

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF COMMERCE
MASTER OF INSURANCE PROGRAMME**

**ETHICAL SALES BEHAVIOR, CUSTOMER TRUST,
SATISFACTION AND LOYALTY AT CB LIFE INSURANCE
COMPANY LIMITED**

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MI II – 21

MI 1st BATCH

FEBRUARY, 2025

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the degree of Master of Insurance (MI)

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ABSTRACT

This research examines the influence of ethical sales practices on customer loyalty at CB Life Insurance, emphasizing the mediating effects of customer trust and satisfaction. A quantitative research approach was adopted, targeting customers who renewed their insurance contracts. Using Yamane's (1967) formula, a sample of 177 customers was selected, with 143 valid responses collected through simple random sampling. Multiple regression analysis revealed that ethical sales behavior significantly and positively influences customer loyalty. Further analysis demonstrated that customer trust and satisfaction act as significant mediators in this relationship. Ethical sales behavior strongly predicts customer trust and satisfaction, with trust and satisfaction, in turn, significantly enhancing customer loyalty. The results confirmed the statistical significance of the indirect effects, with trust and satisfaction mediating the relationship. These findings provide implementing rigorous agent training programs, establishing clear ethical guidelines, conducting regular performance evaluations, and fostering a customer-centric culture to enhance ethical sales practices in fostering trust, satisfaction, and loyalty. CB Life Insurance can build stronger customer relationships through ethical conduct.

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CHAPTER I

INTRODUCTION

Life insurance is vital for strengthening a nation's economy by providing financial security and promoting long-term investments. It mitigates the economic burden of unexpected deaths by ensuring financial security for recipients, hence reducing reliance on government assistance programs. Life insurance encourages savings and investment, enabling the accumulation of long-term capital that can be reinvested in the economy. Moreover, the life insurance sector serves as a significant provider of employment and tax revenue, while insurers allocate premiums towards bonds, equities, and infrastructure initiatives, so fostering economic expansion. The aggregation of risk throughout society via life insurance enhances financial resilience, enabling people and businesses to endure unforeseen economic disruptions.

Ethical sales behavior plays a critical role in the life insurance industry, as it directly affects policyholders' financial security and overall trust in the system. Unlike tangible products, life insurance is based on an exchange of information, making transparency a fundamental requirement (Ferrell & Fraedrich, 2019). Agents must uphold ethical standards, as their guidance significantly influences clients' long-term financial well-being (McKinsey & Company, 2021).

A life insurance contract involves two key parties who are the insurer, who provides coverage, and the proposer, who seeks financial protection. The underwriting process depends on accurate disclosure from the proposer, as any misrepresentation, intentional or unintentional, can lead to claim denials and financial distress (Rejda & McNamara, 2021; Harrington & Niehaus, 2020). Additionally, ethical concerns arise when sales agents prioritize commissions over clients' best interests, reinforcing the need for strong regulatory oversight and ethical training programs (OECD, 2022). A well-regulated insurance industry fosters consumer trust and enhances market stability, benefiting both policyholders and insurers (Cummins & Doherty, 2020).

The principle of utmost good faith (*uberrima fides*) is central to insurance contracts, requiring both parties to disclose all material facts that may influence the agreement (Lobo-Guerrero, 2013). Unlike general contracts governed by *caveat emptor* (let the buyer beware), insurance contracts demand full transparency to ensure fairness in decision-making (Chinelo & Olivia, 2021). Ethical sales behavior directly

strengthens the relationship between customers and service providers, as trust is a crucial factor in insurance transactions (Román, 2003). Life insurance policies involve complex terms and long-term financial commitments that affect both the policyholder and their beneficiaries. Customers rely on the expertise and integrity of sales representatives to make informed choices. Ethical agents provide clear explanations of policy terms, benefits, conditions, and exclusions, promoting responsible decision-making and preventing misunderstandings. This transparency is vital in maintaining customer trust, which is the foundation of the life insurance business.

