ABSTRACT

Insurance industry is having two branches: Life insurance and General insurance. This industry is service industry. Clients are influential factor on insurance business. Retention of old clients as well as increase in new clients is important for any insurance company. In 1850, first insurance company was established in Calcutta by British. In 1907, first general insurance company was established. In 1972, General insurance business (Nationalization) act was passed and 107 companies were amalgamated and grouped in 4 companies. In the year 1999, Insurance Regulatory and Development Authority (IRDA) was formed and incorporated as statutory body in April 2000. The various private insurance companies entered the insurance market from 2001.

Till 2001, there was monopoly of 4 insurance companies in Indian general insurance market. Now there are private insurance companies and public sector insurance companies in Indian general insurance market. Before 2001 the tariffs were followed by each insurance company. The rates of premium were equal to all insurance companies. Due to privatization of insurance sector the rates were non-tarrified which leads to competition between insurance companies. The clients have many choices for selection. The new products were introduced due to globalization of insurance sector in India after 2001. There was awareness in clients about the insurance. The new concepts in insurance market were initialized.

Being a service industry the managerial skills and client servicing factors are focused in the study. In the working structure of general insurance industry, Middle level management is directly dealing with the clients. To
mitigate the challenges such as privatization, competition, stakeholder’s pressure, government pressure, facing the knowledgeable clients due to globalization, non-tariff rating etc. the general insurance industry the management must have managerial skills. The researcher focused on these skills considering four dimensions of client servicing i.e. procurement of business, prudent underwriting, speedy settlement of claims, and redressal of grievances.

The objectives of the research are:

- To develop managerial quotient for middle level management in client servicing for general insurance industry with reference to Pune region
- To develop client servicing quotient for middle level management for general insurance industry with reference to Pune region
- To suggest suitable measures for client servicing in general insurance industry.

Methodology adopted for this research includes:

- Field survey
- Primary data – Questionnaire is structured on the basis of managerial skills (KPIs) and 4 dimensions of client servicing with Likert scale.
- Secondary data – Annual reports

Sample size was determined on the basis of random selection from general insurance industry in Pune region. The middle level managers from scale I to scale IV have been selected from Pune region. The universe was Pune region in general insurance industry. The total population under consideration on the basis of random selection was 573. The random sample
size selected was 300. The responses from public sector as well as private sector were received. The total number of responses received was 104.

The hypotheses were formulated to understand the co-relation between managerial quotient and client servicing. On the basis of data received “Mean” was considered for formulating hypotheses.

H1: The mean total managerial quotient of middle level management has a significant co-relation with the mean total client servicing quotient of middle level management in general insurance industry.

H2: Higher managerial quotient of middle level management leads to better client servicing in general insurance industry.

The analysis of the data was carried out by conducting a few statistical tests e.g. descriptive statistics, ANNOVA test, Pearson’s co-relation test.

**Research findings and conclusion are:**

Managerial quotient model is developed (Chapter VI). As per model (Table 12) minimum managerial quotient is 52 and maximum managerial quotient is 260.

As per frequency analysis of managerial quotient (Table 14) 7 middle level managers out of 104 are having maximum managerial quotient i.e. 260. As per (Table 15) 3 middle level managers are having managerial quotient 130-180 which is high managerial quotient, 55 middle level managers are having managerial quotient 180-230 which is higher managerial quotient. 46 middle
level managers are having managerial quotient 230-280, which is highest managerial quotient. The minimum managerial quotient of middle level management, as per data collected is 147(Table 13). It is concluded that in Pune region the middle level managers are not having lowest managerial quotient. Maximum number of middle level managers i.e. 58(55+3) out of 104 are having higher managerial quotient (Table 15).

Client servicing quotient model is developed. As per model minimum client servicing quotient is 64 and maximum client servicing quotient is 320(Table 12).

