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Customer's perception towards Change Management in Insurance sector – A Case Study of LIC of India

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ABSTRACT

After a Decade of privatization in insurance sector in India, Customers of LIC believes that LIC is still in leading position in insurance sector. LIC win the trust of majority of the customers LIC of India doesn't charge any hidden charges and due to government organization LIC succeeds to provide feeling of security to their customer. A descriptive study is conducted among the customers of the LIC of India from different branches in Bhopal. The objective of this research is to study the perception of customers about the change management (Privatization) and impact of the change management on the services provided by LIC of India to their customers. Chi Square test is applied in this paper to check the authenticity of data given by the respondents. The findings suggests that the change management can be implemented through Planning and Implementation, Decision making, transparency in policies, by creating opportunities for development etc.

Keywords: Change; Change Management; Privatization; Insurance; Services; Customers etc.

1. INTRODUCTION

Change being natural phenomenon cannot be avoided. The only task lies with the individual, society or business is to manage the change in positive and fruitful manner. The most challenging task is to define management without risk as the changes never put any

alarming deadline. Materialistic change in life leads to various setbacks not only in cultural aspect but financial losses are alarming. In modern day's organizations that are engaged in same kind of industry, rendering same kind of services and having same set of activities differ in their functioning. The mission, purpose and objectives of an organization therefore can be same but they differ on account of the people constituting the organization. Each and every organization is unique and the employees in the organizations differ on account of their capability, their skills, and their knowledge, their personality and attitude. The relationships that exist in the organizations are quite complex and it is ever changing. This change can be on account of the changes in the work environment or on account of new people joining and old employees leaving the organization. This is only part of the total picture, however despite such frequent changes; the organizations themselves alter slowly if at all. It is the relations that change rather than the organization itself.

The beginning of life is purely formation of innocent behaviour termed as childhood which is followed by teenager stage, as long as time passes the phases of life become mature. In view of the society which includes primarily parents or grandparents such developments are never recognised as positive change. However, the change in life pattern parallel with time is natural but the challenges of modification needs input of change management in view to cope with altering scenario with fruitful future. Change with ageing being considered as absolutely natural phenomenon which obeys the law of nature. Dynamism of social change can be managed which is termed as business requirement resulting from competitive hierarchy. The reality of positive alterations leaves only two options with every individual. In one way the change can be acceptable or otherwise change can be managed properly.

1. 2. Customer perception

The aim of any business is to increase their sales by determining what drives their customers' purchase decisions. Customer perception theory attempts to explain consumer behavior by analyzing motivations for buying - or not buying - particular products. Three areas of customer perception theory relate to its theory: self perception, price perception and perception of a benefit to quality of life. A sales and marketing overview that include a customer's impression, awareness about a company or its offerings is termed as customer perception. Customer perception is typically affected by advertising, reviews, public relations, social media, personal experiences and other channels.

2. OVERVIEW OF LIFE INSURANCE CORPORATION OF INDIA

Life insurance came to existence in India well over 100 years ago. Today it has gained acceptance of all the groups of the society. Life insurance service came into existence in India sometime in 1818. The first insurance company was started in Calcutta and was called as the Oriental life insurance company. The service was available for the Britishers who resided in India. It was through the efforts of people like Raja Ram Mohan Roy, Dwarkanand Tagore, Rampuanu Lahiri, and Rustomji that Indians could avail this service as well.

In the year 1870 'Bombay Mutual life Assurance society, the first Indian insurance company, came into existence. The next most important Indian life office was established on May 5, 1874. It was called as the 'this company had an authorized capital of Rs. 10 lakhs, of which 1.50 lakh were subscribed capitals. By the end of the foreign insurance companies

enjoyed near monopoly in the insurance business. Because of the higher premium charged by the companies from the Indian Lala Hari Kishan Lal, launched the 'Bharat Insurance Company' at Lahore in 1896. Later on a number of insurance companies were established for the Indians.