Additionally, ethical conduct enhances a company's reputation and credibility. In an industry where customer referrals and word-of-mouth recommendations influence growth, a strong ethical stance significantly impacts business success (Mulki & Jaramillo, 2011). A commitment to honesty and integrity attracts and retains customers, as individuals prefer doing business with companies they perceive as trustworthy. By prioritizing ethical practices, life insurance providers position themselves as reliable partners dedicated to safeguarding customers' financial security while ensuring long-term satisfaction.

Customer satisfaction is essential for the life insurance sector as it fosters customer retention, loyalty, and favorable word-of-mouth. Contented clients are more inclined to renew plans, acquire supplementary coverage, and endorse the insurer. In a competitive market, superior service, transparent communication, and effective claims processing distinguish organizations. Inadequate satisfaction may result in elevated policy lapse rates, grievances, and reputational harm. Consequently, prioritizing client happiness is essential for sustained performance and profitability in the life insurance sector.

Customer loyalty is a fundamental driver of long-term profitability and sustainability in the life insurance sector. Retaining loyal customers reduces acquisition costs, enhances brand reputation, and fosters stable revenue streams. Policyholders who remain committed to an insurer are more likely to renew policies, purchase additional coverage, and provide referrals, leading to organic growth and competitive advantage (Kotler et al., 2024). Additionally, a strong base of loyal customers helps life insurance firms mitigate risks and maintain financial stability, particularly during economic downturns.

Loyalty not only contributes to sustained business success but also strengthens resilience against market fluctuations. Unlike price-sensitive consumers who switch

providers for short-term cost savings, loyal customers prioritize reliability and trust, making them less susceptible to competitor promotions. This long-term commitment enables businesses to invest in innovation and service enhancements with confidence in their established customer base (Kotler et al., 2024).

Trust and satisfaction are the two primary pillars of customer loyalty. Trust develops through consistent, transparent, and ethical interactions, where customers perceive the insurer as dependable and responsive to their needs. Satisfaction, on the other hand, stems from high-quality service, prompt claims processing, and an overall positive customer experience. When both trust and satisfaction are maintained, policyholders are more likely to remain loyal, contributing to the firm's long-term growth and stability. By fostering these relationships, life insurance companies can enhance customer retention, maximize lifetime value, and establish a strong market position.

Ethical sales behavior plays a crucial role in shaping trust between customers and service providers in the life insurance industry (Román, 2003). Life insurance policies involve complex terms and long-term financial commitments that significantly impact a customer's financial well-being and that of their beneficiaries. Given this complexity, customers depend on the expertise and integrity of sales representatives to make informed decisions. When agents adhere to ethical standards, they provide clear, accurate, and transparent information about policy terms, conditions, benefits, and limitations. This ethical approach ensures responsible decision-making, strengthens consumer confidence, and establishes trust, which serves as the foundation of the life insurance business.

Beyond fostering trust, ethical sales behavior enhances an insurance company's reputation and credibility. In an industry where customer referrals and word-of-mouth recommendations influence business growth, maintaining high ethical standards is essential for long-term success (Mulki & Jaramillo, 2011). A strong reputation for honesty and integrity attracts and retains customers, as individuals are more likely to engage with insurers they perceive as trustworthy. By prioritizing ethical practices, life insurance providers not only safeguard their customers' financial security but also cultivate sustainable relationships, reinforcing their position as reliable and customer-centric organizations.

CB Life Insurance Company Limited offers a range of health and life insurance products, providing financial protection to individuals and families. The company

focuses on delivering tailored coverage options to meet diverse customer needs, from life protection to critical illness and health plans. As part of its growth strategy, CB Life Insurance has entered into a joint venture with Thai Life Insurance Company, combining local expertise with international best practices to expand its offerings and improve customer service. This partnership strengthens the company's position in the market and enhances its ability to innovate and offer competitive insurance solutions.

Ethical behavior is not only a moral obligation but also a practical business strategy that ensures long-term viability and success (Ateeq & Milhem, 2024). Thus, ethical sales behavior serves as a foundation for building a sustainable business that values customer welfare and upholds the principles of integrity and transparency. Therefore, this study will provide valuable insights into how ethical sales behavior directly influences customer loyalty at CB Life Insurance Company Limited and contribute to the broader understanding of how ethical practices can support sustainable business growth in the life insurance industry.

