Chapter-7

Conclusion and Implications
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The main objective of this study was to find out the relationship between service quality and customer satisfaction. The research model proposed in the study postulates that service quality dimensions influence the overall customer satisfaction directly. The model also postulates that service quality has a positive relationship with overall customer satisfaction and tested them through Correlation and Regression analyses. It has been observed that this relationship is significantly moderated by various demographic variables. The gender, age, income, qualification, profession and marital status of the customers had varying moderating effects on the relationship between service quality and customer satisfaction.

When the private and the public sector insurers were compared with each other, the results suggested that the private sector insurer had more favourable ratings on customers perception of service quality than in case with the services from the public sector. Thus, this present research concluded that service quality is the basic and also most important factor that influences the overall customer satisfaction. This finding reinforces the need for managers to place an emphasis on the underlying dimensions of service quality and should start with improving service quality in order to raise overall customer satisfaction. It is thus apparent that service managers in both the sectors should periodically assess and monitor service quality in their organizations and recognize the importance of service quality and customer satisfaction and of developing and maintaining enduring relationship with their customers as crucial parameters leading to increased performance. A summary of the findings of both the private and the public sectors banks and their comparison is included in the next section.

7.1 LIC

There was a significant difference in the perception of service quality and its dimensions for LIC customers for different categories of demographic variables.

- The perception of male and female customers varied significantly for responsiveness, assurance and empathy dimensions of service quality. Tangibility, reliability and for overall service quality, no significant difference
in perception was observed. It was found that the female customers had a more positive perception of service quality for assurance and empathy dimensions whereas for responsiveness dimension male customers had more positive perception as compared to the female counterparts.

- The difference in the perception of service quality and its various dimensions on the basis of age was not significant for service quality and all its dimensions.
- Different income groups did not vary significantly for their perception of service quality and its various dimensions.
- On the basis of educational qualification no significant difference was observed in the perception of service quality and all its dimensions.
- Based on different profession groups; there was a significant difference in the perception of service quality and all its dimensions other than assurance. It was observed that Govt. Employees and the respondents from ‘Own Business’ group had more positive perception for service quality and its dimensions as compared to respondents from ‘Private employees’ and ‘others’ group.
- Both married and unmarried respondents did not vary significantly for their perception of service quality and its various dimensions.

There was a significant difference in the Customer satisfaction of LIC customers for different categories of demographic variables.

- The female customers of LIC were more delighted and pleased as compared to the male customers.
- For different age groups no significant difference was observed in customer satisfaction.
- For different income groups no significant difference was observed in customer satisfaction.
- On the basis of different educational backgrounds of LIC customers no significant difference was observed in customer satisfaction.
- When the satisfaction levels were analysed on the basis of profession it was observed that govt. Employees and the respondents from ‘Own Business’ were more satisfied as compared to respondents from ‘Others’ group and private employees.
• For married and unmarried customers no significant difference was observed in customer satisfaction.

When the relationship between service quality, its dimensions and customer satisfaction for the entire group of LIC customers was analysed it was observed that the increase in overall service quality increased the satisfaction of the customers. Reliability, Responsiveness, Assurance, and Empathy were significant contributors for customer satisfaction.

• The male customers of LIC were more satisfied with the service quality as compared to the female customers. For the male customers reliability was the most important factors for satisfaction. For female respondents reliability and responsiveness dimensions contributed equally for their satisfaction.

• The older age group were more satisfied with the services as compared to the younger age group. Reliability followed by responsiveness was the most important factors for their satisfaction.

• It was observed that the respondents from higher income group were relatively more satisfied with the services as compared to the lower income customers. Service quality-customer satisfaction relationship was significant.

• For different education groups the relationship was significant, the graduate and below group was relatively more satisfied with the services of LIC as compared to the post graduate and above group.

• For the different groups based on profession, the relationship between service quality and customer satisfaction was found significant. Govt. Employees and the respondents from ‘Own Business’ were more satisfied with the service quality as compared to respondents from ‘Others’ group and private employees.

• Unmarried customers were more satisfied with the service quality as compared to the married customers of LIC on all the parameters.

Thus, we can conclude that in LIC, service quality played a very important role in satisfying the customers. An increase in service quality increased the satisfaction of the customers. Reliability, responsiveness, Assurance and Empathy significantly enhanced the satisfaction of the customers. Besides, LIC should also focus on the tangibility dimension of service quality that is the up to date equipments,
machines, company’s decor, physical facilities and the professional appearance of the employees. Gender, age, income, education, occupation and marital status of the customers significantly moderated the relationship between service quality and customer satisfaction.

