

Customers Perception Regarding Service Quality

An Empirical Study of Life Insurance Corporation (LIC) of India



Dr. Vinod Kumar Bishnoi*, Mahender Bishnoi**

© Institute of Management Studies, Noida
Online access at www.publishingindia.com

Abstract

This research is conducted with a view to study the impact of occupational category and income level on three important dimensions of service quality-employee-customer relations, company's interaction and responsiveness towards the customers in NCR region. To achieve this objective, a well structured questionnaire was designed on 5-point Likert scale and responses of 240 LIC policyholders were obtained and analyzed by applying counts, percentages, means, grand means and ANOVA.

The study reveals that the customers are only satisfied with employee-customer relations. The company is not in regular touch with their customers. The company officials take much care of the customers belonging to higher income category. In case of employee-customer relationship, businessmen and private sector employees are more satisfied with the LIC executives than public sector employees and professionals. In the case of responsiveness of LIC employees, the respondents are of the view that company is not taking proper attention regarding claim settlement, grievance handling, services on lapsed policy, proper information about products and policy servicing.

Keywords : Service Quality, Employee-Customer Relations, Interaction and Responsiveness

1. Introduction

Indian insurance market has been going through a transition phase in the wake of LPG (liberalization privatization and globalization). In the pre-liberalization era, the insurance sector in India was the monopoly of LIC. It was least concerned about customer services. The main drawback was the lack of proper information about the available products and services and the absence of any competition. The products were also limited and insurance was only purchased for risk covering (Mehlwal, 2006). But in the year 2000, the insurance sector was opened up for private players (Gupta & Dalal, 2008). The insurance sector has changed drastically after this. The new insurance companies concentrate more on the areas which were uncovered by LIC. The impact of private players can be felt in the areas like product innovation, promotion and service standards (Chawla & Singh, 2008). Today, the insurance buyer can choose from a large array of products or services. They can look for a company of their choice. Customers today are more rational- they always look for maximizing value within the bounds and limitations of time, knowledge, search cost, mobility and of course disposable income (Mahfooz, 2005).

Retaining a customer is always cheaper than attracting a new customer. Now a days only those insurance companies can

*Associate Professor, Haryana School of Business, Guru Jambheshwar University of Science & Technology, Hisar- Haryana, India

**Research Scholar, Haryana School of Business, Guru Jambheshwar University of Science & Technology, Hisar- Haryana, India

survive and sustain their growth and profitability that believe in the highest delivered value or profit to the customer (Kumar, 2004). In today's scenario a customer makes value assessment in a very rational manner. His value assessment stretches beyond product's value and goes to take into consideration such accompanying values as service value, personnel value and image value. All these values put together constitute his total customer value (Purohit, 2008).

In insurance sector, post purchase dissonance is even higher because of its intangible offerings. This dissonance can be reduced to a greater extent by providing accompanying services like training, delivery, maintenance etc. Service value gets a great impetus if personnel working in the insurance companies are wedded with the sense of responsiveness, reliability, empathy etc (Devi, 2008).

Customer service involves many acts such as behaviour of producer, additional services and facilities, compliant handling and grievance handling, prompt and timely information etc. After liberalization, the private players has been making efforts in raising awareness level, introducing innovative range of product, providing technology-enabled services, increased accessibility with effective distribution channels. Multiple touch points have emerged including contact centers, e-mail, attractive websites which enable the customer to get in touch with insurance companies quickly, easily and directly (Vanniarajan, 2008).

Customer service in service sector is usually more important than other sectors as the services are inseparable and intangible. In recent years thrust on efficient customer service has increased manifold in the service sector because of increased competition from private players, improved technologies and growing customer sophistication (Sachdev & Verma, 2004).