As per frequency (Table17): 10 middle level managers are having client servicing quotient 274. As per (table18)4 middle level managers are having client servicing quotient 180-230 i.e. good quotient, 48 middle level managers are having client servicing quotient 230-280 i.e. better quotient, and 52 middle level managers are having client servicing quotient 280-330 i.e. best. As per data collected the minimum client servicing quotient of middle level management is 198(table 16). It is concluded that in Pune region the middle level managers are not having lowest client servicing quotient. As median class intervals divide total data in to two parts, 52(48+4) middle level managers are having better client servicing quotient (Table 18).

Finally when the managerial quotient is higher the client servicing quotient is better.
Data Interpretation of the above table
As the probability of null hypothesis is 0.148, the null hypothesis is accepted. It means there is no significant difference amongst the managerial quotients assigned by different groups. As per 5% confidence significant level the value of F is 2.46, which is the upper limit of acceptance region and calculated value is 1.737 lies within the value null hypotheses is accepted.

ANNOVA
TOT - CLIENT SERVICING

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>3232.802</td>
<td>4</td>
<td>808.201</td>
<td>1.291</td>
<td>.279</td>
</tr>
<tr>
<td>Within Groups</td>
<td>61987.159</td>
<td>99</td>
<td>626.133</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>65219.962</td>
<td>103</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Data Interpretation from the above table

As the probability of null hypothesis is 0.279, the null hypothesis is statistically accepted. It means there is no significant difference amongst the client servicing quotients assigned by different groups. As per 5% significance level the value of F is 2.46, which is the upper limit of acceptance region and calculated value is 1.291 lies within the value, a null hypothesis is accepted.

Co-relationship between managerial quotient and client servicing quotient is established, which is 97% with 95% determination, which will useful for higher management for improvement in managerial skills which ultimately leads to better client servicing. The co relation is positive and client servicing variable depends on managerial quotient variable. (Table 21)

The correlation percentage of managerial quotient to managerial skills is up to 37% in respect of Commitment, maintaining systems and procedures, review periodically, punctuality which is positive but poor relationship. The training programme will definitely help the middle level managers to improve these skills (Table 22).

The co-relation percentage of managerial quotient to managerial skills is from 60% to 70% in respect of negotiating, sustaining pressure, control, influencing others, managing change, motivation, resolving conflict. The training programme in respect of these skills will definitely help the middle level managers to develop these skills up to highest level. (Table 22)
The correlation percentage of managerial quotient to managerial skills lies above 70% in respect of delegation, decision making, planning, developing staff, communication. The maximum correlation is in respect of delegation of authority. Training in these skills will lead to 100% improvement in managerial quotient. (Table 22)

The correlation percentage of client servicing quotient to four dimensions of client servicing is above 80% (Table 23)

Finally it is proved that:

**H1: The mean total managerial quotient of middle level management has a significant co-relation with the mean total client servicing quotient of middle level management in general insurance industry**

**H2: Higher managerial quotient of middle level management leads to better client servicing in general insurance industry**

Further study can be done on unidentified managerial skills. The study has considered only 16 managerial skills.

**However, there are certain limitations of the research:**

- Poor response from private general insurance companies for questionnaire.
- Prevailing different working cultures in private and public sector prevents absolute comparison.
Suggestions:

Managerial quotient developed which is useful to any general insurance company in case of promotion exercise, motivation exercise, and Training exercise for managerial skills.

Client servicing quotient developed which is useful to any general insurance company in case of Training, deciding strategies in respect of any weak dimension of client servicing.

Under the study there is poor but positive relationship in respect of commitment, maintaining systems and procedures managerial skills. Improvement in these managerial skills by paying attention will definitely reduce the grievances. Also help the higher management to retain the old clients as well as establishing relationship with new clients.

As per secondary data (Table 24), it revealed that the pendency of grievances increased as well as most of grievances is related with issued policies and/or claims. Reduction in grievances with prudent underwriting the policies will help the management in both the ways. It will also help the management to reduce the complaints in respect of claims and fast settlement of claims will definitely helpful for retaining old clients and developing new clients.