The LIC Act 1956 has broadly given the pattern of organization structure. LIC is very large organization with a countrywide network of 7 zonal offices, divisional offices and branches. For better Understanding of its organizational set up an attempt is made to discuss the organization at central office, Zonal office, divisional office and branch levels.

3. FACTORS CONTRIBUTING TOWARDS CUSTOMER PERCEPTION

Consumer's perception towards a product or service is partially based on his actual experience with the good, a many research suggests that a consumer's view of a product is also accustomed by a variety of other factors. From very concrete factors of price and quality to less tangible factors such a consumer's view of the manufacturer's reputation, experience with service and the quality of packaging and branding, determine a consumer's perception of goods and services.



Figure 1. Factors contributing towards customer perception

4. REVIEW OF LITERATURE

Radovic M. – Markovic (2008) this research paper emphasizes on the issue of managing organizational change is of key significance within management theory and practice. A number of cases have shown that attempts to 'manage' organizational change frequently failed. Therefore the objective of this paper is to find why does the failure almost occur? Additionally, this papers objective is to provide discussion and find reply on the following questions: Which specific aspects of change are currently impacting most on practicing managers? How do they react to change? How are they dealing with them? And how successful are their attempts? How do the problems identified and solutions described, relate to the theory and research on organizational change? What kind of organizations are the most adopted to changes?

The findings suggest that most companies' operational strategies and structures reflect past business realities – making organizational inertia one of the most considerable obstacles to change.

However, it is noted that leadership and management skills, such as visioning, prioritizing, planning, providing feedback and rewarding success, are key factors in any successful change initiative. The paper culminates with conclusions, implications and suggestions for further research. [1]

Al-Nafjan Abeer N., Al-Mudimigh Abdullah S. (2011) this paper discusses Enterprise Resource Planning (ERP) - change management. A review of the research literature has been presented that focuses on the ERP change management factors. The literature is further classified and the major outcomes of each study have been addressed in this paper. The discussion is supported by a practical ERP project called Madar. The paper is targeted to examine and ascertain the reasons for resistance to diffusion and why individuals within an organization resist the changes. This paper also suggests strategies to minimize the resistance if not overcome completely. [2]

Hala M. Al-Shamaln and Abdullah S. Al-Mudimigh (2011) the main purpose of this study is to analyse how Top management usually faces an unexpected attitude from potential users during implementing an enterprise resource planning (ERP) system. For one reason or another, they resist the implementation process and may cause the failure of ERP system. Therefore, top management should be deal with this problem using effective change management strategies and processes. In this paper, Authors discuss the successful change management strategies and processes in literature. A case study of MADAR has been presented to discover the strategies and processes used for the successful Enterprise system. [16]

Gianforte, Jeffrey J. (2007) focused in his research that Change has always been a constant in human affairs, and today it is one of the determining characteristics of our civilizations. The current research examined two different types of change and categorized them into opportunistic and crisis change to illustrate how modern organizations have dealt successfully with change. Change as a strategic process is profiled throughout four case studies in which the author highlights common threads indicative of successful change. As a secondary part of this paper, the current author has partnered with a department within the Northwest Manufacturing Outreach Center (NWMOC) to advance an assessment tool. The primary objective of this was to gain insight on change and to implement an already existing

assessment tool into an online version, and pilot this with an organization. The result of this project is aimed at increasing the efficacy, function, and efficiency of the electronic version of the NWMOC assessment tool. [15]

Fedor Donald B. and David M. Herold (2004) the purpose of this paper is to present an overview of the findings from the early stages of a stream of research on managing organizational change. Like many other industries, organizations in the paper industry are struggling with how to effectively implement the many changes necessary to remain competitive. At the present time, results are available from three different studies which have encompassed 92 different change initiatives in many different organizations representing twenty-one different industries including banking, engineering, health care, manufacturing, technology services, and utilities. Study 1 looked at how organizational change affects employees' fit with their own jobs and with their organization. Study 2 investigated how organizational change creates stress for employees. Study 3 tested the impact of organizational change on employees' commitment to the change as well as how the change altered their commitment to their organization. A summary of each study's findings are provided and then conclusions and implications are drawn based on all three of them. [13]