7.2 HDFC LIFE

There was a significant difference in the perception of service quality and its dimensions for HDFC Life customers for different categories of demographic variables:

- The perception of male and female customers varied significantly for tangibility, reliability, responsiveness and empathy dimensions of service quality. For tangibility and responsiveness dimensions female customers had more positive perception as compared to male customers whereas, for reliability and empathy dimensions male customers had more positive perception. No significant difference was observed in assurance and overall service quality.

- Different age groups in HDFC Life did not vary significantly in their perception of service quality and its dimensions.

- It was observed that different income groups varied significantly for their perception for reliability, and assurance dimensions of the service quality. It was observed that higher income customers had a more positive perception of the overall service quality as compared to the lower income groups.

- Based on qualification there was a significant difference in the perception of overall service quality and its reliability and assurance dimensions. The graduates and below group had a more positive perception of service quality as compared to PG and Higher education group.

- On the basis of different profession groups no significant difference was observed.

- There was no significant difference in the perception of married and unmarried customers for overall service quality and its dimensions.

When customer satisfaction was analysed it was observed that there was a significant difference in the Customer satisfaction of HDFC Life customers on the basis different demographic variables.
• The male customers of HDFC Life were more delighted and pleased with HDFC Life as compared to the female customers.
• On the basis of age no significant difference was observed in the customer satisfaction of HDFC Life customers.
• For different income groups, the respondents from the higher income group were more satisfied as compared to the respondents of low income group.
• On the basis of different education backgrounds, respondents from graduate and below group were more satisfied as compared to the respondents from PG and Higher group.
• For different profession groups no significant difference in the customer satisfaction was observed.
• For Married and unmarried respondents no significant difference in the customer satisfaction was observed.

When the relationship between service quality, its dimensions and customer satisfaction for the entire group of the HDFC Life customers was analysed it was observed that the increase in overall service quality increased the satisfaction of the customers. All the dimensions of service quality were significant contributors for customer satisfaction.

• The male customers of HDFC Life were comparatively more satisfied with the service quality as compared to the female customers. Dimension wise analysis indicated that reliability was the most significant factor contributing towards their satisfaction for both male and female customers.
• There was a significant relationship between the overall service quality and customer satisfaction for both the age groups. The older age group was comparatively more satisfied than the younger groups.
• It was observed that in HDFC Life the higher lower income groups were more satisfied as compared to the higher income group. Reliability was the most significant factor contributing towards their satisfaction for both the income groups.
• The relationship between the overall service quality and customer satisfaction was significant for both the education groups. Graduates and below group was more satisfied with the services as compared to PG and above group.
The relationship between the overall service quality and customer satisfaction was significant for all groups based on profession. Govt. Employees and private employees were more satisfied with the service quality as compared to 'Own Business' and 'Others' category.

Unmarried customers of HDFC Life were more satisfied with the service quality as compared to married customers. For married and unmarried customers the dependability on HDFC Life was the most important factor contributing towards their satisfaction.

Thus, we can conclude that in HDFC Life, service quality played an important role in satisfying the customers. An increase in service quality increased the satisfaction of the customers. Reliability followed by Assurance, responsiveness, assurance, empathy and tangibility significantly enhanced the satisfaction of the customers. Demographic variables significantly moderated the relationship between service quality and customer satisfaction.

7.3 THE COMPARISON OF PUBLIC AND PRIVATE SECTOR INSURERS (LIC AND HDFC LIFE)

Difference in the perceived service quality, its various dimensions and customer satisfaction for the private and public sector insurers is summarized as under:

SERVPERF was used to measure service quality as a multi-dimensional construct across five dimensions: tangibility, reliability, responsiveness, assurance and empathy (Cui, Lewis & Park, 2003). The findings on the basis of comparisons are summarized below:

1. **Tangibility**

   It includes the Insurer’s decor, ambience, physical facilities and even the appearance of the staff. The customers can assess the premises as indicator of service quality (Lai 2004). It was found that the tangibility component of service quality was higher for the private sector banks as compared to the public sector. The customers found the physical appearance which includes up-to-date equipments, machines and personnel of HDFC Life to be of higher quality when compared with LIC. Thus, the private sector insurer’s customers were more satisfied with tangibility aspect of the insurer as compared to the public sector insurer.
2. **Reliability**

It is the extent to which the service is delivered to the standards expected and promised. In essence, it represents the customer getting what they feel they have paid for. Zim et al. (2010) pointed out that reliability is one of the important factors of customer satisfaction. The reliability of the insurer which was dependent on handling customers’ service problems effectively and maintaining error free records was found higher in the public sector. As per the customers of the public sector, whenever they had a problem their bank showed sincere and sympathetic interest in solving it as compared to the private sector customers.