2. Literature Review

The definitions of service quality revolve around the identification and satisfaction of customer needs and requirements. The service quality can be defined as the difference between predicted or expected service and perceived service (Parasuraman, 1985). In services marketing literature, service quality has been reported as a second order construct, being composed of several first-order variables. Many researchers have developed different dimensions of service quality. Gronroos's (1984) included three dimensions- technical, functional and reputational quality; Lehtinen & Lehtinen's (1982) included again three components- interactive, physical and corporate quality. According to Hedvall and Paltschik's (1989) service quality has two dimensions- willingness and ability to serve and physical and psychological access. Leblanc's and Nguyen's (1988) concluded that service quality have five dimensions- corporate image, internal organization, physical support of the service producing system, interaction between staff and customer and the level of customer satisfaction. Garvin's (1988) quality dimensions included nine dimensions: performance, features, conformance, reliability, durability, service, response, aesthetics and reputation. Parasuraman, Zeithaml and Berry (1988) conceptualized five dimensions: tangibles, reliability,

responsiveness, assurance and empathy, which led to the development of SERVQUAL.

Gupta (2004) focused on the major factors that have influenced the Indian insurance service in the new millennium including the emergence of new distribution channels to market insurance products. Urvashi and Kumar (2004) analyzed the changing scenario of the insurance sector in the wake of privatization and its impact on Indian economy. Pareek and Jawaharlal (2004) identified the importance of new strategy formulation to enhance service quality and retain customer for a long period. Mehala (2004) evaluated various distribution channels in life insurance and identified that the main success of agents is their personalized service, face-to-face communication and relationship marketing. Sayulu and Sardar (2005) measured customer satisfaction with regard to LIC policies concluded that most of the respondents were not satisfied with LIC services.

Namasivayam et al. (2006) identified the role of socio-economic factors in deciding the purchase of life insurance policies of LIC. Gayathiri et al., (2006) revealed the strong relationship between the satisfaction level and the service dimensions. The assurance, empathy, and reliability is the three important dimensions which make a positive influence on the customer satisfaction in insurance companies. Goswami (2007) highlights that responsiveness dimension of service quality provides maximum customer satisfaction in Indian life insurance industry.

3. Rationale of the Study

Many researches have been conducted on service quality measurement of life insurance companies. But a very few studies have been conducted with regard to LIC. Since National Capital Region (NCR) is fast developing business hub, it has become the hot destination for the insurance companies as well. In NCR, customers are more educated and well aware of insurance policies and plans; moreover, the private insurance providers are serving them with the best of their services. So their service quality expectations are very high. Therefore, in this competitive environment it is the right time to analyze the customers' perception regarding service quality of the only public sector insurance company i.e. LIC of India.

4. Objectives of the Study

This research is conducted with a view to study the impact of occupational category and income level on three important dimensions of service quality- employee-customer relations, responsiveness and interaction with customers of LIC policyholders in NCR region. To achieve this objective, the following hypotheses were framed:

- H₀₁: There is no significant difference in the opinion of the respondents of different occupational groups on service quality.
- H₀₂: There is no significant difference in the opinion of the respondents of different income groups on service quality.
- H₀₃: There is no interactive effect of occupation and income of the respondents on service quality.

5. Research Methodology

The present research is conducted in four cities of NCR (Faridabad, Delhi, Gurgaon and Noida). An instrument was developed on the basis of available literature and personal interactions with the LIC policyholders and employees. A pilot survey was conducted on 40 respondents from Faridabad and Delhi before finalizing the questionnaire. After pre-testing, the suggested and required modifications were incorporated in the questionnaire. The respondents were asked to express their level of agreement on the 5-point Likert scale ranging from 1 for strongly disagreeing to 5 for strongly agreeing with respect to various statements included in the questionnaire. 11

statements related to employee-customer relations, responsiveness and interaction with customers were analyzed. A total of 300 questionnaires were distributed among the respondents of Faridabad, Gurgaon, Delhi and Noida. Out of these, 240 questionnaires were considered reliable and fit for analysis. The further details of the respondents may be seen through table 1. The statistical tools such as counts, percentage, mean and ANOVA have been used to measure the customer satisfaction. The statistical package, SPSS 13.0 has been used for the analysis of data.