1.1 Rationale of the Study

Ethical sales behavior is essential to customer relationships in the life insurance sector, where trust, transparency, and long-term dedication are crucial. Unlike tangible products, life insurance policies are complex financial instruments that require full disclosure and clear communication between insurers and policyholders (Mansouri et al., 2022). The analysis of ethical sales conduct is crucial in this sector, as ethical practices influence client trust and satisfaction, thereby promoting loyalty.

According to Tuan (2015), ethical sales behavior fosters customer trust and commitment by ensuring that sales interactions are transparent, honest, and aligned with customer needs. Ethical sales representatives provide accurate policy details, avoid misleading statements, and prioritize customer welfare over personal sales incentives. Lobo-Guerrero (2013) emphasizes that gaining customer trust through ethical conduct is a strategic asset, as trust not only facilitates immediate policy sales but also strengthens long-term business relationships, leading to repeat purchases and referrals.

In the current competitive insurance environment, where consumers possess numerous options, trust and satisfaction have emerged as essential intermediaries in the correlation between ethical sales behavior and customer loyalty. Ethical conduct alone does not automatically translate into loyalty; rather, it builds trust and ensures customer satisfaction, which in turn encourage long-term engagement with the company. This

study explores why and how these mediating effects occur, providing valuable insights for life insurance firms seeking to establish a competitive edge through ethical sales practices.

Ethical sales behavior indirectly affect customer loyalty by cultivating trust and satisfaction. Customers are more inclined to exhibit loyalty when they perceive that an insurer consistently prioritizes their best interests. Trust, in this context, is built through consistent and reliable interactions where customers feel assured that their policy details, benefits, and limitations are accurately represented (Román, 2003). When trust is established, customers develop confidence in the company's integrity, reducing their likelihood of switching to competitors, even when presented with alternative offers. Customer satisfaction, on the other hand, stems from the perception that the insurance provider delivers on its promises. A seamless purchasing process, ethical engagement by agents, and clear, well-communicated policy details contribute to an overall positive experience. Satisfied customers are more likely to renew their policies, purchase additional coverage, and advocate for the company through positive word-of-mouth recommendations (Mulki & Jaramillo, 2011).

This study positions trust and satisfaction as mediators that explain how ethical sales behavior leads to customer loyalty. Without trust, customers may hesitate to remain committed to an insurer, and without satisfaction, they may seek alternatives despite ethical sales interactions. Understanding this relationship is essential for insurers seeking to enhance long-term customer retention and sustainable business growth.

The insurance industry has historically struggled with issues of transparency and customer treatment. Policyholders frequently encounter information asymmetry, where insurers and sales agents possess significantly more knowledge about policy terms and conditions than customers (Tanninen, 2022). If sales agents fail to clearly communicate critical details, such as coverage limitations, exclusions, and claim procedures, customers may unknowingly enter into agreements that do not align with their needs. This lack of transparency contributes to dissatisfaction and mistrust, ultimately weakening customer loyalty (Mazviona, 2014).

Additionally, commission-based compensation structures and intense competition can sometimes incentivize unethical sales practices. Agents under pressure to meet sales targets may prioritize closing deals over customer well-being, leading to misrepresentation or omission of crucial policy details (Isimoya, 2014). Unethical

practices such as policy mis-selling, false promises, and high-pressure sales tactics can cause customers to feel deceived, damaging the insurer's credibility.

To mitigate these challenges, regulatory bodies worldwide have implemented strict ethical guidelines and consumer protection policies. In Myanmar, the Insurance Business Regulatory Board (IBRB) introduced Directive 1/2020, which enforces fair competition, prohibits misleading sales practices, and promotes greater transparency. Furthermore, insurance agents must undergo mandatory ethical training as part of their licensing requirements, ensuring they possess a thorough understanding of consumer rights, professional ethics, and regulatory compliance.

One of the key risks associated with information asymmetry is adverse selection, which arises when insurers are unable to accurately assess the risk profile of policyholders due to incomplete or misleading disclosures (Cohen & Siegelman, 2009). When unethical sales practices attract high-risk individuals who may not have fully disclosed their medical history or risk factors, the insurer faces increased claims, leading to higher operational costs and premium adjustments. These rising costs can, in turn, affect all policyholders, resulting in reduced affordability and potential dissatisfaction across the customer base.