3. **Responsiveness**

It refers to the willingness and the ability of the service provider to meet and adapt to customers' needs. It was found that there was no significant difference in the perception of private sector and public sector respondents in their promptness, willingness and readiness to respond to customers' requests. Responsiveness is the timely reaction towards the customers' needs. Responses to our research suggest that responsiveness has a relationship but no significant effect on customer satisfaction. We can conclude that responsiveness is a need in providing quality service, but not a must. Similar findings have been reported by Agbor 2011, Arora and Jain(2011), Lianxi and Zhou (2004); Gill, Flaschner and Shachar (2006) Yavas et al (2004) and Kantspenger and Kunz (2010).

4. **Assurance**

Assurance is the degree of trust and confidence that the customer feels its service provider is competent to supply the service. Mostly, this stems from the degree of confidence that the customer has in the service provider's staff. The customer will not be satisfied if he/she does not feel assured about the competence of the service provider. Assurance shows a positive correlation with customer satisfaction in the current study. The possible explanation of this finding is that the insurers can instil feelings of confidence in its customers and the banks handle their customers in a professional and competent way. As mentioned earlier in the literature review, Kumar et al. (2010), and Lai (2004) also pointed out that assurance is one of the important factors for customer satisfaction. Our study is line with this in which assurance has been the most important dimension of service quality after reliability.
which effected customer satisfaction to a great extent. The confidence in the ability and knowledge of the employees of the insurer and the safety and security of their transactions led to customer satisfaction, thereby making assurance the significant component of service quality. Again, the assurance of public sector insurer was more than the private sector insurer leading to greater customer satisfaction amongst the former.

5. **Empathy**

Service customers often have expectations with regard to the extent to which the service provider appears to understand and be concerned about their individual needs and wants. The more the service provider can see things from the customer’s point of view, the better. The core concept of empathy is to understand the needs of customers and provide individual attention. Employee and customer interactions are reflected through the empathy dimensions. The current study confirms that empathy has correlation with customer satisfaction. Ladhari (2009) also found that empathy is a strong predictor of customer satisfaction. The customers of the private sector found their insurer to be more caring, giving them individual attention and keeping their best interests at heart. Empathy was the important dimension of service quality that led to customer satisfaction. The customers of the public bank were not very satisfied with the empathy of the insurer and expected them to give personal attention.

6. **Service Quality and Customer Satisfaction**

Overall, after discussing the individual components of service quality, it was analysed that other than responsiveness dimension of service quality, all the other dimensions, tangibility, reliability, assurance and empathy were highly co-related to customer satisfaction in each of the insurers. For overall service quality there was no significance difference in the perception of public and private sector respondents. As far as customer satisfaction is concerned, the analysis showed that the customers of the public sector were more satisfied with the services of their insurer as compared to the private sector. Service quality and customer satisfaction both are significantly moderated by demographic factors discussed in the next section. Further, out of the five dimensions of service quality, in the private insurer, reliability, responsiveness, empathy and assurance, were the most important factors for customer satisfaction. In the public sector, it was reliability, assurance, responsiveness and empathy. Similar
studies have been reported by Saghier & Nathan (2013) who found that customer satisfaction is significantly affected by assurance and reliability. They also supported that the five dimensions, namely tangibility reliability, responsiveness and assurance are closely related to each other and overall service quality. When the individual importance of the dimensions of service quality was considered it was observed that in both the public and the private insurers, Reliability was the most important factor of service quality. This result was consistent with the studies of Yang et al (2004), Wang et al (2002) who found that reliability was the key dimension followed by assurance and tangibility.