Table 1 : Demographic Profile of the Respondents

Demographic Variables	Classification	Frequency	Percentage
Gender	Male	188	78.33
	Female	52	21.66
Place of residence	Faridabad	86	35.83
	Delhi	82	34.16
	Gurgaon	30	12.5
	Noida	42	17.5
Age	20-30	66	27.5
	31-45	125	52.08
	46-60	49	20.42
Educational qualification	Up to graduation	100	41.68
	Up to post graduate	140	58.33
Annual household income	<= 300000	92	38.33
	300001 to 500000	101	42.08
	> 500000	47	19.58
Occupation	Business	60	25
	Private sector	60	25
	Professional	60	25
	Public sector	60	25
	Total	240	100

Source : Primary Data

6. Results and Discussion

The results are based on primary data collected from 240 respondents of various occupational and income categories. The means, grand means and analysis of variance (ANOVA) were used to bring out the results. Table 2 explains the results of ANOVA indicating the significant differences between the means of the respondents of different income, occupation categories and the interactive effect of both and table 3 depicts the means and the grand means indicating the direction and extent of difference between means.

6.1 Employee-Customer Relationship

The first three variables are related to employee-customer relations. The customers' perception regarding the employees' inability to handle the queries varies on the basis of their occupation ($P \leq 0.04$) and interactive effect of income and occupational categories ($P \leq 0.04$) of the respondents, though it is not significant on income basis (table 2). Further, the table 3

suggests that businessmen ($\bar{x} = 2.38$) and public sector employees ($\bar{x} = 2.15$) believe that the LIC employees are able to handle their queries properly whereas private sector employees and professionals do not believe the same and such feeling is stronger among the professional ($\bar{x} = 1.94$) and public sector employees ($\bar{x} = 1.90$) belonging to lower income group. Although the customers with higher income start feeling that the employees are unable to handle their queries.

When it comes to personal attention, the customers accept that the LIC officials provide them personal attention ($\bar{x} = 3.30$). The various income categories respondents' views vary significantly ($P \leq 0.05$). The discriminatory variation of income and occupation effect is also revealed by the interactive effect ($P \leq 0.05$) (Table 2). The results also reveal that the customers of middle ($\bar{x} = 3.43$) and higher ($\bar{x} = 3.40$) income groups agree to this parameter to a greater extent than the lower income group ($\bar{x} = 3.06$). The businessmen from middle-income group ($\bar{x} = 3.84$) and public sector employees of higher income group ($\bar{x} = 3.78$) feel strongly that they are provided personal

Table 2 : Summary of Two-way Analysis of Variance

S. No.	Statements	Income effect, F-value	Occupational effect, F-value	Interaction effect, F-value
Employee-Customer Relationship				
1.	I always feel that employees are not able to handle the queries properly.	2.38 (0.09)	2.80 (0.04)	2.20 (0.04)
2.	I always feel that employees give me personal attention.	2.95 (0.05)	0.739 (0.53)	2.13 (0.05)
3.	I feel that employees are willing to help and ready to respond quickly.	5.57 (0.00)	0.434 (0.72)	1.52 (0.171)
Company's Interaction with Customers				
4.	The company always remains in touch with me.	1.26 (0.28)	2.97 (0.03)	0.775 (0.59)
5.	I can always take advice of a financial consultant at any of the branch.	0.189 (0.82)	3.69 (0.01)	0.297 (0.93)
6.	The company regularly conducts customer awareness programmes.	4.14 (0.01)	1.35 (0.25)	0.824 (0.55)
7.	I always get information about new and innovative products and policy services.	0.129 (0.87)	3.02 (0.03)	0.670 (0.67)
Company Responsiveness				
8.	Company always takes more time in claim settlement and grievance handling.	3.34 (0.03)	1.48 (0.21)	1.80 (0.10)
9.	The company provides service even after my policy is lapsed.	8.150 (0.00)	0.876 (0.45)	2.62 (0.01)
10.	The company does not provide information regarding adverse market conditions.	1.43 (0.24)	29.87 (0.00)	1.57 (0.15)
11.	I feel that company does not disclose surrender and partial withdrawal services	1.08 (0.34)	6.14 (0.00)	3.58 (0.00)

Figures in the parentheses show level of significance (P- value).

attention by LIC employees (Table 3).