To mitigate these risks, insurers must prioritize ethical sales behavior, ensuring that customers receive accurate, comprehensive, and transparent policy information. Ethical sales practices help establish trust and confidence, which are essential for sustaining long-term customer loyalty (Román, 2003). By fostering a culture of integrity, insurers can maintain a balanced risk pool, reduce financial volatility, and enhance overall market stability. Implementing rigorous training programs, compliance monitoring, and clear ethical guidelines for sales agents will further strengthen transparency and reinforce customer confidence in the insurance provider.

CB Life Insurance Company Limited has established itself as a customer-focused insurer, prioritizing ethical sales practices, transparency, and service excellence. The company has adopted a strict code of conduct for sales representatives, emphasizing honesty, professionalism, and customer-centric engagement. Agents are trained to fully disclose policy details, explain risks and exclusions, and guide customers toward well-informed decisions. Additionally, CB Life Insurance enforces internal monitoring mechanisms, including whistleblower protections and customer feedback systems, to ensure that ethical violations are identified and addressed

promptly. These initiatives reinforce the company's commitment to building long-term trust and credibility in the Myanmar insurance market.

While extensive research has been conducted on the impact of ethical sales behavior in other markets, there remains a significant gap in studies focusing on Myanmar's insurance sector. The country's insurance industry has undergone rapid transformation since its liberalization in 2013, with increasing competition among local and international providers. As consumer awareness grows and regulatory frameworks evolve, understanding the role of ethical sales behavior in driving customer trust, satisfaction, and loyalty becomes increasingly important.

This study aims to bridge the research gap by examining the case of CB Life Insurance. The results will offer useful suggestions for insurance companies looking to establish solid, trust-based relationships with their policyholders by demonstrating how ethical sales behaviors affect customer loyalty through satisfaction and trust. The results will not only benefit CB Life Insurance but also contribute to the broader strategic development of Myanmar's insurance industry, emphasizing the importance of ethical conduct in sustainable business growth.

1.2 Objectives of the Study

The objectives of this study are

- i. To examine the effect of ethical sales behavior on customer loyalty towards CB Life Insurance.
- ii. To analyze the mediating effect of trust on the relationship between ethical sales behavior and customer loyalty towards CB Life Insurance.
- iii. To analyze the mediating effect of customer satisfaction on the relationship between ethical sales behavior and customer loyalty towards CB Life Insurance.

1.3 Scope and Method of the Study

The research examines the impact of ethical sales practices on customer loyalty at CB Life Insurance. A quantitative research method was employed, targeting customers who had renewed their contracts. The total population consisted of approximately 320 customers at CB Life head office, with a sample size of 177 customers determined using Yamane's (1967) formula. The returned questionnaire obtained 143 respondents. The sample was selected through a simple random sampling method. Primary data was collected from respondents via a questionnaire survey, while

secondary data was gathered from CB Life Insurance's website, previous articles, and relevant textbooks. The data was analyzed using both descriptive and analytical methods. Regression analysis was utilized as the primary analytical tool to examine the relationships between variables. The survey period covered January 2025.

1.4 Organization of the Study

This study is structured into five chapters. Chapter (1) serves as the introduction, presenting the rationale behind the study, along with its objectives, scope, methods, and structure. Chapter (2) discusses about the concepts of the variables in this study as well as related theories, previous studies, the conceptual framework used in this study and working definitions. How CB Life Insurance provides ethical sales training, encourages whistleblowing on unethical behavior, and enforces strict penalties, including termination or legal action, for violations of ethical standards are explored in chapter (3). In relation to CB Life Insurance Company Limited, chapter (4) examines how ethical sales behavior, trust and customer satisfaction impact customer loyalty while chapter (5) focuses on the findings, discussions, and recommendations, along with a delineation of prospective areas for more research.

CHAPTER II

THEORETICAL BACKGROUND

This chapter elucidates the principle of ethical sales conduct and its impact on customer trust, satisfaction, and loyalty. Also discussed in the chapter are theoretical background of the study with related theory together with the findings of the previous studies and conceptual framework applied in this study.