Chew Mindy Man Min, Cheng Joseph S. L. and Petrovic-Lazarevic Sonja (2002) in this research paper the author discussed that the restaurant industry is an integral segment of the hospitality sector that is sensitive to external environmental changes. In order to remain competitive, restaurants must be flexible to quickly react and adapt to external environment challenges. Due to the close interactions and relationships between employees and Managers, there can be direct effects on a restaurants performance when internal and external change occurs. This research project was conducted in the city of Melbourne, known for its fine dining and sophisticated food. The study investigated managers' role when initiating and implementing organizational change in order to minimise possible employees' resistance to change. The findings support previous theoretical approaches to effective change management. The key elements to support change were effective communication, employees' attitude and perception of managers' undertaken actions. [9]

Ajmal Sidra, M. Zuhair Farooq, Noman Sajid, Dr. Sajid Awan (2012) the paper aims to explore the role of leadership in change management process. The research is based on extensive review of literature, in order to find out the leadership factors that facilitate change in an organization. The research reveals that that basic leadership and management practices are associated with the core competencies of an organization to achieve desired outcomes. Many organizations are applying change management practices to achieve organizational success for long time survival. In our study we only focused on Change-A planned activity, Leaders as a change agent, Change as a process, Change management, and Leadership style/leaders for change management. [1]

Pryor Mildred Golden, Taneja Sonia, Humphreys John, Anderson Donna, Singleton Lisa (2008) authors believe that the Change management models and research are still relevant for the twenty-first century. The problems are not with their relevancy or their worth. The problems and challenges facing organizational leaders, organizational development experts and researchers relate to the speed and complexity of change required today. This article addresses selected change management models and research, their relevance in today's global economy and the challenges facing organizational leaders and researchers in terms of

their application and expected results. We also suggest a relatively new strategic model as well as new applications of existing change management models and theories. [27]

Vakola Maria and Nikolaou Ioannis (2005) the study explores the linkage between employees' attitudes towards organizational change and two of the most significant constructs in organizational behaviour; occupational stress and organizational commitment. Design/methodology/ approach – A total of 292 participants completed ASSET, a new “Organizational Screening Tool”, which, among other things, measures workplace stress and organizational commitment and a measure assessing attitudes towards organizational change. The results of the study were in the expected direction showing negative correlations between occupational stressors and attitudes to change, indicating that highly stressed individuals demonstrate decreased commitment and increased reluctance to accept organizational change interventions. The most significant impact on attitudes to change was coming from bad work relationships emphasizing the importance of that occupational stressor on employees' attitudes towards change. The results did not support the role of organizational commitment as a moderator in the relationship between occupational stress and attitudes to change. [34]

5. RESEARCH METHODOLOGY

The study is descriptive study. Close ended Questionnaire is designed to collect the primary data from customers of the LIC of India, Bhopal district of Madhya Pradesh.

Sampling Plan

- Sample unit : LIC of India, Bhopal. Customers of LIC who avails LIC services more than 10 years.
- Sample Size: 300 Customer.

Objectives of the study:

1. To study the perception of LIC's customers about change management (Privatization) & its causes.
2. To study the impact of change management on the services provided by the LIC to its customers.

Hypothesis:

1. The customers have neutral perception about the change management (Privatization) initiated by the LIC.
2. There is no significant change in the services provided by the LIC to its customers after change management (Privatization) initiated by the LIC.

6. DATA ANALYSIS AND INTERPRETATION

6. 1. Privatization of insurance sector remove the monopoly of LIC in Insurance sector.

