

SERVQUAL Model Based Study of Service Quality of LIC and Private Sector Life Insurance Companies

Sarang Narula*, Manjit Singh and Rohit Kumar*****

** University School of Applied Management, Punjabi University, Patiala*

*** University School of Applied Management, Punjabi University, Patiala*

**** University College, Ghanaur, Patiala*

Abstract

The insurance industry of India has started to reveal the potential after the process of reforms were started on the basis of recommendation of R.N. Malhotra Committee, which was set up in 1993 with an objective of creating a more efficient and competitive financial system suitable for the Indian economy. The Committee strongly felt that in order to improve the customer services and increase the spread of the insurance, this sector should be opened up to competition. The reforms in insurance sector resulted in to liberalization, privatization and globalization of insurance industry in India. Privatization of insurance has eliminated the monopolistic business of LIC. It has resulted in better customer services and has improved the variety and price of insurance products. As the private companies have raised the yardstick of the quality of services being provided, it has led to an improvement in the service quality provided by LIC also. The entry of new players has also resulted in an increase in the spread, penetration and density of the life insurance industry. The present study uses the SERVQUAL scale to assess the service quality level of LIC and private life insurance companies in India.

INTRODUCTION

In the broadest sense, quality is a degree of excellence i.e. the extent to which something is fit for its purpose or not. Quality is an elusive construct

which is often mistaken for imprecise adjectives like "goodness, or luxury, or shininess, or weight", (Crosby 1979). Product quality was traditionally linked to technical specifications of goods in the manufacturing sector where quality control was of extreme importance. However, it was found that knowledge about the quality of goods is insufficient to understand service quality. Service quality is more difficult for the consumer to evaluate as compared to the goods quality. This is because while purchasing goods, the consumer may use several tangible factors to judge quality such as style, color, fit, feel, package etc. However, there is a lack of tangible evidence on which to evaluate the service quality. The tangible evidence available here is limited to the service providers' physical infrastructure, equipment, and personnel. So, the service providers find it more difficult to understand the consumer's behavior, their perceptions about the service being provided and the service quality. Hence, the firms need to put in a greater effort to understand service quality because when a service provider knows how the service will be evaluated by the consumer, will they be able to suggest how to influence these evaluations in the desired direction (Gronroos, 1982).

The conceptualization and measurement of the service quality construct has been dominated by the use of the SERVQUAL model proposed by Parasuraman *et al.* (1988). The foundation for the SERVQUAL scale is the disconfirmation or the gap model proposed by Parasuraman *et al.* (1985, 1988). According to the model, service quality may be measured as a gap based comparison of the customers' expectations and performance perceptions. When the perceived service is less than expected service, it implies less than satisfactory service quality. But, when the perceived service is more than the expected service, then the service quality is more than satisfactory. This discrepancy between perceptions and expectations is known as the 'performance gap'. While a negative gap causes dissatisfaction, a positive discrepancy leads to consumer satisfaction. The model uses a set of 22 variables/items tapping five different dimensions namely, tangibles, reliability, responsiveness, assurance and empathy of service quality construct.

The present study retains the five dimensions proposed in the SERVQUAL model and adds two new dimensions i.e. product availability and product convenience. The need to introduce these new dimensions was felt because insurance sector is largely a product based sector, and in addition to the services provided by the insurance companies, the customers interact with the company mainly through the products they buy from it. So, to access the service quality

of the life insurance industry, the study compiled a list of 38 service quality dimensions grouped into seven factors that an average customer uses to assess the insurance services.