Supportive evidence is given by many researchers; (Bedi, 2010; Kassim and Abdullah, 2010; Kumar et al., 2010; Naeem and Saif 2009; Balaji, 2009; Lee and Hwan, 2005; Athanassopoulos and Iliakopoulos, 2003; Parasuraman et al 1988, Mohammad and Alhamadani (2011), Sulieman (2011) and Buttle (1996), Ragavan and Mageh (2012), Aggarwal J. (2012). Our research is in line with results of these studies which states that the overall service quality has a significant and positive relationship with customer satisfaction and service quality dimensions are the basic factors that affect the overall customer satisfaction. It is apparent that focusing on delivering high quality services and improve service quality effectively is critical for customer satisfaction.

Relationship between Service quality, its various dimensions and Customer satisfaction of the Private and the public sector bank customers for different categories of demographic variables is summarized below:

1. **Moderating effect of Gender on the relationship between Service quality, its various dimensions and Customer satisfaction of the Private and the Public Sector Insurers**

Gender of the customer played a crucial role in determining the overall perception of service quality and the customer satisfaction. Overall in the public sector and private sector male customers were more satisfied than the female counterparts.

The inherent difference in the characteristics of male and female customers was evident in the perception of different dimensions of service quality and customer satisfaction as discussed below:
When overall service quality was analyzed for male and female customers of LIC and HDFC Life it was found that male respondents were more satisfied than the female respondents of both the insurers.

When the customer satisfaction levels were checked, the scores indicated that for both the insurers private and public, female respondents were more satisfied with the physical appearance than the male customers. Male customers expected better décor and physical facilities to increase their satisfaction levels.

When both public and private insurers were checked, female found their insurer more dependable than the male respondents. Thus to increase the satisfaction levels of male respondents, insurers had to be more reliable in performing their services. In both private and public sector insurers female respondents were more satisfied. Females found their insurer to be more responsive as compare to the male respondents. In case of public sector female respondents were highly satisfied with the ability and knowledge of the employees of their insurers and felt more secure and safe while transacting with them as compared to male employees. In case of private insurer male respondents were more satisfied with the assurance of the insurer as compared to female respondents.

Both in public and private insurers, female respondents were more satisfied with the personal attention they got from the staff as compared to the male respondents. When the overall service quality was analyzed with customer satisfaction, it was observed that the public sector customers, males and females both were more satisfied as compared to the male and female customers of private insurer.

2. **Moderating effect of Age on the relationship between Service quality, its various dimensions and Customer satisfaction of the Private and the Public Sector Insurers**

Ages of the customers' were grouped into two categories. The younger group (Age ≤ 35 yrs) and the older group (Age > 35 years). The relationship between customer satisfaction levels for said age groups for various dimensions of service quality for public and private banks is mentioned as under:

Correlation and regression analysis revealed that when the overall service quality was analyzed for different age groups it was found that the public sector
respondents from both the age groups were more satisfied with the services as compared to private sector respondents.

It was observed that, for both private sector and public sector insurers, the younger group was more satisfied with the physical appearance and up to date equipments as compared to the older group. The younger group found private sector insurer to be more dependable and sincere in solving customer’s service problems than public sector insurer. On the other hand when the older group was compared for the same dimension it was found that this group found public sector insurer to be more dependable and sincere in solving customer’s service problems.

For prompt and efficient services, it was found that the younger group was more satisfied with private sector insurer. They received prompt and efficient services from private sector employees; whereas the older group was more satisfied with the prompt and efficient services of public sector insurer. For trust and confidence in ability and knowledge of employees, respondents from both the age groups were more satisfied with public sector insurer. They trust public sector insurer and have confidence in ability and knowledge of employees. For individual and personal attention from employees, respondents from both the age groups were more satisfied with private sector insurer as compared to public sector insurer. They are pleased with the individual attention they got from the employees of private sector insurer.

3. **Moderating effect of Income on the relationship between Service quality, its various dimensions and Customer satisfaction of the Private and the Public Sector Insurers**

Annual household income plays an important role in determining the service quality perceptions of customers and thereby affecting their satisfaction levels. For this purpose the income levels were clubbed into two categories: a) The lower income group (≤ 5 lacs p.a). and (b) The higher income group (Income >5 lacs p.a). The relationship between customer satisfaction levels for said income groups for various dimensions of service quality for public and private insurers are mentioned as under:

The correlation and regression analyses indicated that, when the overall service quality was considered for different income groups it was found that the respondents from both the income groups were more satisfied with the services they are receiving from public sector insurer.
The respondents from both the income groups were more satisfied with professional appearance and up to date equipments of private sector insurer. The first income group found public sector insurer to be more dependable. On the other hand the other income group found private sector insurer to be more dependable. Both the income groups found public sector insurer to be prompt and efficient service provider. Both the groups based on income felt safe and secure while transacting with the employees of public sector insurer and have confidence in ability and knowledge of the employees.