S. No.	Opinion	Respondents	%
1	Strongly agree	42	14
2	Agree	87	29
3	Not sure	33	11
4	Disagree	95	32
5	Strongly disagree	43	14
	Total	300	100

$\chi^2 = 54.94$ $df = 4$ $\chi^2 (.01) = 7.78$

Interpretation:

The respondents have given the following responses to the question about Privatization of insurance sector removed the monopoly of LIC in Insurance sector. 14% customers of LIC are strongly agreed with statement that the Privatization of insurance sector remove the monopoly of LIC in Insurance sector. 29% of employees are agreed with the statement they believe due to privatization of the insurance service customers have more options than the previous environment of monopoly of LIC. 11% of employees are not sure about their opinion regarding the statement that monopoly of LIC is removed due to due to privatization of Insurance services. Around 46% of employees have negative opinion regarding the statement they said LIC is still in leading position due to transparency in their dealing and their network. **Table 6.1** Reveals that χ^2 value obtained is **54.94 which is significant at $\alpha = 0.01$ and $df = 4$** so LIC customer differ significantly regarding challenge to monopoly of LIC due to Change. This is due to availability of other options to the customers.

6.2. Have you ever switched to other insurance company after privatization for insurance services?

S. No.	Opinion	Respondents	%
1	Yes	98	33
2	No	202	67
	Total	300	100

$\chi^2 = 36.06$ $df = 1$ $\chi^2 (.01) = 2.7$

Interpretation

When the customers asked about they ever switched to other insurance company after privatization for insurance services. Only 33% customer of the LIC accepted that they switched to the other insurance service provider company after the privatization of insurance services because they believe new private Insurance Company will proved more and quick returns to their investment. 67% of the employees said they never switched to the other insurance service provider company because they believe that the LIC is still leading Insurance provider company in India and due to being a government organization fair dealing and transparency in their functioning customers has trust towards the LIC. These are the main reasons majority of customer belongs to LIC never switched to other insurance provider company. **Table 6.2** Reveals that χ^2 value obtained is **36.06 which is significant at $\alpha = 0.01$ and $df = 4$** so LIC customer differ significantly regarding exercising options other than LIC after Change. This is due to choices available after privatization in the insurance sector.

6.3. To switch back from other insurance service provider to LIC of India is due to:

S. No.	Opinion	Respondents	%
1	Lack of transparency in policies	27	09
2	Lack of security	09	03
3	Hidden charges.	21	07
4	All of the above.	89	30
5	None of the above.	154	51
	Total	300	100

$\chi^2 = 100.85$

$df = 4$

$\chi^2 (.01) = 7.78$

Interpretation:

When asked about the reasons for switch back from other insurance service provider to LIC of India. 9% customer of the LIC said that they switch back to LIC due to lack of transparency in policies they experienced that the private Insurance providing companies have no transparency in claim settlement process in comparison to LIC of India. 3% of customers of LIC said they switch back to LIC due to lack of security provided by the private Insurance service provider companies. 7% of customer said the reason of switch back to LIC of India is due Hidden charges applied by the private Insurance companies. 30% customers of the LIC said all of the above reasons to switch back to LIC of India. 51% customers said none of the above these are customers who never switched from LIC to any private Insurance provider company. **Table 6.3** Reveals that χ^2 value obtained is **100.85 which is significant at $\alpha = 0.01$ and $df = 4$** so LIC customer differ significantly regarding switching back from other providers to LIC after Change. This is due to the trust among the customer towards LIC and security provided by the government to Life insurance Corporation of India.

6. 4. Services provided by LIC for Insurance after privatization improved a lot?