REVIEW OF LITERATURE

Service quality has become an important research topic in service management. The conceptualization and operationalization of service quality its various dimensions have been explored by various academicians and researchers at the national and international level. Parasuraman *et al.* (1988) described the development of 22-item instrument (called SERVQUAL) for assessing customer perceptions of service quality in service and retailing sector. Carmen (1990) and Parasuraman *et al.* (1991) refined and replicated the SERVQUAL scale. Cronin and Taylor (1992) attempted to define an alternative to the SERVQUAL scale by examining the relationships between service quality, consumer satisfaction and purchase intentions. Teas (1993) examined the conceptual and operational issues associated with the perceptions minus expectations (P-E) service quality model and analysed the problems associated with it. The results indicated that the evaluated performance (EP) model may be more valid than the SERVQUAL, P-E, and the normed quality (NQ) model. Cronin and Taylor (1994) replied to the concerns raised by Parasuraman, Zeithaml and Berry (PZB) (1994) about the relative efficacy of performance based and perceptions-minus-expectations measurement of service quality on a point-by-point basis. Stafford *et al.* (1998) investigated the determinants of service quality and satisfaction using the SERVQUAL scale. Angur *et al.* (1999) examined the applicability of SERVQUAL and SERVPERF on Indian economy. Brady and Cronin (2001) compared the Nordic Model, the SERVQUAL model, the Three Component model and the multi-level model. Brady *et al.* (2002) asserted the study by Cronin and Taylor that service quality be measured using a performance based SERVPERF scale instead of the gap based SERVQUAL scale. Durvasula *et al.* (2004) studied the extent to which service quality is linked to satisfaction, value and behavioral outcomes. The study found that satisfaction was positively associated with customers' re-purchase intentions but its relationship with customers' willingness to recommend to others was relatively weak. Jain and Gupta (2004) compared the SERVQUAL and SERVPERF in context of India. The study concluded that the SERVPERF scale is better for the first three parameters whereas the SERVQUAL scale was superior in terms of the diagnostic abilities. Rand *et al.* (2004) studied the service quality in the insurance industries of Greece and Kenya. The results showed a mismatch

between the perception and expectation scores suggesting that gaps existed among the companies and quality improvement was required. Camarero and Carmen (2007) analyzed the complimentary effects of relationship and service quality orientations on market and economic performance in Spain. The study suggested that market performance is affected hugely by relationship management and service quality as two alternative but complementary strategies. Vanniarajan and Jeyakumaran (2007) identified the various quality factors and their impact on the overall attitude towards insurers in the public and private players in the life insurance market. Ahmad, Sungip (2008) evaluated the relationship between the demographic factors and SERVQUAL mean score in terms of services offered at the insurance service counter in Malaysia. The authors concluded that the insurance companies must improve customer service and quality efforts so that it improves reliability. Arora (2008) studied the customers' perception of service quality and performed a comparative analysis of the advisory services by the life insurance agents and bank employees selling the life insurance products. The study concluded that agents had better success rate as compared to the bank employees in selling products and that the agents perceived lower competitive pressure than bank employees. Kumar (2010) evaluated the performance of general insurance companies in the post-reform period using the SERVQUAL scale. The results showed that private sector companies provide significantly higher service quality than the public sector general insurance companies. Singla (2010) studied the impact of service quality on the hotel industry in Punjab and Chandigarh. The results showed that the manager's overestimate and are too self assured about the delivery of a particular service. The study also suggested measures for improving customer loyalty by improving service quality. The above studies reveals that large number of research have been conducted on insurance sector but no significant research has been conducted to compare the service quality of LIC and private sector life insurance companies in Punjab. So, this study is an attempt in this direction.

OBJECTIVE OF THE STUDY

The objective of the study is to analyze the Service Quality Level of LIC and private sector life insurance companies using SERVQUAL model. Accordingly, the following hypothesis is proposed:

Hypothesis : *There is no significant difference between the service quality of LIC and private sector life insurance companies.*

RESEARCH METHODOLOGY

A questionnaire based survey was conducted to check the validity and reliability of the SERVQUAL scale to assess its impact on the life insurance industry. The respondents chosen for the survey included whole of Punjab covering Majha, Doaba and Malwa regions. Data was collected from 400 respondents, 200 from LIC and 200 from top five private sector life insurance companies. Although, the universe of the study is all life insurance companies operating in India but due to non-feasibility and time constraint, the scope of the study has been restricted to LIC and only five private insurance companies, i.e., HDFC Standard, ICICI Prudential, Bajaj Allianz, Birla Sunlife and SBI Life as shown in the figure below.

Table 1

Year of Registration and Total Premium of the Top Five Life Insurance Companies during the Financial Year 2009-10

S. No.	Name of the Company	Year of Registration	Total Premium (Rs. Crore)
1.	ICICI Prudential	2000	16528.75
2.	Bajaj Allianz	2001	11419.71
3.	SBI Life	2001	10104.03
4.	HDFC Standard	2000	7005.10
5.	Birla Sunlife	2001	5505.66

Source : IRDA Annual Report of the Year 2009-10.

The criterion adopted for selecting the private sector companies was their year of registration which was taken to be 2000 and 2001. A total of ten companies were registered during this time period. So, the top five companies based on their premium collections during 2009-10 were selected.