All the respondents from the different income groups were pleased with the individual attention they got from the employees of private sector insurer as compared to the respondents of public sector insurer.

4. **Moderating Effect of Education on the relationship between Service quality, its various dimensions and Customer satisfaction of the Private and the Public Sector Insurers**

The analysis found that, when the overall service quality and customer satisfaction was considered for both the groups based on educational qualification, it was found that the respondents from both the groups were more satisfied with the services they are receiving from public sector insurer as compared to the respondents of private sector insurer.

Respondents of both the groups were more satisfied with company’s decor and physical facilities and professional appearance of the employees of private sector insurer as compared to public sector insurer. Public sector insurer customers demanded enhanced physical facilities, equipments and machines to increase their level of satisfaction. All the respondents found public sector insurer to be more reliable and dependable as compared to private sector insurer. Private sector insurer customers demanded the insurer to be more reliable and dependable.

For different groups based on educational backgrounds, it was observed that public sector insurer respondents from both the groups were more satisfied than the private sector insurer respondents. They found public sector insurer employees’ prompt and efficient service providers and feel safe and secure while transacting with the employees of the company. Graduates and below found private sector insurer better in providing them convenient service conditions and the individual attention
they got from the company. On the other hand for PG and above respondents, it was observed that they found public sector insurer better in providing them convenient service conditions and personal attention.

5. **Moderating effect of profession on the relationship between Service quality, its various dimensions and Customer satisfaction of the Private and the Public Sector Insurers**

Profession was one of the important factors to determine the service quality perceptions and satisfaction levels of the customers. The data was classified into Govt. employees, private employees, Own Business and Others. The results were analysed as under:

The correlation and regression analysis revealed that for over all service quality and customer satisfaction, respondents from govt. employees and own business group were more satisfied with the service quality of public sector insurer. Whereas private employees and the others group found private sector insurer was a better service provider and they were more satisfied with private sector insurer as compared to public sector insurer.

All the respondents from govt. employees, private employees, own business and others group found private sector insurer better in décor, has up to date equipments and appealing physical facilities. The public sector insurer respondents had higher expectations from public sector insurer on this dimension. Govt. employees and private employees found public sector insurer more reliable and dependable. On the other hand respondents from own business group and others found private sector insurer more dependable and reliable. Respondents from govt. employees, private employees and own business groups found that the services they are receiving from public sector insurer are prompt and efficient. For the others group they found private sector insurer was better in prompt and efficient services.

All the profession groups trust public sector insurer and have confidence in the ability and knowledge of the employees of public sector insurer and feel secure while transacting with them. All the respondents were pleased with the individual attention and convenient service conditions they got from the employees of private sector insurer.
6. **Moderating Effect of Marital Status on the relationship between Service quality, its various dimensions and Customer satisfaction of the Private and the Public Sector Insurers**

Correlation and regression analysis revealed that both married and unmarried respondents were more satisfied with public sector insurer. They were more satisfied with the décor and appealing physical facilities of private sector insurer. They also found public sector insurer more reliable and dependable as compared to private sector insurer.

Married respondents found public sector insurer to be more prompt and efficient as compared to private sector insurer whereas unmarried customers found private sector insurer to be more prompt service provider than public sector insurer. Both married and unmarried respondents felt safe and secure while transacting with the employees of public sector insurer. They found private sector insurer better in the individual attention they got from the employees and the convenient service conditions.

Thus, it was found that customers with different demographic characteristics like marital status, gender, age, income, education and occupation, have different perception of service quality and customer satisfaction thereof. Similar findings are reported by Pautins (2005), Galway and Blanchard (1996).