The F-value ($P \leq 0.00$) depicts that the respondents of different income categories provide varying views on the parameter that LIC employees are willing to help and ready to response quickly (Table 2). It can be gauged from the table 3 that private sector employees of higher income category strongly believe that employees respond quickly whereas on the contrary, the public sector employees who hail from lower income strata do not agree on this aspect. Even professional of lower income bracket do not subscribe this idea. But it can be very well observed that as the income level goes up, the level of agreement on this issue gets stronger and it is irrespective of the occupation categories.

6.2 Company's Interaction with Customers

The first statement regarding interaction with customer indicates that respondents are of the view that company does not remain in touch with the customers ($\bar{x}=2.35$). The customers of different occupational categories have significantly dissimilar views ($P \leq 0.00$) on this issue (Table 2). Private sector employees ($\bar{x}=2.04$) and professionals ($\bar{x}=2.15$) do not favour this aspect, however, the other two categories have favourable attitude (Table 3). The respondents disagree on the issue that they can take advice of the financial consultant

at any branch ($\bar{x}=2.90$). Impact of occupation of the respondents is significant on the customers' perception regarding this parameter as suggested by the P-value (0.01) whereas income and interactive effect has no significant bearing (Table 2). The results of table 3 discloses that businessmen ($\bar{x}=3.03$) and public sector employees ($\bar{x}=3.23$) show favourable attitude on this issue in contrast to professionals ($\bar{x}=2.90$) and private sector employees ($\bar{x}=2.46$).

The respondents opine that LIC does not conduct customer awareness programmes regularly ($\bar{x}=2.21$). Such opinion prevails very strongly among all the respondents irrespective of their income or occupation background. The higher income category respondents ($\bar{x}=1.92$) have the most negative attitude on this variable than the others (Table 3). This difference is statistically significant as P-value of the income effect is 0.01 (Table 2).

LIC policyholders' perception regarding getting information of new and innovative products and policy services differs significantly ($P \leq 0.03$) on the basis of their occupation. Businessmen ($\bar{x}=3.18$) and public sector employees ($\bar{x}=3.07$) get information regarding new products and policies whereas private sector employees ($\bar{x}=2.50$) and professionals ($\bar{x}=2.91$) do not get the information. The overall perception of the