The questionnaire was designed to measure the respondents' expectations of performance regarding the service quality of life insurance industry as well as the respondents' perceptions of the same service quality dimensions with responses ranging from "highly satisfied" to "highly dissatisfied" on five-point Likert scale.

DATA ANALYSIS AND FINDINGS

SERVQUAL model has been used to analyze the gap between

Table 2
Sector-wise Gap Analysis of Customers' Expectations and Perceptions Regarding Tangible Dimension

Tangibility Statements	LIC					Private Sector				
	P mean	E mean	Gap (P-E)	t-value	P-value	P mean	E mean	Gap (P-E)	t-value	P-value
Modern equipment and latest technology	3.33	3.64	-0.310	-3.082	0.002	3.53	3.72	-0.190	-1.985	0.049
Physical infrastructure visually appealing	3.4	4.23	-0.830	-8.175	0.000	3.59	4.08	-0.490	-5.482	0.000
Employees and agents smart and attractive in appearance	3.41	3.76	-0.355	-3.876	0.000	3.55	3.68	-0.130	-0.585	0.559
Materials associated with the services visually appealing	3.38	3.24	0.140	1.752	0.081	3.38	3.08	0.305	3.080	0.002

consumers' expectations and their perceptions regarding the service quality delivered by a particular insurer. This provides the company's management with an opportunity to know how well the actual service performance is as compared with the expectations of the consumers. Thus, the study of this gap is extremely useful for the management in monitoring the service delivery by testing policyholders' perceptions. It helps to ascertain whether the service quality provided by the insurers is up to the expectations of the policyholders or not.

It is evident from the table that both the sectors have shown a negative gap score on three the four items of tangible dimensions i.e. except the fourth item which has shown a positive score. However, the private sector has exhibited a lower negative value which means lesser gap between customers' perceptions and expectations. The P-values indicate that there is a significant gap between customers' perceptions and expectations in first three items of tangible dimension in the case of LIC and the first, second and fourth items of the private sector companies. The significant negative gap scores against all the items of tangibility except materials associated with the services appealing in the case of private and LIC insurers demand substantial investment on the said elements of tangibility which may improve the service quality to a great extent. LIC needs to show sincere interest in adopting new technology, computerization, internet and intranet based services etc. and improving the physical infrastructure.

Table 3 carries the data showing variation in gap scores of both LIC and private insurers under study on all elements of reliability. The gap scores are negative against all the five items of reliability dimension in the case of private sector life insurance companies are negative; whereas the score for four of these five items i.e. except the second item, is negative for LIC. However, the gap between perceptions and expectations of customers of the private insurers is lesser than that of LIC insurers for four of the items with LIC having an edge over private companies in the item "show sincere interest in solving customer problems". The P-value ($>.05$) for four of the five items of reliability dimension shows that there is an insignificant gap between the customers' perceptions and their expectations for both LIC and private insurers.

However, there is a significant gap for the item "perform the right service at the first instance" for LIC and for the item "enjoy goodwill and sound financial foundation" for private sector companies. The study implies private insurers should emphasize on improving the goodwill factor while LIC should try to provide better service at the first instance.

Table 3
Sector-wise Gap Analysis of Customers' Expectations and Perceptions Regarding Reliability Dimension

Reliability Statements	LIC						Private Sector					
	P mean	E mean	Gap (P-E)	t-value	P-value		P mean	E mean	Gap (P-E)	t-value	P-value	
Promise to do something by a certain time, they do so.	3.23	3.35	-0.115	-1.067	0.287		3.19	3.24	-0.050	-0.488	0.626	
Show sincere interest in solving customers' problem.	3.38	3.29	0.095	1.054	0.293		3.13	3.23	-0.105	-1.071	0.286	
Perform the right service at the first instance.	3.50	3.93	-0.430	-3.800	0.000		3.76	3.84	-0.080	-1.050	0.296	
Provide error free records.	3.17	3.30	-0.130	-1.401	0.163		3.17	3.22	-0.045	-0.459	0.647	
Enjoy goodwill and sound financial foundation.	3.77	3.81	-0.040	-0.530	0.594		3.51	3.89	-0.380	-3.300	0.000	

Table 4
Sector-wise Gap Analysis of Customers' Expectations and Perceptions Regarding Responsiveness Dimension

