

Compute the People's Behaviour towards the Life Insurance in Kakinada City in Andhra Pradesh

Turkish Online Journal of Qualitative Inquiry (TOJQI)

Volume 12, Issue 6, June 2021: 5678-5692

## **Compute the People's Behaviour towards the Life Insurance in Kakinada City in Andhra Pradesh**

**1 P. Hari Kumar, Research Scholar , School of Management Studies , JNTU- Kakinada**

**E - Mail : [hari\\_kumarp@yahoo.com](mailto:hari_kumarp@yahoo.com)**

**2.Dr. P.V.V. Satya Narayana, Assistant Professor , School of Management Studies ,**

**JNTU- Kakinada E - Mail : [dr.pvvs@gmail.com](mailto:dr.pvvs@gmail.com)**

**3.Dr. P. Vijaya Kumar, Director , School of Management Studies , JNTU- Kakinada**

**Kakinada . E - Mail : [padishalavk@yahoo.co.in](mailto:padishalavk@yahoo.co.in)**

### **Abstract**

A country's degree of civilisation may be measured by its ability to provide insurance. It is becoming more and more apparent that the life insurance idea is a sound one as time goes on. To put it another way, insurance is a significant contributor to the growth of national wealth. This is a universal rule of nature: People must face risks in order to live and play, and insurance policies may at least alleviate some of those disappointments. However unlikely this is, the people of Andhra Pradesh are nonetheless reluctant to insure them. It was the goal of this research to determine the general public's perception of life insurance. Descriptive in nature, the research relies on material gleaned from primary and secondary sources. One hundred people in Kakinada city, the Andhra Pradesh, took part in the study's initial phase. Using a seven-point semantic differential scale, the research survey includes 15 questions on participants' attitudes. The SPSS 20.0 version was used to conduct a frequency distribution analysis of the data collected. In order to make individuals aware of the need for insurance coverage, the media may play a role. The findings of this research will aid in developing insurance policies in Andhra Pradesh.

**Keywords:** Insurance; Life insurance; Behaviour; national health

### **Introduction**

Throughout the globe, the insurance industry is booming. Millions of people throughout the

globe depend on the insurance sector to protect their lives and businesses. [1] In other words, insurance services combine a physical commodity (the insurance document) and a collection of related services. Services are activities and advantages that one group provides to another; services are essentially intangible and do not lead to ownership of anything. Unlike other services, insurance is complicated, and future contingent service has substantial legal implications. In today's world, where annuity plans, government disability benefits, and family savings are insufficient to meet the financial needs of the entire family, cover health care costs, or maintain a specific way of life in the event of the death of the doctor, life insurance is becoming increasingly important. To name just a few of the many tasks our country's life insurance businesses; include everything from service conniving to contract and policy formulation to promotional marketing and sales operations and claim settlement. In Andhra Pradesh, insurance firms have a different approach to marketing than their counterparts in the United States. The breadth and depth of their understanding of marketing differ widely. The difference between public and private insurance businesses may be established. Insurance is the contemporary economy's excellent answer to reducing the anxiety and danger of uncertainty. Due to deregulation, technical advancement, and globalization, life insurance is evolving fast throughout the globe. Andhra Pradesh's insurance industry must keep pace with global trends. Life insurance companies now face competition from both domestic and overseas insurers. As with other venture modules, life insurance offers many benefits. Life insurance provides the most crucial advantage of all: financial stability. As a result, economic growth is made more comfortable.

Life insurance firms collect premiums from a wide range of investors to amass enormous sums of money. This money is used to fund international trade and other financial development initiatives. Additionally, it aids in the decrease of taxable income. Income tax exemptions for premium payments are available to policyholders [3]. Insurance companies now have a significant effect on the economy of the United States. Collecting premiums from the less fortunate members of society contributes to the growth of the nation's savings. People with less formal education will be able to find work due to this. The insurance business takes the danger to that family's financial stability into account by taking the premium into account. India's economy relies heavily on the contributions of life insurance businesses. The primary goal of this research is to determine how individuals in Kakinada City feel about life insurance. Through this research, we want to learn a lot about the insurance sector in general and life insurance in particular.