Table 3 : Mean Scores and Grand Means of Variables

Sr. No.	Variables	Occupation	Annual household income			GM
			I1	I2	I3	
1.	I always feel that employees are not able to handle the queries properly.	O1	2.40	2.15	2.59	2.38
		O2	2.77	2.81	2.50	2.69
		O3	1.94	2.97	2.83	2.58
		O4	1.90	2.19	2.35	2.15
		GM	2.46	2.72	2.87	2.45
2.	I always feel that employees give me personal attention.	O1	3.20	3.84	3.23	3.42
		O2	3.42	3.19	3.50	3.37
		O3	3.11	3.29	3.08	3.16
		O4	2.50	3.39	3.78	3.22
		GM	3.06	3.43	3.40	3.30
3.	I feel that employees are willing to help and ready to respond quickly.	O1	3.13	3.69	3.23	3.35
		O2	3.06	3.00	4.25	3.44
		O3	2.76	3.48	3.42	3.22
		O4	2.90	3.38	3.36	3.21
		GM	2.96	3.39	3.56	3.31
4.	The company always remains in touch with me.	O1	2.60	2.84	2.52	2.66
		O2	2.47	2.14	1.50	2.04
		O3	2.47	2.06	1.92	2.15
		O4	2.40	2.69	2.57	2.55
		GM	2.48	2.43	2.13	2.35
5.	I can always take advice of a financial consultant at any of the branch.	O1	2.90	3.07	3.12	3.03
		O2	2.60	2.52	2.25	2.46
		O3	3.00	2.87	2.83	2.90
		O4	3.20	3.36	3.14	3.23
		GM	2.92	2.96	2.84	2.91
6.	The company regularly conducts customer awareness programmes.	O1	2.36	2.69	2.00	2.35
		O2	2.48	2.47	1.50	2.15
		O3	2.41	2.35	2.17	2.31
		O4	2.00	2.11	2.00	2.03
		GM	2.32	2.41	1.92	2.21
7.	I always get information about new and innovative products and policy services.	O1	3.16	3.355	3.00	3.18
		O2	2.57	2.44	2.50	2.50
		O3	3.118	2.77	2.83	2.91
		O4	2.80	3.27	3.14	3.07
		GM	2.91	2.96	2.86	2.92
8.	Company always takes more time in claim settlement and grievance handling.	O1	3.46	3.07	3.35	3.23
		O2	3.11	3.00	3.25	3.12
		O3	3.64	3.67	3.50	3.60
		O4	4.40	3.25	2.78	3.47
		GM	3.65	3.25	3.22	3.37
9.	The company provides service even after my policy is lapsed.	O1	2.56	1.92	1.82	2.10
		O2	2.65	2.19	1.00	1.94

		O3	1.88	2.16	1.66	1.90
		O4	1.80	2.05	1.71	1.85
		GM	2.22	2.08	1.55	1.95
10.	The company does not provide information regarding adverse market conditions.	O1	2.46	2.07	3.05	2.53
		O2	3.97	4.143	4.25	4.12
		O3	2.76	3.38	3.33	3.16
		O4	2.10	2.13	2.00	2.08
		GM	2.82	2.93	3.16	2.97
11.	I feel that company does not disclose surrender and partial withdrawal services.	O1	3.26	2.76	3.70	3.24
		O2	3.88	4.19	4.25	4.10
		O3	3.82	3.48	3.91	3.74
		O4	3.90	3.58	2.78	3.42
		GM	3.71	3.50	3.66	3.63

GM = Grand Mean, O1= Business, O2=Private Sector Employee, O3=Professional, O4=Public Sector Employee; I1= Income≤300000, I2= Income 300001 to 500000 and I3= Income> 500000.

respondents is against the variable ($\bar{x}=2.92$), which suggests they are not getting the information about the new and innovative products and services.

6.3 Company Responsiveness

The employees of LIC are not able to handle the claim settlement and other grievance in time as suggested by the overall mean score ($\bar{x}=3.37$). However, the respondents of various income categories do have dissimilar perception on this issue ($P\leq 0.03$) (Table 2). In this case also the worst sufferers are the public sector employees ($\bar{x}=4.40$) who fall in the income category of less than Rs. 3,00,000 per annum whereas opposite views in the same category can be observed in the higher income strata ($\bar{x}=2.78$). The professionals, business class and the employees of private sector also feel that LIC takes more time in claim settlement and grievance handling (Table 3).

The income ($P\leq 0.00$) and interactive effects ($P\leq 0.00$) suggests that the respondents have different opinions on the issue that company provides services even after policy is lapsed (Table 2). It can be well observed from the table 3 that grand mean reflects a very poor image of the company on this parameter. However the business class and the private sector employees of lower income group depict little positive response on this parameter. The grand mean ($\bar{x}=2.97$) regarding information of adverse market conditions indicates that the respondents are not happy on this aspect. Private sector employees ($\bar{x}=4.12$), professionals ($\bar{x}=3.16$) and the higher income group ($\bar{x}=3.16$) have given positive acceptance of this issue. Public sector employees irrespective of their income groups ($\bar{x}=2.10, 2.13, 2.00$) do provide opposite views on the same issue. In the case of business class lower ($\bar{x}=2.46$) and middle-income groups ($\bar{x}=2.07$) also support the views of public sector employees. The F-value ($P\leq 0.00$) regarding this issue indicates that there is a significant difference among various occupational categories.

