neutral Score	Deviation from Neutral Score	Percentage of Deviation from Neutral Score
1.	LIC	3.47	3	0.47	15.67
2.	ICICI	4.00	3	1.00	33.33
3.	Bajaj Allianz	3.80	3	0.80	26.67
4.	Reliance	4.20	3	1.20	40
5.	Max New York	3.64	3	0.64	21.33
	Total	19.11	15	4.11	27.40

Table 2 shows about the level of service quality of life insurance companies with respect to their sincere efforts to solve the customers problem under study. It was found that the overall level of service quality was 27.40%, which shows a satisfaction level of service quality. Reliance and ICICI had more than average that was 40% and 33.33% respectively. LIC, Bajaj Allianz and Max New York had 15.67%, 26.67% and 21.33% level of service quality respectively. Though these show a positive degree, but these were lower than the average level of service quality.

It clearly shows that Reliance and ICICI Prudential provide the better service quality than others.

Table 3
Reliability error-free records

Sr. No.	Name of Life Insurance Company	Weighted Average Score	Neutral Score	Deviation from Neutral Score	Percentage of Deviation from Neutral Score
1.	LIC	2.94	3	-0.06	-2
2.	ICICI	4.12	3	1.12	37.33
3.	Bajaj Allianz	3.56	3	0.56	18.67
4.	Reliance	3.64	3	0.64	21.33
5.	Max New York	3.68	3	0.68	22.67
	Total	17.94	15	2.94	19.60

Table 3 explains about the level of service quality of the companies selected under study in terms of error-free records. The total weighted average score of all the selected companies was 17.94 and the deviation from the neutral score was 2.94 in the positive direction. The overall satisfaction level of customers from all the sample companies was 19.60%. It may be inferred from the table that all the companies except LIC depicts a moderate satisfaction level. It was only the LIC company that had a negative view of customers regarding the error-free transactions.

It clearly depicts that ICICI had the highest level of satisfaction, i.e., 37.33%. All the other private companies also shows a satisfactory level of service quality. But the customers of LIC has negative attitude towards accuracy of records.

Table 4
Responsiveness employees willingness to help customers

Sr. No.	Name of Life Insurance Company	Weighted Average Score	Neutral Score	Deviation from Neutral Score	Percentage of Deviation from Neutral Score
1.	LIC	3.43	3	0.43	14.33
2.	ICICI	4.44	3	1.44	48
3.	Bajaj Allianz	4.00	3	1.00	33.33
4.	Reliance	3.72	3	0.72	24
5.	Max New York	4.32	3	1.32	44
	Total	19.91	15	4.91	32.73

Table 4 shows that the LIC had the lowest weighted average score i.e., 3.43% than all the other sample companies. ICICI had the highest percentage level, i.e., 48% regarding this very service quality among all the selected companies.

Though all the companies had positive degree of service quality, but LIC and Reliance had lower level of satisfaction, i.e., 14.33% and 24% than the overall satisfaction level, i.e., 32.73%.

Table 5
Responsiveness employees never remain too busy to respond to customer's requests

Sr. No.	Name of Life Insurance Company	Weighted Average Score	Neutral Score	Deviation from Neutral Score	Percentage of Deviation from Neutral Score
1.	LIC	3.51	3	0.51	17
2.	ICICI	4.24	3	1.24	41.33
3.	Bajaj Allianz	3.24	3	0.24	8
4.	Reliance	3.84	3	0.84	28
5.	Max New York	3.72	3	0.72	24
	Total	18.55	15	3.55	23.67

Table 5 describes that overall level of customer satisfaction with service quality of selected Life Insurance companies was 23.67%ss. ICICI, Reliance and Max New York had the more than average level of satisfaction, i.e., 41.33%, 28% and 24% respectively. It was implied from the table that customers of LIC and Bajaj Allianz was not must satisfied with the employee’s attitude towards their requests.

It clearly showed that ICICI, Reliance and Max New York provide the high level of service quality than LIC and Bajaj Allianz.

Table 6
Assurance adequate knowledge of employees to answer customer’s question

Sr. No.	Name of Life Insurance Company	Weighted Average Score	Neutral Score	Deviation from Neutral Score	Percentage of Deviation from Neutral Score
1.	LIC	3.65	3	0.65	21.67
2.	ICICI	4.08	3	1.08	36
3.	Bajaj Allianz	3.44	3	0.44	14.67
4.	Reliance	3.76	3	0.76	25.33
5.	Max New York	3.40	3	0.40	13.33
	Total	18.33	15	3.33	22.20

Table 6 describes about the customer satisfaction level with the adequacy of knowledge of employees. The table shows that the average satisfaction level of customers from all the sample companies was 22.20%ss. The weighted average score assigned by customers totaled to 18.33% and the deviation from neutral score was 3.33% in the positive direction.