Responsiveness Statements	LIC					Private Sector				
	P mean	E mean	Gap (P-E)	t-value	p-value	P mean	E mean	Gap (P-E)	t-value	p-value
Give prompt service and tell customers exactly when services will be performed.	3.17	3.38	-0.21	-2.321	0.021	3.20	3.25	-0.05	0.562	0.575
Always delighted to help customers.	3.23	3.43	-0.20	-2.010	0.046	3.44	3.39	0.05	0.612	0.541
Willing to respond to customers' needs and requests.	3.20	3.22	-0.02	-0.238	0.812	3.23	3.25	-0.02	-0.292	0.770
Communicate with customers regularly using most appropriate methods.	3.13	3.39	-0.26	-2.836	0.005	3.21	3.16	-0.05	-0.607	0.544
Use internet based tools to reach customers effectively	3.15	3.44	-0.29	-2.281	0.012	3.27	3.34	-0.07	-0.737	0.462

Table 4 analyses the data showing the customers' perceptions and expectations regarding items of responsiveness dimension of both LIC and private sector life insurance companies. The results show that the mean scores of expectations are higher than those of the perceptions for all items for LIC and for three of the five items for private life insurers. The negative gap scores for most of the items of both the insurers speak about their poor service quality standards on the responsiveness dimension except the statements "always delighted to help customers" and "communicate with customers' regularly using most appropriate methods", where gap score has a positive value in the case of private sector insurance companies. The P- value of all the items of responsiveness dimension is >0.05 for private insurers which means that although there is a gap between customers' expectations and perceptions but the gap is insignificant. However, the gap is significant for four (except item 3) of the five items for LIC. This suggests that it is necessary for LIC to enhance their level of service for improving their overall service quality regarding the responsiveness dimension.

Table 5 describes the difference between customer perceptions and expectations regarding items of assurance dimension of both LIC and the private sector life insurance companies.

The results reveal that the mean values against all the items of expectations are higher than those of the perceptions for private sector companies and on three of the four items for LIC which implies that both LIC and private life insurers have failed to meet the expectations of their customers. The score for the statement "customers feel fair and safe in their transactions" is positive for LIC which means that customers LIC to be a safer option. The P-values against the four items of assurance dimension in the case of private insurers depicts a significant gap between the perceptions and expectations of the customers of these companies. However, the P-value against only the item "Give precise and detailed representation of products and services" in the case of LIC insurers reveals a significant gap between the perceptions and expectations of customers while the gap is insignificant for the remaining items. So, the analysis reveals that the private insurers must improve all those items under assurance dimension where the gap between (P-E) is significant.

The data regarding the perceptions and expectations of customers from both LIC and private sector life insurance companies for all the six items under empathy dimension is presented in Table 6.

Table 5
Sector-wise Gap Analysis of Customers' Expectations and Perceptions Regarding Assurance Dimension

Assurance Statements	LIC					Private Sector				
	P mean	E mean	Gap (P-E)	t-value	p-value	P mean	E mean	Gap (P-E)	t-value	p-value
The behavior enhances the level of confidence in customers.	3.24	3.28	-0.04	-0.405	0.686	3.24	3.34	-0.10	-1.137	0.257
Customers feel fair and safe in their transactions	3.23	3.39	0.16	1.631	0.105	3.19	3.42	-0.23	-2.763	0.006
Competent to provide services to customers.	3.37	3.48	-0.11	-0.470	0.639	3.30	3.31	-0.01	-0.175	0.861
Give precise and detailed representation of products and services.	3.36	3.94	-0.58	-5.824	0.000	3.19	3.84	-0.65	-6.518	0.000

Table 6
Sector-wise Gap Analysis of Customers' Expectations and Perceptions Regarding Empathy Dimension

Empathy Statements	LIC					Private Sector				
	P mean	E mean	Gap (P-E)	t-value	P-value	P mean	E mean	Gap (P-E)	t-value	P-value
Give individual attention to customers.	3.26	3.80	-0.54	-5.728	0.000	3.12	3.79	-0.67	-7.082	0.000
Operating hours convenient to all the customers.	3.64	4.04	-0.40	-4.4	0.000	3.85	4.00	-0.15	-1.77	0.078
Have clear understanding of the specific needs of their customers.	3.27	3.87	-0.60	-6.274	0.000	3.29	3.94	-0.65	-6.675	0.000
Receive complaints and criticisms from customers and responds to them positively.	3.26	3.68	-0.42	-4.607	0.000	3.26	3.91	-0.65	-7.731	0.000
Organize periodic awareness programs to improve understanding with the customers.	3.67	3.90	-0.33	-2.9	0.010	3.79	3.82	-0.03	-0.37	0.714
Make ethic based policies and commit to ethical practices.	3.17	3.72	-0.55	-6.158	0.000	3.12	3.73	-0.61	-7.115	0.000