The policyholders give their consent ($\bar{x}=3.63$) on the aspect that the company does not disclose surrender and partial withdrawal services to them (Table 3). Respondents belonging to various occupational groups have different opinions ($P\leq 0.00$) on this parameter, the interactive effect of income and occupation is also significant ($P\leq 0.00$) but not the income effect.

Private sector employees ($\bar{x}=4.10$) and professionals ($\bar{x}=3.74$) agree to non-disclosure of surrender and partial withdrawal services by the company to a greater extent than the businessmen ($\bar{x}=3.24$) and public sector employees ($\bar{x}=3.42$). The businessmen ($\bar{x}=3.70$), private sector employees ($\bar{x}=4.25$) and professionals ($\bar{x}=3.91$) having higher income have strong convection on this parameter than their respective counterparts of same occupational categories, however, the public sector employees that belonging to higher income group ($\bar{x}=2.78$) have contrasting views favouring the disclosure of facts regarding surrender and partial withdrawal facilities.

7. Conclusion

The finding of the study reveals that regarding three dimensions of service quality the customers are only satisfied with the dimension namely employee's customer relations. In the case of responsiveness of LIC, the respondents are of the view that company is not taking proper attention regarding claim settlement, grievance handling, service on lapsed policy, proper information about marketing and products and policy servicing. As far as interaction activities are concerned the customers responses made it clear that company does not interact them regularly.

Occupational groups have shown more significant differences in their views regarding the variables related to three service quality dimensions. From the analysis one very prominent observation has been drawn that the employees of LIC take care more or less the people from upper income groups irrespective of their occupation. The LIC employees do not treat the people from lower income group properly. In case of employees customer relation's private sector employees have given more positive response than public sector employees, on the other hand in case of interaction with customers, public sector employees are more positive than the private sector employees. In case of interaction and responsiveness dimensions of service quality the private sector employees are not satisfied along with professionals.

8. Future Research Directions

This research is particularly focused on three dimensions namely employees customer relations, responsiveness and interaction and income and occupational group. Future research is needed by inclusion of all dimensions of service quality. This study is only restricted to NCR, future research can be conducted on a wider scale.