On comparing all sample companies, it was found that the customers of ICICI was highly satisfied. So far as LIC and Reliance are concerned, customers had the moderate satisfaction. But Bajaj Allianz and Max New York had comparatively less satisfied customers.

Table 7
Assurance the behaviour of the employees instill confidence in customers

Sr. No.	Name of Life Insurance Company	Weighted Average Score	Neutral Score	Deviation from Neutral Score	Percentage of Deviation from Neutral Score
1.	LIC	3.29	3	0.29	9.67
2.	ICICI	4.20	3	1.20	40
3.	Bajaj Allianz	3.56	3	0.56	18.67
4.	Reliance	3.84	3	0.84	28
5.	Max New York	3.72	3	0.72	24
	Total	18.61	15	3.61	24.07

Table 7 shows that the total weighted average score assigned by customers was 18.61% and deviation from neutral score was 3.61%, which gave a 24.07% level of customer satisfaction. Three companies had more than the average level of satisfaction with service quality. Only LIC and Bajaj Allianz had a low degree than average i.e., 9.67% and 18.67% respectively.

It clearly showed that customers of LIC and Bajaj Allianz were less satisfied than the customers of ICICI, Reliance and Max New York.

Table 8
Assurance customer feel safe in the company's transactions

Sr. No.	Name of Life Insurance Company	Weighted Average Score	Neutral Score	Deviation from Neutral Score	Percentage of Deviation from Neutral Score
1.	LIC	3.60	3	0.60	20
2.	ICICI	4.44	3	1.44	48
3.	Bajaj Allianz	3.24	3	0.24	8
4.	Reliance	4.00	3	1.00	33.33
5.	Max New York	3.68	3	0.68	22.67
	Total	18.96	15	3.96	26.40

Table 8 explains about the level of service quality of sample companies regarding safe transactions in the company. It was derived from the table that the customers of Bajaj Allianz did not feel safe in the company's transaction in comparison to all other companies. Though ICICI had the highest level of customers satisfaction with this regard, i.e., 48%.

All the companies had a positive degree of service quality. Though ICICI had the highest level and Bajaj Allianz stood at the lowest level of customer satisfaction with service quality.

Table 9
Assurance customer feel safe in the company's transactions

Sr. No.	Name of Life Insurance Company	Weighted Average Score	Neutral Score	Deviation from Neutral Score	Percentage of Deviation from Neutral Score
1.	LIC	3.60	3	0.60	20
2.	ICICI	4.44	3	1.44	48
3.	Bajaj Allianz	3.24	3	0.24	8
4.	Reliance	4.00	3	1.00	33.33
5.	Max New York	3.68	3	0.68	22.67
	Total	18.96	15	3.96	26.40

Table 9 explains about the level of service quality of sample companies regarding safe transactions in the company. It was derived from the table that the customers of Bajaj Allianz did not feel safe in the company's transaction in comparison to all other companies. Though ICICI had the highest level of customers satisfaction with this regard, i.e., 48%.

All the companies had a positive degree of service quality. Though ICICI had the highest level and Bajaj Allianz stood at the lowest level of customer satisfaction with service quality.

Table 10
Empathy individual attention to customers

Sr. No.	Name of Life Insurance Company	Weighted Average Score	Neutral Score	Deviation from Neutral Score	Percentage of Deviation from Neutral Score
1.	LIC	3.22	3	0.22	7.33
2.	ICICI	3.68	3	0.68	22.67
3.	Bajaj Allianz	3.80	3	0.80	26.67
4.	Reliance	3.84	3	0.84	28
5.	Max New York	3.80	3	0.80	26.67
	Total	18.34	15	3.34	22.27

Table 10 shows about customer satisfaction with individual attention given to them by company's employees. It was found that the overall level of customer satisfaction was 22.27%, which shows a satisfactory level of customer satisfaction. Reliance had highest score i.e., 28% and Bajaj Allianz and Max New York both had 26.67% and ICICI had 22.67%. All these companies had more than average score. Only LIC had less than average score i.e., 7.33% which was very low.

All companies had a positive degree of customer satisfaction but customer satisfaction level was not very high. LIC had almost dissatisfied customers with regard to individual attention to customers. All other companies had a moderate level of customer satisfaction with this service.