# Compute the People's Behaviour towards the Life Insurance in Kakinada City in Andhra Pradesh

## **Objectives of the Study**

The study's primary goal is to determine how individuals in Kakinada City feel about life insurance. In addition, this research is beneficial.

1. To get an understanding of the current business environment for life insurance.
2. To propose a new way of thinking about life insurance that might change people's perceptions.

## **Literature Review**

### **Attitude**

According to Kotler [4], a person's attitude determines their positive or negative evaluations, expressive sentiments, and varied behaviours toward certain things or ideas. As a taught predisposition, an Attitude [5] can dependably behave in favour of or against a specific goal.

### **Life insurance**

It is possible to think of insurance as a way to manage hazards [6]. Whole life insurance, which provides a death benefit for the rest of the policyholder's life; term life insurance, which provides a death benefit for a set number of years; and endowment life insurance, which is a form of term life insurance with a savings component, are the three most common types of life insurance policies [7]. Overall, life insurance is a risk management tool and a financial safety net for policyholders. Additionally, it serves essential psychological and social functions. "The primary objective of life insurance is to safeguard against financial loss due to a person's death," wrote the economist Hans Hofstede (8).

Additionally, it protects against 'disability, catastrophic sickness, and retirement'. Life insurance is based on the worth of a person's life [9]. As a result, life insurance serves as a tool for providing beneficiaries with a steady source of income. In this way, life insurance might be seen as a shaving tool, a financial investment, or a risk management tool. In the event of the policyholder's untimely death, the beneficiaries of a life insurance policy are guaranteed a certain amount of money. Those who pay their premiums on time will get this amount to cover their basic living expenses (Appendix).

### **People outlook towards the life insurance**

Factors that may predict the attitudes and perceptions of life insurance policyholders have been the focus of most research on this topic [10,11]. The research on attitudes and perceptions of life insurance policyholders has focused on factors such as customers'

perceived value, contentment, and buying decision-making responsibility.

Price, value for money and family income were not viewed as a barrier to insurance consumption by Leek et al., Honkanen et al., and Olsen [14, 15]; nevertheless, the high price had a negative influence on attitude toward consumption. [17] Attitudes toward insurance purchases are favourably correlated with financial literacy [18].

According to Saibaba et al. [19], women believe their lives are less important, they see insurance as a risk management tool, and they lack understanding of the best insurance options.

People's capacity to pay for more safety and security in a low-probability, high-importance event is examined by Ewing et al. study's.

People think of life insurance as a way to protect their loved ones from financial hardship in the event of their death or incapacity, as well as to provide a lump amount of money if they are diagnosed with severe disease or their property is damaged in an accident.

The socioeconomic elements responsible for the purchase of life were examined by Namasivayam et al. [21]. The policyholders' age, level of education, and gender are not vital considerations; income, profession, and family size are.

When comparing private company policies to public company policies, Reddy [22] found that few policies supplied by private firms were better than those offered by public companies.

Researchers Kumar and Kannan [23] have examined the effects of private sector entrance and the LIC's place in the insurance business. Threats that giants may face and actions that might be taken to keep them healthy in business have been emphasised.

According to Sayalu and Sardar [24], insurance businesses' market performance depends partly on the quality of their products and the contentment of their customers.

For some time, Bansal [25] contended, private firms' presence favourably benefited the market. The private sector has much promise in the long run and will carry the industry a long way.

Asthma and Kumar [26] found that product-based factors like risk coverage, tax benefits, return, and so on are more unbiased in urban markets. In contrast, non-product-related factors like the agent's credibility, the company's reputation, trust, and customer services influence rural populations more strongly. [28] Many customers are drawn to life insurance because of

## Compute the People's Behaviour towards the Life Insurance in Kakinada City in Andhra Pradesh

the company's excellent name and the promise of a refund.