Table 7
Sector-wise Gap Analysis of Customers' Expectations and Perceptions Regarding Product Availability Dimension

Product Availability Statements	LIC					Private Sector				
	P mean	E mean	Gap (P-E)	t-value	P-value	P mean	E mean	Gap (P-E)	t-value	P-value
Offer specialized products and services of best quality.	3.09	3.72	-0.63	-6.459	0.000	3.14	3.67	-0.53	-5.896	0.000
Wide range of products and policies.	3.34	3.40	-0.06	-0.678	0.498	3.42	3.85	-0.43	-4.527	0.000
Competitive pricing of products and services.	3.25	3.40	-0.15	-1.483	0.140	3.28	3.69	-0.41	-4.098	0.000
Customers guaranteed highest quality of products and services.	3.29	3.91	-0.62	-6.660	0.000	3.18	3.92	-0.74	-8.460	0.000
Have a clear line to differentiate their products and services.	3.24	3.90	-0.66	-7.180	0.000	3.24	3.94	-0.70	-7.386	0.000

The negative scores reveal that the mean scores against all the six items under empathy dimension of expectations are higher than those of the perceptions. This means that both the life insurers are unable to meet the expectations of their customers. The P-values for the gap between the perceptions and expectations of all six items for LIC and five of six items for private insurers indicate that there is a significant gap between perceptions and expectations of the customers for both LIC as well as private insurers. This indicates that the service quality standards are poor for most of the items under empathy dimension and require a huge improvement.

Table 7 exhibits the mean values, gap (P-E), t-values and P-values of customers' perceptions and expectations regarding five items under product availability dimension of both LIC and private sector life insurance companies.

The companies from both the sectors have shown negative gap scores against all the six items of product availability dimension. However, the private sector companies have exhibited lesser negative values in three of the five items and LIC has an edge over private insurers in the remaining two items. The P-values of the gap (P-E) in the case private insurers regarding all the five items under product availability dimension have shown a significant gap between perceptions and expectations of their customers. On the other hand the P-values of two of the five items for LIC representing "wide range of products and policies" and "competitive pricing of products services". This implies that both LIC and private insurers need to improve the quality of product availability dimension regarding the significant items.

Table 8 depicts the data regarding customers' perceptions and expectations on the items under product convenience dimension in both LIC and private sector life insurance companies. It is evident from the table that in both the sectors gap scores on all the items have been negative but LIC has higher negative values in most of the items as compared to the private sector which implies that the service provided by LIC is of poor quality than the private sector. However, LIC is better than private insurers in settling claims without delay as well as methods of renewal of policy. The P- value shows that the gap between the perceptions and expectations regarding all the attributes is significant except for the attribute "Procedures for renewal of policy" in the case of both LIC as well as private insurers.

Table 8
Sector-wise Gap Analysis of Customers' Expectations and Perceptions Regarding Product Convenience Dimension

Product Convenience Statements	LIC					Private Sector				
	P mean	E mean	Gap (P-E)	t-value	P-value	P mean	E mean	Gap (P-E)	t-value	P-value
Clear and transparent terms and conditions specified on policy issue.	3.25	3.87	-0.62	-6.976	0.000	3.10	3.77	-0.67	-7.333	0.000
Settle customers' claims without any unreasonable paperwork and delay.	3.32	3.68	-0.36	-4.637	0.000	3.12	3.76	-0.64	-6.747	0.000
Formalities for buying policy are easy.	3.30	3.94	-0.64	-3.622	0.000	3.39	4.03	-0.64	-6.907	0.000
Consistent and easy to understand process of underwriting policies	3.18	3.65	-0.47	-4.943	0.000	3.20	3.76	-0.56	-6.101	0.000
Simplified terms for renewal of policy.	3.35	3.96	-0.61	-6.313	0.000	3.34	4.07	-0.73	-7.976	0.000
Simplified procedures for alterations in policy	3.34	3.48	-0.14	-1.630	0.105	3.30	3.43	-0.13	-1.619	0.107
Promotional schemes to attract the customers from time to time.	3.22	3.71	-0.49	-4.950	0.000	3.32	3.83	-0.51	-5.371	0.000
Offer easy modes for payment of premium.	3.38	4.17	-0.79	-3.566	0.000	3.32	4.05	-0.73	-8.000	0.000
Offer additional packages in terms of riders to combine with policies.	3.30	3.78	-0.48	-4.790	0.000	3.35	3.89	-0.54	-5.988	0.000