2.1 Ethical Sales Behavior

Ethical sales conduct entails engaging in business practices that are honest, transparent, and considerate of the customer's needs and rights. It emphasizes providing accurate and truthful information about products or services, avoiding any exaggeration or misrepresentation to mislead customers. Sales professionals practicing ethical behavior prioritize the customer's well-being by offering solutions that genuinely meet their needs rather than pushing for a sale at all costs. High-pressure tactics are avoided, allowing customers to make informed decisions at their own discretion.

Based on the perception of an activity, the definitions of ethical and unethical behavior can vary (Román, 2003). Román and Munuera (2005) defined ethical sales behavior as the equitable and honest actions that enable sales agents to establish lasting relationships with consumers founded on satisfaction and trust. Given that salespeople interact directly with customers and their conduct is more apparent, unethical behavior can profoundly affect the company's reputation (Mantel, 2005). A previous study by Román and Ruiz (2005) categorizes the actions of a short-term sales agents that enable them to gain profit at the customers' expense as unethical sales conduct.

2.2 Customer Trust

Customer trust refers to the confidence and belief that customers have in a company, its products or services, and its ability to meet their needs in a reliable, honest, and consistent manner. It is built over time through positive experiences, transparent communication, and a track record of delivering on promises. When customers trust a brand, they believe that the company will act in their best interest, provide quality products, and handle their personal information responsibly. Trust is also influenced by a company's reputation, its customer service practices, and its ethical behavior.

Because of the lack of full understanding of the nature of life insurance products, trust in an insurance company is often built on reputational information, such as word-of-mouth, brand reputation, past customer experiences, and third-party reviews or endorsements. While these factors can provide some assurance, they are not always sufficient to guarantee the fairness or transparency of an insurance company's practices and may not always reflect a customer's personal or financial best interests, as other factors, such as customer service and products, are also part of the primary elements of corporate reputation (Shamma & Hassan, 2009).

In the insurance industry, information asymmetry occurs when one party, typically the insurer or sales agent, possesses more knowledge about a product or service than the customer. This situation is closely related to the Lemon Problem, where customers, facing uncertainty about the true quality of a product, may fear they are being sold a lemon, a product of inferior value (Akerlof, 1978). When this imbalance is exploited through unethical sales practices, such as misrepresentation of policy benefits or withholding critical information, customers may make uninformed decisions. This leads to dissatisfaction, diminished trust in the company, and, in the worst case, the erosion of long-term customer relationships. The lack of transparency exacerbates these concerns, creating doubt regarding the value and reliability of insurance products, and ultimately damaging brand credibility.

2.3 Customer Satisfaction

The degree to which a product, service, or overall experience meets or beyond a customer's wants and expectations is referred to as customer satisfaction. It includes elements like the quality of the product or service, the efficiency of customer support, the perceived value for the money, the ease of the purchasing or use procedure, and the emotional satisfaction that customers get. Recurring business, brand loyalty, and positive word-of-mouth are all facilitated when customers believe their requirements are met and they obtain high-quality services or goods. These outcomes are all essential for long-term company success.

Customer satisfaction with goods and services should be considered separate and distinct since they may be impacted by and result from diverse factors. When a product or service performs exactly as expected, customers' expectations are validated. A disparity between performance and expectations will lead to rejection. When the performance of a product or service surpasses previous expectations, this is known as

positive disconfirmation; when expectations surpass performance, this is known as negative disconfirmation. While negative disconfirmation causes discontent, confirmation and positive disconfirmation are likely to produce satisfaction (Román, 2003).

2.4 Customer Loyalty

The word "customer loyalty" describes a customer's continuous preference and dedication to a specific brand, good, or service, which frequently leads to repeat business and enduring commercial partnerships. It is motivated by factors ranging from high-quality products, outstanding customer service, trust and emotional ties, to incentives or prizes. In addition to being more inclined to make repeat purchases, loyal consumers also have a propensity to spread the word about the brand. Customer loyalty also fosters stronger customer retention, reducing the costs associated with acquiring new customers and boosting long-term profitability.