According to Raju and Gurupandi [27], policyholders' attitudes and socioeconomic backgrounds have a substantial impact.

Length [28] said that insurance investors could choose between an ombudsman and insurance lawyer to take their complaints to the next level.

Improved customer satisfaction and perception of service quality, as well as consumer awareness and satisfaction levels, have resulted from the Ramanathan [29] study. Assurance, competence, individualised financial planning, corporate image, tangibles, and technological factors should be used to gauge service quality.

According to Gautam and Kumar, customers' opinions toward insurance services in India are influenced by socio-demographic and economic aspects [30].

A lack of knowledge and comprehension of life insurance products was shown by Ahmed [31]. Some factors that influence a buyer's decision to invest in an insurance plan include: Many customers are interested in life insurance policies that cover a more significant risk and provide a better rate of return.

According to Sogunro and Abiola [32], policyholders are often dissatisfied with life insurance policies based on their qualities.

Based on their research, Reddy and Jahangir [33] found that fundamental socio-demographic and economic characteristics substantially impact how customers see insurance services.

### **The theory of decreasing responsibility**

The Theory of Decreasing Responsibilities holds that a person's insurance needs are highest when their assets are low and their obligations high. As his assets grow and his debts are paid down, his need for insurance will diminish. After that, he will be able to self-insure with his collected money and have little to no need for insurance. As you take on more responsibility in your family, your demand for life insurance increases (Figure 1).

Indeed, insurance is critical for young people. The amount of money he would need to live on if he were permanently disabled and unable to work is mind-boggling. When you are young, you may have children to support, a new house payment, and many other responsibilities to attend to. However, you have not had the opportunity to acquire a large amount of cash. The loss of a breadwinner or carer might be terrible at this time, and you need insurance to help

you through it.

There would be no need for a hefty income replacement if an older person in his sixties could not work due to an illness or injury, assuming the individual had saved and invested properly. When you are older, you will likely have fewer financial obligations and dependents. Plus, you have had plenty of time to build up your financial resources via prudent saving and investing decisions. You no longer need insurance at this time since you have enough money saved up to last you the rest of your life. Except for parents of children with special needs, the theory holds for most individuals.

According to a survey of literature and the principle of diminishing responsibility, life insurance is an essential phenomenon in today's society. According to the findings, individuals in Andhra Pradesh's Kakinada City Corporation have a positive attitude toward life insurance. The growth of the insurance business in this region is beneficial.

### **Research Methodology**

The research aimed to discover how individuals in Kakinada City Corporation in Andhra Pradesh now feel about life insurance. According to the study's description, it is used to gather specific information on life insurance firm employees. These findings were derived from both primary and secondary sources. The primary data was gathered during two months in January and February of this year. As a part of the research, the questionnaire was handed out to anyone willing to participate. People's attitudes regarding life insurance are measured in this study by distributing 130 questionnaires. More than 120 participants returned the questionnaire that had been filled out. Finally, we have 100 samples ready for testing. The questionnaire is used to conduct in-depth interviews with survey participants to gather primary data for the investigation. A total of 15 questions measuring attitudes and some demographic data are included in the survey to provide more context for the findings. In this case, attitude measuring questions were created using a seven-point semantic difference scale. One means severely disagree, two means strongly disagree, three means somewhat disagree, four means neither agree nor disagree (neutral), five means somewhat agree, six means agree, and 7 means much agreement. However, there were four (4) dichotomous questions. There are just two possible answers to a dichotomous question: yes or no, and so on [34]. The research also gives some open questions from which this study aims to find out some of the suggestions from its existing and future customers. Its users include All secondary data sourced from insurance-related sources such as academic journals and academic websites, as

Compute the People's Behaviour towards the Life Insurance in Kakinada City in Andhra Pradesh

well as national and international dissertations and working papers. Various statistical techniques and methodologies are used to examine the collected data, including frequency distribution, reliability analysis, and SPSS 20.0 version data processing.