CONCLUSION

An attempt has been made to examine the inconsistencies between customers' expectations and experiences with services of the insurers. Inconsistencies in expectations and experiences may adversely affect the evaluation of service performance. Once inconsistencies have been identified, strategies and tactics for achieving more congruent expectations and experiences can be initiated. Greater consistency would lead to a more positive service encounter and enhance the likelihood that the experience will evolve into a long-term client-provider relationship.

To make a comparison of the service quality level of LIC and the private sector life insurance companies, the present study further investigates the comparison of the difference of negative gaps of perceptions and expectations between LIC and private sector. The results indicate that the negative gap scores of LIC are significantly higher in six items representing 'Physical infrastructure visually appealing' of tangibility, 'Perform the right service at the first instance' of reliability, 'Communicate with customers regularly using most appropriate methods' and 'Use internet based tools to reach customers effectively' of responsiveness, 'Operating hours convenient to all the customers' and 'Organize periodic awareness programs to improve understanding with the customers' of empathy dimension. Therefore, it is found that the service quality of the private sector on six out of 38 items is significantly higher than that of LIC because in these items the negative gap score of the public sector is significantly higher than that of the private sector.

On the other hand, the negative gap scores of private sector companies is significantly high in five items representing 'Enjoy goodwill and sound financial foundation' of reliability dimension, 'Make ethic based policies and commit to ethical practices' of empathy dimension, 'Wide range of products and policies' and 'Competitive pricing of products and services' of product availability dimension and 'Settle customers' claims without any unreasonable paperwork and delay' of product convenience dimension.

The service quality of LIC and private sector is insignificantly different regarding the other twenty seven items which implies that the service quality of the private insurers is similar to that of LIC.

So, the study accepts the hypothesis that there is no significant difference between the service quality of LIC and private sector life insurance companies.

SUGGESTIONS

The study suggested that if LIC wants to increase its service quality level as compared to the private sector, it should enhance the level of service on six items, namely, 'Physical infrastructure visually appealing' of tangibility, 'Perform the right service at the first instance' of reliability, 'Communicate with customers regularly using most appropriate methods' and 'Use internet based tools to reach customers effectively' of responsiveness, 'Operating hours convenient to all the customers' and 'Organize periodic awareness programs to improve understanding with the customers' of empathy dimension, where the negative gap of service quality of LIC is significantly higher than the private sector. In order to bring improvement in these areas, LIC should invest large amount in the renovation of their offices, where all modern facilities like air conditioners, clean toilets and comfortable and attractive furniture. The employees and agents should provide appropriate services at the first instance so that the customers don't need to come repeatedly. It must also work towards improvement of customer relationship management by organizing customer awareness programs and using modern communication tools like mobile alerts, internet-based tools etc. The employees and agents must also be willing to adjust their operating hours to suit the needs of the customers. For this, LIC must provide with flexible timings to its employees rather than following the old 9.00-5.00 office time pattern.

Similarly, if the private sector companies wish to increase their service quality level as compared to LIC, it should enhance the level of service on five items, namely, 'Enjoy goodwill and sound financial foundation' of reliability dimension, 'Make ethic based policies and commit to ethical practices' of empathy dimension, 'Wide range of products and policies' and 'Competitive pricing of products and services' of product availability dimension and 'Settle customers' claims without any unreasonable paperwork and delay' of product convenience dimension. This means that private sector companies must work towards improving their goodwill in the market as well as improving their financial base. Another factor where the private companies lag behind LIC is regarding the use of ethical practices. Due to the selling pressure on the agents and employees of private sector companies, they are forced to follow unethical practices for selling of policies and products. The private sector companies must also improve the range of products and policies as well as their pricing

if they want to compete with LIC and improve their customer base. To retain customers, they must try to settle their claims with minimum paperwork and delay.

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