S. No.	Opinion	Respondents	%
1	Strongly agree	81	27
2	Agree	129	43
3	Not sure	23	08
4	Disagree	34	11
5	Strongly disagree	33	11
	Total	300	100

$\chi^2 = 132.94$ $df = 4$ $\chi^2 (.01) = 7.78$

Interpretation:

These figures reveal the service provided by the LIC. Here the respondents are asked about Insurance services provided by LIC after privatization is improved a lot. 27% customers of LIC are strongly agreed about the statement that the Services provided by LIC for Insurance after privatization improved a lot. 43% of customer are agreed with the statement they believe LIC has focused on the customer relationship management now they pay more attention to customers problem and try to solve it after the privatization. 8% of the customers are not sure about their opinion regarding the statement. Around 22% of customers have negative opinion regarding the statement they said there is no significant difference in services provided by the LIC to their customer after the privatization in comparison to previous environment. **Table 6.4** Reveals that χ^2 value obtained is **132.94 which is significant at $\alpha = 0.01$ and $df = 4$** so LIC customer differ significantly regarding improvement in service after Change. This is due to competition from private sector and to attract and retain the customers.

6. 5. After privatization quality of services provided by the LIC differentiates it from other players in insurance sector after privatization.

S. No.	Opinion	Respondents	%
1	Strongly agree	89	30
2	Agree	123	41
3	Not sure	24	08

4	Disagree	36	12
5	Strongly disagree	28	09
	Total	300	100

$\chi^2 = 128.44$ $df = 4$ $\chi^2 (.01) = 7.78$

Interpretation:

When the respondents were asked questions about their idea about the Quality of services provided by the LIC differentiates it from other players in insurance sector after privatization. 30% of customers are strongly agreed with the statement that the Quality of services provided by the LIC differentiates itself from other players in insurance sector after privatization in positive terms. 41% customers are agreed with the statement they believe due to huge network and sound financial position LIC of India able to provide better quality of services then the private Insurance Company. 8% customers are not sure about their opinion regarding the statement. 21% customers have negative opinion regarding quality of services they believe there is no significant difference between the quality of services provided by LIC and other Insurance services providing companies in the country. **Table 6.5** Reveals that χ^2 value obtained is **128.44 which is significant at $\alpha = 0.01$ and $df = 4$** so LIC customer differ significantly regarding better quality of service than competitors after Change. This is due to competition and trust in LIC among the customer.

6. 6. Nowadays the workforce of the LIC is well equipped than earlier workforce.

S. No.	Opinion	Respondents	%
1	Strongly agree	76	25
2	Agree	138	46
3	Not sure	18	06
4	Disagree	44	15
5	Strongly disagree	24	08
	Total	300	100

$\chi^2 = 160.94$ $df = 4$ $\chi^2 (.01) = 7.78$

Interpretation:

When the customers are asked about the workforce of LIC is well equipped with the new technology than the earlier workforce. 25% of LIC customers are strongly agreed with the statement that nowadays the workforce of the LIC is well equipped than earlier workforce. 46% customers of LIC is are agreed with statement they believe after privatization

management and employees of LIC have adopted new technologies then the previous workforce of LIC , they said use Information technology gives extra edge to LIC of India.6% customers of LIC are not sure about their opinion regarding the use of new technology by the LIC employees. Around 23% customers of LIC believe that there is no significance difference between the current and previous workforce of LIC. **Table 6.6** Reveals that χ^2 value obtained is **160.94 which is significant at $\alpha = 0.01$ and $df = 4$** so LIC customer differ significantly regarding training of workforce after Change. This is due to completion in the insurance sector.

6. 7. After privatization LIC fastened Claim settlement process more and simple for the customers.

S. No.	Opinion	Respondents	%
1	Strongly agree	106	35
2	Agree	134	45
3	Not sure	07	02
4	Disagree	26	09
5	Strongly disagree	27	09
	Total	300	100

$\chi^2 = 210.78$

$df = 4$

$\chi^2 (.01) = 7.78$

Interpretation:

The view of the respondents regarding the LIC made Claim settlement process more and simple for the customers. 35% customer of LIC are strongly agreed with the statement that after privatization LIC fastened Claim settlement process more and simple for the customers. 45% customers of LIC agreed with the statement they believe after privatization LIC of India made claim settlement process more simple by trained their employees to deal with the process make the process more transparent, now the customers can get their claim quickly than the previous environment of monopoly. 2% of customers are not sure about their opinion regarding fastened claim settlement process by the LIC of India. Around 18% of customers have pessimistic view regarding the statement they said there is no significant difference towards the claim settlement process. They believe still the claim settlement process is not simple to understand it should be made more simple. **Table 6.7** Reveals that χ^2 value obtained is **210.78 which is significant at $\alpha = 0.01$ and $df = 4$** so LIC customer differ significantly regarding easing of processes after Change. This is due to retain and attract new customer.