**Results and Discussion**

Fifty-six per cent of respondents are male, and 43 per cent are female, according to Table 1. 67% of those polled said they resided in a city, while 33% said they were rural. Twenty-four per cent of those polled are between the ages of 21 and 30, 53 per cent are between the ages of 31 and 40, and 24 per cent are beyond the age of 40. Only 24% of those polled said they were single, while 76% said they were married. Twenty per cent of respondents are primary, 43.3 per cent are secondary, 20.0 per cent are from higher education, and 16.7 per cent of respondents are non-educational respondents. 36.7%, 33.33%, 13.3%, and 16.7% of those polled are business owners, service providers, students, and homemakers, respectively. Fifty-one percent of those polled earn between 15,000 and 20,000 taka, 33.3% earn between 20,000 and 25, and 6.7% earn between 25,001 and 30,001 taka.

Demographic profile Variables		Frequency	Percentage (%) of Respondents
Gender	Male	56	56.0
	Female	43	43.0
Area of Living	Urban	66	66.0
	Rural	33	33.0
Age of the Respondent	21-30 years	23	23.0
	31-40 years	53	53.0
	More than 40	23	23.0
Marital Status	Unmarried	23	23.0
	Married	76	76.0
Level of Education	Primary	20	20.0
	Secondary	43	43.0
	Higher	20	20.0
	Others	17	17.0
Occupational Status	Business	37	37.0

	Service Holder	33	33.0
	Student	13	13.0
	Homemaker	17	17.0
Monthly Income	10000-15000	10	10.0
	15000-20000	50	50.0
	20000-25000	34	34.0
	25000-30000	6	6.0

**Table 1:** Summary of Socio-Demographic profile.

Above the dessert, 70 per cent of respondents know that Life Insurance exists, whereas 30 per cent do not.

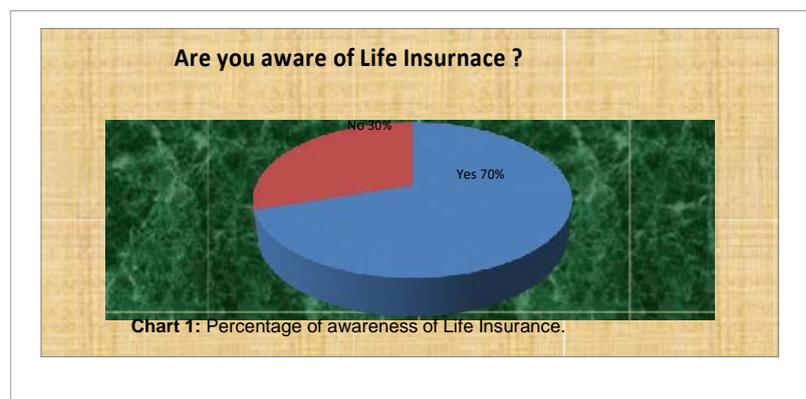
Above the dessert, 40% of respondents have insurance, whereas 60% of respondents do not have any insurance.

Chart 3 demonstrates that 75% of respondents feel that life insurance is essential for everyone, whereas just 25% say that it is not essential for them.