9. References

1. Tamilarasan, Sakthivel & Sunder (2005), "Customer Relationship Management In The Insurance Service Business", *Organizational Management*, Vol. xxi. (Oct- Dec) No. 3 pp. 22-25.
2. Chawla Sonia & Singh Fulbag (2008), "Service Quality Perceptions of Life Insurance Policyholders In Northern India: Pre- Privatization vs. Post Privatization" the ICFAI University *Journal of Marketing Management*, Vol. vii, No. 4 pp. 23-53.
3. Vanniarajan T. (2008), "Customer Service Quality in Branch Banking" *Gyan Management* Vol. 2 No. (Jan-June) pp. 43-60.
4. Vanniarajan T., Praba P. Devi and Shankari L. (2008), "Service Quality of Life Insurance Companies at Salem". *Global Business Review* Vol. 2 No. 2 pp. 23-31.
5. Devi P. Praba (2008), "Customer Loyalty as the Focus of Insurance Industry" *Business Perspectives*, Vol 10 No. 1 pp. 79-84.
6. Vanniarajan T. (2008), "Positioning of Players in Life Insurance Market: Service Quality Analysis" *Gurukul Business Review* Vol. 4 (spring) pp 6-15.
7. Sheetal B., Sachdev and V. Verma Harsh, "Relative Importance of Service Quality Dimensions: A Multi-Sectoral Study" *Journal of Services Research*, Vol. 4 No. 1 (April-Sep 2004) pp.59-82.
8. Garvin, David A. (1988) "Managing Quality: The Strategic and Competitive Edge" *Total Quality Management*, New York, Free Press, Prentice Hall, 2003.
9. Gronroos, C. (1984) *A Service Quality Model and its Marketing Implications*, *European Journal of Marketing*, Vol. 18 pp. 36-44.
10. Hedvall, M B. and Paltschik, M. (1989) "An Investigation in, and Generation of Service Quality Concepts", *European Journal of Marketing Academy*, Athens, pp. 473-483.
11. Leblanc, G. and Nguyen, N. (1988) "Customers Perception of Service Quality in Financial Institutions", *International Journal of Bank Marketing*, Vol. 6, No. 4 pp. 7-18.
12. Lehtinen, J.R. and Lehtinen, O. (1982), "Service Quality: A Study of Quality Dimensions", Unpublished Working Paper, Service Management Institute, Helsinki.
13. Parasuraman, Valarie A. Zeithaml, and Leonard I berry (1988) "SEVQUAL: A Multiple-item, Scale for Measuring Consumer Perception of Service Quality" *Marketing Science Institute*, Cambridge, MA
14. Parasuraman, Valarie A. Zeithaml, and Leonard L Berry (1985), "A Conceptual Model of Service Quality and the Implications for Future Research", *Journal of Marketing*, Vol. 49 (fall) pp. 41-50.
15. Gayathiri, H., Vinayaha, M.C., and Lakshmisha, K. (2006), "A Pilot Study on the Service Quality of Insurance Companies" , *Journal of Services Research*. Vol. 5 No. 2 pp. 123-131.
16. M. Urvashi., and Satish Kumar (2004), "Changing Scenario of Insurance Sector in the Wake of Privatization and its Impact on Indian Economy", *Southern Economist*, pp.19-22.
17. Namasivayam N., Ganesan, S., and Rajendran, S. (2006), "Socio Economic Factors Influencing the Decisions in Taking Life Insurance Policies", *Insurance Chronicle*, Vol. 6 No. 8, pp. 65-70.
18. Nithil, P., and Jawaharlal, V. (2004), "Customer Service in Life Insurance", *Insurance Chronicle* Vol. 4 No. 6, pp 17-19.
19. Mehala S. (2004), "An Evaluation of Distribution Channels in Life Insurance: Agents vs. Bancassurance", *Insurance Chronicle*, pp 46-48.
20. Suresh (2006), "Brand Building in Insurance", *Insurance Chronicle*, Vol. 6 No. 8 pp. 45-57.
21. Gupta Vivek (2004), *Service: An Indian Perspective*", *Insurance Chronicle*, Vol. 4 No. 6, pp. 36-40.
22. Baluchami N.K., and Sunder C. (2007), "CRM –A Focus. A case of Life Insurance Corporation" *Organizational Management* Vol. xxiii No. 1 pp. 20-28.
23. Mahfooz Yasser, (2005), "CRM: Face-to-Face with the Indian Customer", *The Business Review*, Vol. 11 No. 2 pp. 100-105.
24. Gupta Arindam and Dalal Rabindranath (2008), "An Inquiry to Structural Adjustment in Indian Life Insurance Sector", *GITAM Journal of Management*, Vol. 6 No.1 pp. 55-79.
25. Kumar Kalyan, (2004), "CRM in Service Sector- An Overview", *Review of Professional Management*, Vol. 2 No. 1 pp. 50-55.
26. Mehlwal Geetanjali, (2006) "The Face of the Insurance Industry in India", *Insurance Chronicle*, (Jan) pp. 57-63.
27. Purohit H.C. (2008), " Customer Relationship Management and Brand Loyalty Through Word of Mouth (WOM) Communication" *JIMS 8M* (July-Sep) pp. 26-30