6. 8. After privatization LIC make Customer relationship management more efficient by providing prompt services to customers.

S. No.	Opinion	Respondents	%
1	Strongly agree	67	22
2	Agree	132	44
3	Not sure	23	08
4	Disagree	42	14
5	Strongly disagree	36	12
	Total	300	100

$\chi^2 = 125.04$
 $df = 4$
 $\chi^2 (.01) = 7.78$

Interpretation:

In reply to question regarding customer relationship management the following views are presented 22% of the respondents are of the opinion that after privatization LIC make Customer relationship management more efficient by providing prompt services to customers.44% customer of the LIC said the customer relationship management of LIC helps customers to solve their problem and provide prompt solution to the their queries. They said Department of customer relationship management provide after sales services to the customers. 8% of customers are not sure about their opinion regarding customer relationship management. Around 26% customers of the LIC said that the customer relationship management of the LIC is not upto the mark they believe this department should be more helpful and responsible towards the customers. **Table 6.8** Reveals that χ^2 value obtained is **125.04 which is significant at $\alpha = 0.01$ and $df = 4$** so LIC customer differ significantly regarding efficient CRM after affecting Change. This is due to competition and retaining & attracting new customer.

6. 9. After privatization, LIC made clime settlement process more transparent and simple.

S. No.	Opinion	Respondents	%
1	Strongly agree	73	24
2	Agree	132	44
3	Not sure	23	08
4	Disagree	43	14

5	Strongly disagree	29	10
	Total	300	100

$\chi^2 = 132.88$ $df = 4$ $\chi^2 (.01) = 7.78$

Interpretation:

When asked about the claim settlement process more transparent and simple by LIC after privatization. 24% customers of LIC are strongly agreed with the statement that after privatization, LIC made claim settlement process more transparent and simple. 44% customer of the LIC believe that due to privatization and pressure of competition from the private Insurance service providers, LIC made claim settlement process more transparent and simple which is easy to understand for a common man so that the LIC can able to generate more business by satisfying customer. 8% of customers are not sure about their view regarding claim settlement. Around 24% customer of the LIC have negative opinion regarding the claim settlement process of LIC they said claim settlement process should be more transparent and simple so that a common man from interior rural areas can understand this process. **Table 6.9** Reveals that χ^2 value obtained is **132.88 which is significant at $\alpha = 0.01$ and $df = 4$** so LIC customer differ significantly regarding simplification and transparency of processes after Change. This is due to retaining and attracting new customer by providing better service to the customers.

6. 10. After privatization, LIC started offering variety of LIC policies suiting to individual requirement of the customer

S. No.	Opinion	Respondents	%
1	Strongly agree	72	24
2	Agree	124	41
3	Don't know	57	19
4	Disagree	32	11
5	Strongly disagree	15	05
	Total	300	100

$\chi^2 = 117.64$ $df = 4$ $\chi^2 (.01) = 7.78$

Interpretation:

When the customer asked regarding offering variety of LIC policies as per the need of different customer by LIC after privatization. 24% of respondents are strongly agreed with the statement that after privatization, LIC started offering variety of LIC policies suiting to individual requirement of the customers. 41% customer of LIC are agreed with the statement they said LIC has introduce variety of financial product, plan and policy to attract the different

type of customer to expand their business to confront business from private sector. 19% customers of the LIC are not sure about their views regarding offering variety of financial plan by the LIC. 16% of customers have negative view regarding the statement they said LIC offering plan today is not significantly different then their traditional plans and policies. **Table 6.10** Reveals that χ^2 value obtained is **117.64 which is significant at $\alpha = 0.01$ and $df = 4$** so LIC customer differ significantly regarding variety of services due to Change. This is due to competition and opening new avenues for the business.