The idea of customer loyalty has broadened to include both tangible and intangible products, as well as integrated behavior and attitude measures in addition to real purchase behavior, as a result of the service sectors' explosive growth in recent decades. Customer loyalty rises as a result of perceived quality stimulating satisfaction (Cristobal et al., 2007). Rowley (2005) stated that customers who are loyal to a company or brand also buy other products and services from it while generating new business through word-of-mouth. As stated by Duffy (2003), because they already know and are familiar with the service provider, loyal consumers have been found to need less help, which in turn puts less strain on the company's resources.

Although happy consumers are more likely to remain loyal, loyal customers may not always be content (Fornell, 1992). It is known that loyal customers give the company another chance by complaining rather than defecting when faced with a negative encounter (Duffy, 2003). Many businesses use customer-respect-focused tactics to draw in, keep, and enjoy positive relationships with their clientele (Chang & Chen, 2007). The chance of repeat business is captured by an expectation of continuity, which shows the customer's desire to keep the relationship going in the future (Palmatier et al., 2006). Customer loyalty is essential to a business's survival and ability to conduct business (Chen and Hu, 2010).

2.5 Related Theories

This section reviews the key theories for providing a foundation for understanding the study's framework. By exploring relevant theoretical perspectives, it highlights the connections between existing literature and the research problem. This overview not only situates the study within the broader academic discourse but also demonstrates how these theories guide the analysis and interpretation of the research findings.

(i) Social Cognitive Theory

Social Cognitive Theory (SCT) is a psychological framework that explains how people acquire and perform new behaviors through observational learning, imitation, and modeling. This theory was first put forth by Albert Bandura in the 1960s and then improved upon in later works. Departing from conventional behaviorism by making social effects and cognitive processes central to its principles, the concept of reciprocal determinism is central to the theory which posits that behavior, personal factors (such as cognition and emotion), and environmental influences all interact and influence one another.

According to this theory, individuals do not learn in isolation and rather, they observe the actions of others and the consequences of those actions, and this observation shapes their own behaviors and attitudes. People learn by watching others, especially role models, and then deciding which behaviors to adopt based on the perceived outcomes of those behaviors.

A key element of the Social Cognitive Theory is self-efficacy, which refers to an individual's belief in their ability to succeed in specific situations or accomplish a task. Bandura (1991) argued that high self-efficacy can lead to greater motivation, effort, and perseverance, which in turn leads to higher chances of success. For example, in a sales context, a salesperson who believes in their ability to communicate ethically and effectively will likely perform better, providing customers with an experience that builds trust and loyalty. Similarly, customers who observe ethical behavior from a company or its representatives may develop a sense of trust, satisfaction and confidence in the company's integrity, leading to increased loyalty.

Social Cognitive Theory also emphasizes the role of cognitive processes in learning. People are not passive observers. They actively process and interpret the information they observe. This includes attention to specific behaviors, retention of the

behaviors in memory, reproduction of the behaviors, and motivation to continue performing the behavior. In the context of customer loyalty, a customer's decision to stay loyal to a company can be influenced by how they cognitively process the ethical behavior of sales representatives. If they perceive the company's actions as genuine and in their best interest, they are more likely to engage in the behavior of returning to the company, repeating transactions, or recommending the company to others. Thus, Social Cognitive Theory helps explain how ethical behaviors can foster positive customer relationships and enhance loyalty.

(ii) Social Learning Theory

Social Learning Theory (SLT), also developed by Albert Bandura (1977), builds on the premise that people learn behaviors, attitudes, and emotional reactions through observing others in their social environment. Unlike traditional behaviorist theories that emphasize direct reinforcement, Social Learning Theory states that individuals can acquire new behaviors not only through direct experiences but also by watching others, especially role models (Bandura, 1977).

According to SLT, when individuals observe others engaging in particular behaviors, they mentally process these observations and decide whether to replicate those actions based on perceived outcomes. If the behavior is seen to be rewarded or reinforced, observers are more likely to imitate it. On the other hand, if the behavior results in negative consequences, it is less likely to be adopted. This process of vicarious learning and modeling plays a central role in shaping how individuals adapt their actions and attitudes.