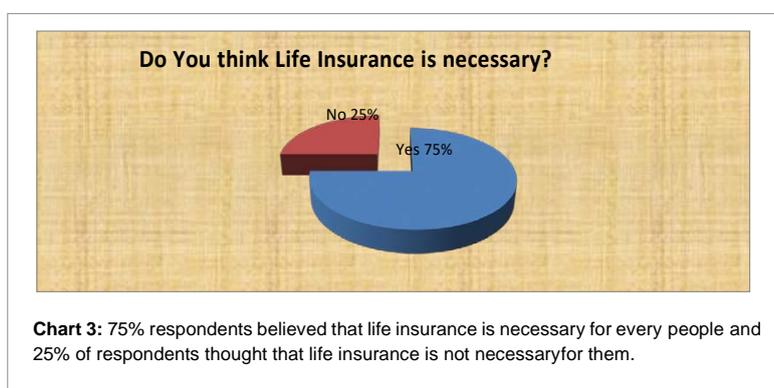
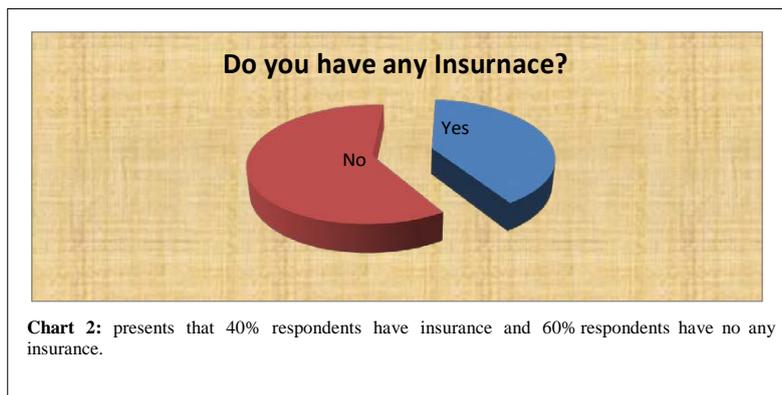
Ahead of the curve, Chart 4 reveals that 30% of respondents know about Life Insurance via an agent, 10% know it from the media, and 53.33% know it from family or friends.

### Reliability Analysis

Cronbach's coefficient alpha is used to quantify the internal consistency of the constructs in reliability analysis. According to George (2003), a good rule of thumb to use when describing internal consistency is as follows: "0.9 > 0.8 – Excellent,



## Compute the People's Behaviour towards the Life Insurance in Kakinada City in Andhra Pradesh

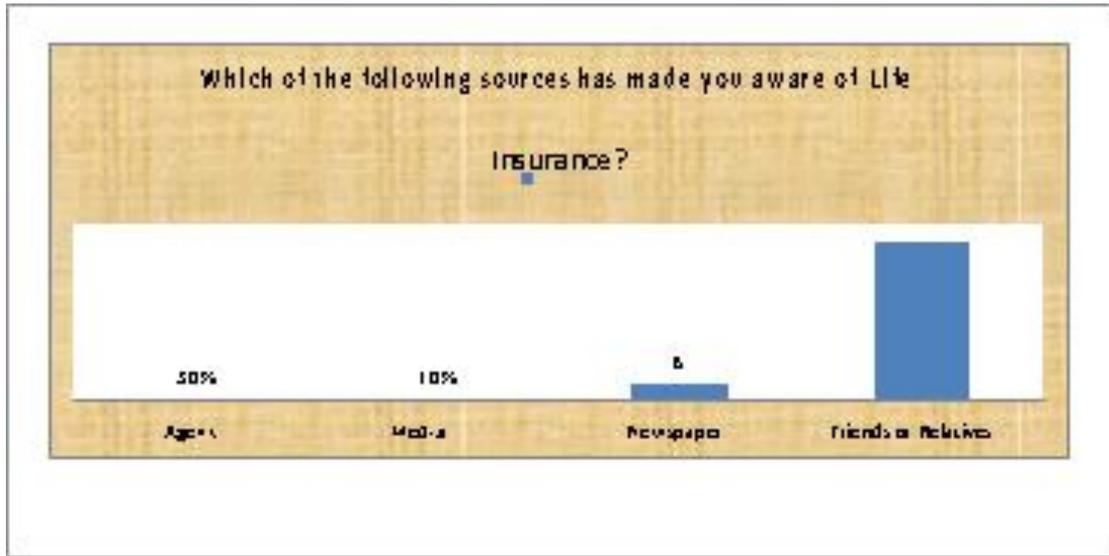


It is good, and it is acceptable, and it is questionable, and it is poor, and it is unacceptable." A Cronbach Alpha value of 0.809 indicates solid, trustworthy data, as shown in Table 2 since this number is greater than the typical Cronbach Alpha value that indicates credible data. Because of this, the instrument used in the survey can be relied upon to assess all constructs accurately and consistently.