7.4 **MANAGERIAL IMPLICATIONS**

Insurance is a hyper competitive industry. Success in the insurance sector inevitably depends on customer satisfaction. The insurers those are not in a position to meet expectations of their customers will be gradually driven away from competition. In this study, service quality of private and public sector insurers was measured and further its relationship with customer satisfaction was found. Service Quality has become an important integral component of many organizations in order to differentiate themselves from competitors and to build sustainable competitive advantage. Following are some of the suggestions which should be taken into account by the organizations so as to enhance the service quality and induce greater satisfaction thereby attaining higher level of favourable outcomes

- When assessing the service quality managers should not employ general measures of service quality, but should ensure that they are evaluating all
aspects of their service. Service quality managers can use the results of this study to enhance their understanding of which service quality dimensions are associated with overall satisfaction. Since it is more expensive to find and attract a new customer than it is to retain an existing one (Schlesinger and Heskett, 1991). Insurance service providers should continually monitor the level of fulfillment of personal needs and satisfaction with the organization, if they wish customers to remain loyal and want them to recommend their insurer to others.

While considering the parameters of service quality, the Managers should lay great emphasis on reliability and assurance. The reliability of the insurer is dependent on handling customers’ service problems effectively and maintaining error-free records. Thus, the services delivered should match standards expected and promised. Assurance is the degree of trust and confidence that the customer feels its service provider is competent to supply the service. Mostly, this stems from the degree of confidence that the customer has in the service provider’s staff. The customer will not be satisfied if he/she does not feel assured about the competence of the service provider. Reliability and Assurance shows a positive correlation with customer satisfaction in the current study and has come out to be the most significant contributor towards customer satisfaction. The possible explanation of this finding is that the insurer can instil feelings of confidence in its customers and handle their theme in a professional and competent way. So, both the insurers’ irrespective whether it is private or public should make effort to include interpersonal skills training in their overall training programme to satisfy the needs of their customers.

In both the public and the private sector banks the managers need to understand the importance of the responsiveness, empathy, and tangibility as the significant factors contributing towards customer satisfaction. Responsiveness is prompt and efficient service performance from employees. Empathy is to know the customer’s needs and giving individual attention. Furthermore, the managers should not undermine the importance of the Tangible components of the insurer. The visually appealing facilities of the insurer satisfy the customers to a great extent. Thus, the insurer should
continuously monitor the decor, ambience, physical facilities and even the appearance of the staff as the customers assessed, the premises of the insurer as indicator of service quality.

- As per the study, the demographic factors played a crucial role in moderating the relationship between service quality and customer satisfaction. Thus the managers while considering the service quality dimensions should lay emphasis on the gender, age, marital status, education, income and occupation of the customers as these factors have a moderating effect on their satisfaction levels.

- The results suggested that the private sector insurer had more favourable ratings on customers’ perception of service quality than in the case with the service from the public sector. Thus the public sector insurer should recognize the importance of service quality and of developing and maintaining enduring relationship with their customers as two crucial parameters leading to increased performance. There is a need of investing in Employee training programs with major focus on interpersonal communication and personalized customer care factors in order to provide the service with an emphatic approach. They need to improve those employee-related attributes of service quality since they are the main sources of the competitive advantage. Besides, these organizations must constantly monitor customers’ expectations through customer surveys, in-depth interviews or other informal means of research. The results suggested that the public sector insurer had more favourable ratings on customer satisfaction as compared to private sector insurer. So, they need to work on the reliability, responsiveness and assurance dimensions of service quality to improve customer satisfaction. On a closing note, the service managers need to understand that Service quality is an important feature of customer satisfaction in insurance industry irrespective of the public and the private sector insurers and customer satisfaction is strongly associated with it.

7.5 LIMITATIONS AND SUGGESTIONS FOR FURTHER RESEARCH

- The study was conducted in the four towns of Himachal Pradesh namely Shimla, Kullu, Mandi and Dharamsala. Both LIC and HDFC Life have numerous branches across the nation. For a more comprehensive study the data could be collected from other cities and towns also. Further, motor
insurers and health insurers could have also been included for a wider view of the service quality perceptions and its influence on customer satisfaction. Thus empirical research may be conducted comparatively with other branches or with other sectors so that service quality and its impact on customer satisfaction across the different contexts or organizations can be measured and can be utilized for future development and improvement.

The researcher has investigated the relationship between service quality and customer satisfaction in a limited setting. There may be other drivers of service quality and customer satisfaction which may be explored into by the future researchers. The researchers may concentrate on building a broader conceptual model of factors that influence service quality and customer satisfaction. This can be done by using relationship management and other psychological factors related to consumer behaviour.

The study was confined to two life insurers only. Future researchers can take into account other insurance companies or other towns for comparative study.