In the context of ethical sales behavior, Social Learning Theory provides an understanding of how customers and employees alike can learn ethical behaviors by observing others. When a salesperson demonstrates ethical practices such as honesty, transparency, and respect for customer needs, other employees or customers who witness these actions may be motivated to replicate these behaviors, thereby fostering a culture of ethics within the organization. Additionally, customers who observe ethical behavior from sales representatives are more likely to trust the company and engage in positive behaviors, such as repeat purchases and recommendations.

In this way, ethical sales behavior not only influences the immediate customer interaction but also contributes to broader social dynamics, where both employees and customers learn to value and emulate ethical conduct. Through this observational

learning process, Social Learning Theory highlights the significant impact that modeling ethical behaviors can have on promoting customer loyalty and enhancing organizational integrity.

(iii) Social Exchange Theory

Social Exchange Theory (SET), developed by sociologist George Homans (1958) and further expanded by Blau (1964), is grounded in the idea that human relationships are built on an ongoing evaluation of the costs and benefits involved in the interaction. In this framework, individuals assess the value of their relationships based on the rewards they receive such as trust, satisfaction, and support relative to the costs they incur such as time, effort, or financial expenditure (Homans, 1958).

Social Exchange Theory assumes that people are motivated to maximize their rewards and minimize their costs, and that the balance of this exchange plays a key role in determining the strength and longevity of the relationship. If the rewards outweigh the costs, individuals are likely to continue engaging in the relationship. If the costs become too high, they may disengage or seek alternatives. This dynamic is central to understanding customer loyalty, as customers continuously assess whether the benefits they receive from a company justify the efforts they invest in the relationship.

In relation to ethical sales behavior, Social Exchange Theory suggests that customers are more likely to remain loyal to a company if they perceive that they are receiving fair treatment, transparency, and genuine value from their interactions. Ethical behavior from salespeople, such as providing honest information, acting in the best interest of the customer, and delivering on promises, enhances the perceived rewards of the relationship.

When customers feel they are treated with integrity and fairness, the perceived costs of doing business with the company such as time spent on purchasing decisions or financial expenditure become more acceptable. This positive perception of the exchange fosters trust and satisfaction in customers towards the company which is a critical factor in strengthening the customer-company bond and increasing customer loyalty. If customers consistently experience ethical interactions, they are likely to view the relationship as a positive and rewarding one, leading to repeat business and greater brand loyalty.

Furthermore, Social Exchange Theory highlights the concept of reciprocity (Blau, 2017), which plays a central role in building long-term customer relationships.

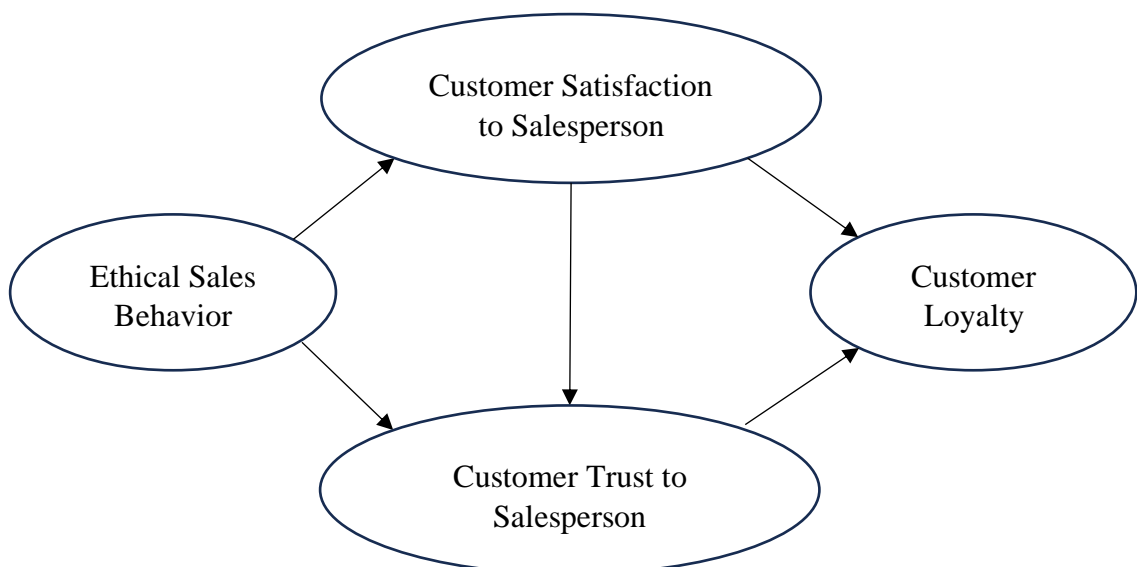
Reciprocity occurs when one party's positive behavior encourages the other party to respond with positive actions, such as continued patronage or positive word-of-mouth. In a business context, when customers feel that the company has treated them ethically and fairly, they are more likely to reciprocate by remaining loyal, making repeat purchases, or recommending the company to others.