Many surveys were conducted using a Seven (7) Point Semantic Scale in which respondents were asked to rate how strongly they agreed or disagreed with a given statement. The results are summarised in Table 3, where the mean and standard deviation are shown. People's satisfaction with life insurance has a mean value of at least 6.5333, and the standard deviations of all comments that experienced this level of satisfaction are pretty minor. This study's overall conclusion supports the notion that survey takers have an optimistic attitude toward life insurance.

This research uses consumer feedback to identify some of the issues clients face while acquiring life insurance. Here are some of the issues they face:

Compute the People's Behaviour towards the Life Insurance in Kakinada City in Andhra Pradesh



Reliability Statistics	
Cronbach's Alpha	N of Items
0.809	15

**Table 2:** illustrates the calculated value of the Cronbach alpha.

Descriptive Statistics			
	N	Mean	Std. Deviation
I think life insurance is good for the future	100	6.2000	0.66436
Life insurance gives financial Support	100	5.6667	0.60648
Life insurance provides Social benefits	100	4.9667	0.76489
Life insurance takes risk	100	6.3000	0.79438
Life insurance is essential for all	100	4.3667	0.92786
Life insurance is essential for living	100	4.2333	0.89763
Life insurance is an expression of love and caring	100	3.9667	0.80872
Should I die, the proceeds will help me keep the promises I have made to those people who are important to me.	100	5.8667	0.77608
Life insurance buys time and options	100	4.1667	0.79148
Life insurance provides cash when it's needed most	100	2.0000	0.78784
Low awareness of the insurance benefits among public	100	6.0667	0.78492
Lack of personnel with technical knowledge	100	6.4667	0.50742
Customers' lack of understanding of insurance policies and terms	100	5.7333	0.73968

Compute the People's Behaviour towards the Life Insurance in Kakinada City in Andhra Pradesh

Low qualification of agents	100	6.5333	0.50742
I think life insurance is good for the future	100	6.3000	0.74971
Valid N	100		

**Table 3:** Descriptive statistics of the study

1. One of the research findings is that the insurance business offers a wide range of advertising, sales promotion, and personal selling.
2. It also shows that clients have many issues regarding the design of the life insurance product. They also believe the insurance provider should build its product based on their requirements and desires.
3. Because of the unethical acts of previously-run insurance companies, clients have a severe lack of confidence in the insurance firm.
4. Furthermore, the poor reputation and experience of prior life insurance clients in Kakinada city corporation districts are cited as significant obstacles to the insurance industry's growth.
5. Problems with the paperwork required for an insurance policy and the insurance company's interest.
6. The fee and the number of payments are complicated and challenging to grasp.
7. Life insurance in this region is hampered by the religious views of the general populace.

### **Conclusion**

Life insurance is the only option to safeguard one's family's financial well-being during unforeseen peril or injury. Human life is our most precious resource. In addition to providing security and peace of mind for individuals, life insurance also incentivises individuals to pool their assets [35,36]. In light of the above brief and in-depth examination of public opinion on life insurance, we may draw many conclusions. According to the research findings, Life Insurance Company Limited is an essential player in India's current insurance industry. The company's gross premium is rising. A large majority of individuals have a favourable opinion of life insurance. In Kakinada, 70% of those polled are aware of life insurance, while 30% are not. Over three-quarters of those polled said they felt life insurance was a need for everyone.