6. 11. After privatization LIC provided maximum autonomy to its executive

S. No.	Opinion	Respondents	%
1	Strongly agree	63	21
2	Agree	78	26
3	Not sure	49	16
4	Disagree	66	22
5	Strongly disagree	44	15
	Total	300	100

$\chi^2 = 12.44$ $df = 4$ $\chi^2 (.01) = 7.78$

Interpretation:

When the respondents were asked about their perception towards autonomy provided by LIC to their executives. 21% customers of LIC are strongly agreed with the statement that after privatization LIC provided maximum autonomy to its executive. 26% customers respond that the LIC has provided autonomy to their customers they are free to take any decision related to their operations but they have no power to take any decision on policy matters. 16% customers are not sure about their opinion regarding autonomy provided by the LIC to their executives. around 37% customers have negative opinion regarding autonomy provided by the LIC to their executives they said they has different experience regarding the autonomy to LIC executives they said the LIC executives have no autonomy to take any decision directly related with customer. **Table 6.11** Reveals that χ^2 value obtained is **12.44 which is significant at $\alpha = 0.01$ and $df = 4$** so LIC customer differ significantly regarding autonomy to executives after Change. This is due to the need of market.

6. 12. Privatization in insurance sector leads to improvement in customer services of LIC.

S. No.	Opinion	Respondents	%
1	Strongly agree	162	54
2	Agree	98	33

3	Not sure	9	03
4	Disagree	22	07
5	Strongly disagree	9	03
	Total	300	100

$\chi^2 = 308.22$ $df = 4$ $\chi^2 (.01) = 7.78$

Interpretation:

The response to the question, about Privatization in insurance sector leads to improvement in customer services, indicate that 54% of employees are strongly believe that Privatization in insurance sector leads to improvement in customer services now customer is treated as boss , now customer relationship management department is more active than the previous environment of monopoly. 33% of employee are agree with the statement but they believe some other factors like awareness among the customer is also one of the reason behind the improved customer relationship. 3% of the employees are not sure about their opinion. 10% of employees in LIC are disagree with the statement they believe that the reason behind better customer services is due to new trained manpower of the organization. **Table 6.12** Reveals that χ^2 value obtained is **308.22 which is significant at $\alpha = 0.01$ and $df = 4$** so LIC employees differ significantly regarding improvement in customer services after privatization. This is due to the competition with private sector and increased awareness among the customer about their rights.

6. 13. LIC is more focused on timely withdrawal of money after privatization of insurance services

S. No.	Opinion	Respondents	%
1	Strongly agree	66	22
2	Agree	145	48
3	not sure	29	10
4	Disagree	38	13
5	strongly disagree	22	07
	Total	300	100

$\chi^2 = 169.81$ $df = 4$ $\chi^2 (.01) = 7.78$

Interpretation:

When the customers of LIC are asked about the timely disbursement of money by the LIC after privatization of insurance services.22% of customers are strongly agreed with the

statement that the LIC is more focused on timely disbursement of money after privatization of insurance services.48% customers are agreed with the statement they said nowadays LIC focused on timely disbursement of the money related to plan, policy etc. after the privatization customers said timely disbursement of the money helps LIC in retaining the existing and attract new customers. 10% customers of the LIC are not sure about the timely withdrawal of money by the LIC after privatization.20% customers of LIC have negative view regarding the statement they said the customers face many problems during the disbursement of money to the customer by LIC. **Table 6.13** Reveals that χ^2 value obtained is **169.81 which is significant at $\alpha = 0.01$ and $df = 4$** so LIC customer differ significantly regarding timely disbursement of money after Change. This is due to trust of the customer in Life Insurance services and the strategies which adopted by LIC time to time.