Table 11
Empathy convenient operating hours

Sr. No.	Name of Life Insurance Company	Weighted Average Score	Neutral Score	Deviation from Neutral Score	Percentage of Deviation from Neutral Score
1.	LIC	3.17	3	0.17	5.67
2.	ICICI	4.16	3	1.16	38.67
3.	Bajaj Allianz	3.52	3	0.52	17.33
4.	Reliance	3.76	3	0.76	25.33

5.	Max New York	3.80	3	0.80	26.67
	Total	18.41	15	3.41	22.73

Table 11 explains about the level of service quality of the companies selected under study in terms of convenient operating hours. The total weighted average score of all the selected companies was 18.41% and the deviation from neutral score was 3.41% in the positive direction. The overall satisfaction level of customers from all the sample companies was 22.73%. It may be inferred from the stable that all the companies except LIC depicts a moderate satisfaction level. It was only LIC that had very little satisfaction with the convenience of operating hours.

It clearly show that the ICICI satisfy customers most. Reliance and Max New York satisfied customers more than average level of satisfaction. Only LIC and Bajaj Allianz satisfies customers less than average that mean customers of these companies less satisfied with operating hours of the company.

Table 12
Empathy employees understand the specific needs of their customers

Sr. No.	Name of Life Insurance Company	Weighted Average Score	Neutral Score	Deviation from Neutral Score	Percentage of Deviation from Neutral Score
1.	LIC	3.36	3	0.36	12
2.	ICICI	4.12	3	1.12	37.33
3.	Bajaj Allianz	3.72	3	0.72	24
4.	Reliance	4.08	3	1.08	36
5.	Max New York	3.44	3	0.44	14.67
	Total	18.72	15	3.72	24.80

Table 12 shows that the LIC had the lowest weighted average score, i.e. 3.36% than all other companies. ICICI had the highest percentage level i.e., 37.33% regarding the understanding of employees about specific needs of customers.

Though all the companies had a positive degree of service quality, but LIC and Max New York had lower level of satisfaction i.e., 12% and 14.67% than other sample companies.

Major Findings of the Study

1. It was found that Reliance and ICICI Prudential provide the high level of service quality in comparison to LIC, Max New York and Bajaj Allianz with regard to service delivery at promised time.
2. Reliance company shows most sincere interest to solve problem of customers than all other selected life insurance companies.
3. Though the overall level of service quality was not very high, ICICI's and Max New York's customers had highest satisfaction level regarding error-free records.
4. Though all the companies had positive degree of service quality but LIC and Reliance had lower level of satisfaction i.e., 14.33% and 24% than the overall satisfaction level, i.e., 32.73%.
5. Customers of LIC and Bajaj Allianz were highly dissatisfied regarding the promptness of service given by employees.
6. There was derived that employees of ICICI respond quickly to customer's requests, while customer of Bajaj Allianz were dissatisfied in this respect.
7. On comparing all sample companies, it was found that the customers of ICICI was highly satisfied. So far as LIC and Reliance are concerned, customers had the moderate satisfaction. But Bajaj Allianz and Max New York had comparatively less satisfied customers.
8. So far as the behaviour of employees are concerned the average level of service quality was 24.07%. It was only ICICI Prudential and Reliance that scored more than average.
9. Most of the respondents had a positive attitude towards feeling safe in company's transactions. Though ICICI Prudential had the highest level and Bajaj Allianz stood at the lowest level of customer satisfaction with service quality.

10. Most of the respondents were not satisfied with LIC regarding individual attention to customer is concerned.

Suggestions

With the increase in overall market size of industry as well as increasing competition different players of industry should invest to improve level of customer satisfaction with service quality on the basis of the study the following suggestions are offered for the improvement of service quality.

1. Vernacular language usage in the corporation, in different forms, applications and communication will bring the corporation clear to the people.
2. It is quite evident that today electronic media plays a very crucial role and it is very close to people in conveying the message effectively. Therefore, the corporation has to concentrate on this and should act accordingly to meet the impending fierce competition.
3. Agent is the first line underwriter on behalf of the corporation, in identifying the right customer for right policy for the right need. The agent have to be properly guided and trained by the company to make them more responsible accountable to the policyholders.
4. Unwanted delays in maturity claims and in death claims settlement tarnish the image of the company to a greater extent, therefore delays must be avoided.
5. Organizations should be updated of the latest likes and dislikes of the customers so that they can match their plans and policies with customer's requirements.

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