## Compute the People's Behaviour towards the Life Insurance in Kakinada City in Andhra Pradesh

When it comes to the public's comprehension of life insurance policies, insurance firms have muddled up concepts and rules. They rely on their field staff to discuss their insurance policies and offer all the information about the various life insurance plans in India. Most of the time, the policyholder is misinformed by the field force. Consequently, the life insurance industry is not as thriving as in other developed or emerging nations, and only a small number of individuals are using life insurance's advantages. This growing country's citizens will be happier if India's insurance firm adheres to the guidelines presented in this article.

### **Recommendations**

This research includes some suggestions based on our data analysis and client feedback. Following is a list of the following:

1. Life insurance companies must establish and market the correct advertising strategy, sales promotion and personal selling operations. They must adhere to a comprehensive set of marketing strategies.
2. The marketer must rethink their offer based on client requirements and desires since some customers want a complete family package from the life insurance company's products.
3. The insurer should have more trust in its abilities.
4. The requirement for constant market research to keep up with customers' ever-changing wants. How do they feel about the life insurance product and the company that sells it?
5. Identifying the true mentors in society and being involved in their promotion is a must for the insurance industry if it hopes to erase any past unfavourable impressions that customers may have had.
6. By making their insurance goods and payment method digital, the marketer may make it easier for their customers to get information about their life insurance.
7. When it comes to paperwork, the marketer must make it simple and inexpensive for the results.

### **Limitations of the Study**

To begin, this research only investigated 100 people as potential samples, which may be insufficient to make meaningful generalisations. In addition, the authors' judgement was used to perform the convenor factor analysis. There may be insufficient research to support your claims with precise statistical data. All of these things should be taken into account in future studies.

Compute the People's Behaviour towards the Life Insurance in Kakinada City in Andhra Pradesh

**References**

1. Lulla R, Bhargava M (2015) Changing perception of consumers towards insurance products. *International Journal of Engineering Technology, Management and Applied Sciences* 3: 605-615.
2. Nida (2012) Life insurance offers a safe future. Online at: <http://www.mustinsuredlife.blogspot.com/> Accessed 14 September.
3. Bhartiya A (2009) The benefits and Importance of Life Insurance Policies. Online at: <http://www.traderji.com/insurance/25786-benefits-importance-life-insurance-policies.html> (Accessed 12 September 2012).
4. Kotler P, Armstrong G (2010) *Principles of marketing*, (13th edn), Pearson Education, USA.
5. Schiffman LG, Hansen H, Kanuk LL (2008) *Consumer behaviour: A European outlook*. Pearson Education.
6. Omar OE, Owusu FN (2007) Using the theory of reasoned action to evaluate consumer attitudes and purchase intention towards life insurance in Nigeria. *The Service Industries Journal* 27: 1-14.
7. Black K, Skipper HD (2000) *Life and health insurance*. Prentice Hall.
8. Hofstede G (1995) Insurance as a product of national values. *Geneva Papers on Risk and Insurance. Issues and Practice* 20: 423-429.
9. Sayin A (2003) Consumer attitudes and behavioral intentions towards life insurance in Turkey: an application of the theory of reasoned action, Doctoral dissertation, M. Sc Dissertation submitted to the Faculty of Business, Computing and Information Management London South Bank University.
10. Skinner SJ, Dubinsky AJ (1984) Purchasing insurance: Predictors of family decision-making responsibility. *Journal of risk and Insurance* 513-523.
11. Ewing BT, Kruse JB, Ozdemir O, Narayana N (2004) Turkish Economic Association—Discussion Paper 19: 23.
12. Smith S (2006) Persistency of pension contributions in the UK: Evidence from aggregate and micro-data. Centre for Market and Public Organization, University of Bristol.