6. 14. After a Decade of privatization Life Insurance Corporation of India is still in leading position in insurance sector.

S. No.	Opinion	Respondents	%
1	Strongly agree	82	27
2	Agree	137	46
3	not sure	42	14
4	Disagree	23	08
5	strongly disagree	16	05
	Total	300	100

$\chi^2 = 167.38$

$df = 4$

$\chi^2 (.01) = 7.78$

Interpretation:

When the respondents were asked about the leading position of LIC after a decade of privatization of Insurance services. 27% of customers are strongly agreed with the statement that the after a Decade of privatization Life Insurance Corporation of India is still in leading position in insurance sector. 46% customer of the LIC are agreed with the statement they believe due to the strong network, trust among the customers, security provided by the government to LIC and transparency in their dealing gives leading position to the LIC against the private Insurance service provider companies. 14% customers of LIC are not sure about their views regarding the leading position of the LIC. Around 13 % customer of the LIC have negative view about the leading position of the LIC they said private Insurance companies are far better than the LIC in term of customer relationship management and after sales services but they accept that the LIC succeeds to win the trust of majority of the customers they don't charge any hidden charges and provide feeling of security due to backing of Government. **Table 6.14** Reveals that χ^2 value obtained is **167.38 which is significant at $\alpha = 0.01$ and $df = 4$** so LIC customer differ significantly regarding maintaining lead position after amalgamating Change. This is due to market need and awareness among the customer.

7. FINDINGS

- Customers believe that the LIC is still in leading position due to transparency in their dealing and their network but customers are agreed that the Privatization of insurance sector remove the monopoly of LIC in Insurance sector
- Majority of the LIC Customer said they never switched to another insurance service provider company because they believe that the LIC is still leading Insurance provider company in India and due to being a government organization fair dealing and transparency in their functioning customers have trust towards the LIC.
- Customer of the LIC said that they switch back to LIC due to lack of transparency in claim settlement process, security and hidden charges applied by the private company.
- Customers of LIC are strongly believed that the Services provided by LIC for Insurance after privatization improved a lot, they believe LIC pay more attention to customers problem and try to solve it after the privatization through customer relation management.
- Customers of LIC believes that the Quality of services provided by the LIC differentiates the organization from other players in insurance sector after privatization, they believe due to huge network and sound financial position LIC of India able to provide better quality of services then the private Insurance Company.
- Customers of LIC accepted that the workforce of the LIC is well equipped than earlier workforce, they also believe after privatization management and employees of LIC are more technology friendly then the previous workforce of LIC, it gives extra edge to LIC of India.
- Customer of LIC believes that after privatization LIC fastened Claim settlement process more transparent and simple for the customers, now the customers can get their claim quickly than the previous environment of monopoly.
- Customer perceives that after privatization LIC make Customer relationship management more efficient by providing prompt services to customers.
- Customer have opinion that LIC has introduce verity of financial product, plan and policy to attract the different type of customer to expand their business to confront business from private sector.
- Customers of LIC observed that LIC provided maximum autonomy to its employee. They are free to take any decision related to their operations but they have no power regarding the decision related to policy matters.
- Customers observes that the LIC of India is more focused on timely disbursement of money after privatization of insurance services and it helps organization to retain the existing and attract new customers.

8. CONCLUSION

Organizations need to constantly go for development in order to ensure constant growth and productivity. Effective communication and organization change management practices and policies contribute a lot in confirming the growth and development of organizations. In

order to establish a vision and direction in which to lead an organization, leaders need to be able to influence a company's strategy as well as make sound decisions.

LIC of India has Implemented change management very effectively. After a Decade of privatization in insurance sector, Customers of LIC believes that LIC is still in leading position in insurance sector. Customers believe that due to the strong network, trust among the customers, security provided by the government to LIC and transparency in their dealing gives leading position to the LIC against the private Insurance service provider companies. LIC succeeds to win the trust of majority of the customers they don't charge any hidden charges and provide feeling of security due to their customer.

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