Compute the People's Behaviour towards the Life Insurance in Kakinada City in Andhra Pradesh

13. Kuhlemeyer GA, Allen GH (1999) Consumer satisfaction with life insurance: A benchmarking survey. *Journal of Financial Counseling and Planning* 10: 35.
14. Leek S, Maddock S, Foxall G (2000) Situational determinants of fish consumption. *British food journal* 102: 18-39.
15. Honkanen P, Verplanken B, Olsen SO (2006) Ethical values and motives driving organic food choice. *Journal of Consumer Behaviour* 5: 420-430.
16. Olsen SO (2004) Antecedents of seafood consumption behavior: An overview. *Journal of Aquatic Food Product Technology* 13: 79-91.
17. Verbeke W, Vackier I (2005) Individual determinants of fish consumption: application of the theory of planned behaviour. *Appetite* 44: 67-82.
18. Lewis FD (1989) Dependents and the demand for life insurance. *The American Economic Review* 79: 452-467.
19. Saibaba R, Prakash B, Kalyani V (2002) Perception and attitude of women towards life insurance policies. *Indian Journal of Marketing* 32: 10-12.
20. Omar OE (2005) The retailing of life insurance in Nigeria: an assessment of consumers' attitudes. *Journal of Retail Marketing Management Research* 1: 41-47.
21. Namasivayam N, Ganesan S, Rajendran S (2006) Socioeconomic Factors Influencing the Decision in Taking Life Insurance Policies. *Insurance Chronicle magazine*.
22. Reddy GS (2005) Customer perception towards private life insurance companies' policies with reference to Bangalore city. *Indian Journal of Marketing* 35: 913.
23. Kumar K, Kannan R (2005) LIC-Countering Threat from Private Player.
24. Sayulu K, Sardar G (2005) Customer Satisfaction with Regard to LIC Policies. *The Indian Journal of Commerce* 58.
25. Bansal A (2005) Insurance Sector: Is privatization on the right track. *Management Accountant-Calcutta* 40: 931.
26. Athma P, Kumar R (2007) An explorative study of life insurance purchase decision making: influence of product and non-product factors. *ICFAI journal risk & insurance* 6: 19-21.
27. Raju S, Gurupandi M (2009) Analysis of the socio-economic background and attitude

Compute the People's Behaviour towards the Life Insurance in Kakinada City in Andhra Pradesh

of the policyholders towards Life Insurance Corporation of India. *Smart Journal of Business Management Studies* 5: 21-26.

28. Lengti SH (2009) Insurance Disputes in India. *The IUP Journal of Banking & Insurance Law* 7: 83-90.
29. Ramanathan K (2014) A Study on Policyholders Satisfaction With Reference To Life Insurance Corporation of India.
30. Gautam V, Kumar M (2012) A study on attitudes of Indian consumers towards insurance services. *Management Research and Practice* 4: 51.
31. Ahmed A (2013) Perception of Life Insurance Policies in Rural India. *Kuwait Chapter of the Arabian Journal of Business and Management Review* 2: 17.
32. Sogunro AB, Abiola B (2014) Measuring Customer Satisfaction on Life Insurance Products Case Study: Lagos State, Nigeria. *International Journal of Management and Business Research* 4: 73-80.
33. Reddy PR, Jahangir Y (2015) Customer Perception towards Life Insurance Services in Rural Market. *Indian Journal of Applied Research* 5: 272-275.
34. Malhotra NK, Dash S (2011) *Marketing Research: An Applied Orientation* (6th edn), Pearson, Delhi.
35. Yadav M, Tiwari D (2012) A study on factors affecting customer's investment towards life insurance policies. *International Journal of Marketing, Financial Services and Management Research* 1: 106-123.
36. Narayana J (2009) Role of CRM in Life Insurance Business. *IRDA Journal*.
37. <http://www.primerica.com/public/theory-decreasing-responsibility.html>
38. <http://sethwee.com/2011/07/13/theory-of-decreasing-responsibility/>