This cycle of reciprocal behavior strengthens the relationship over time, creating a mutually beneficial exchange. Additionally, companies that consistently demonstrate ethical behavior can build a reputation for trustworthiness, which can attract new customers and further enhance loyalty. Social Exchange Theory, therefore, provides a valuable lens through which to understand how ethical practices not only influence immediate customer trust and satisfaction but also foster long-term, sustainable relationships that are beneficial for both the company and the customer.

2.6 Previous Studies

Pezhman et al. (2013) examined the correlation among ethical sales behavior, customer satisfaction, trust, and loyalty within the Parsian Insurance Company in Iran. A total of 342 valid responses were gathered through a 30-item questionnaire, which comprised 5 items each for ethical sales behavior and customer satisfaction with the salesperson, 9 items for customer trust with the salesperson, and 6 items for customer loyalty, with a Likert scale used for measurement.

Figure (2.1) Ethical Sales Behavior, Customer Satisfaction, Trust and Loyalty



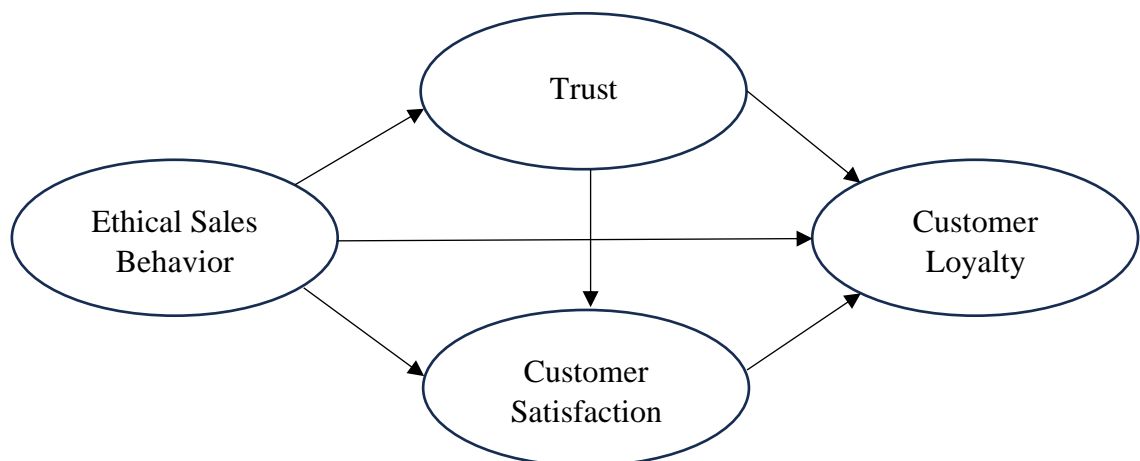
Source: Pezhman et al. (2013)

The research examined the correlations between ethical sales behavior, customer loyalty, trust, and satisfaction. It specifically investigated the extent to which ethical sales behavior influences customer satisfaction and trust. Furthermore, it examined the impact of customer satisfaction on customer trust and loyalty, along with the effect of customer trust on customer loyalty.

The research established substantial correlations among ethical sales behavior, customer satisfaction, trust, and loyalty. It was determined that ethical sales practices positively affected customer satisfaction and trust, while customer satisfaction significantly influenced both customer trust and loyalty. Moreover, customer trust demonstrated a significant impact on customer loyalty. The authors suggested that the insurance company prioritize employee training on ethical conduct to foster long-term customer relationships, and implement clear policies and consequences for unethical behavior to maintain trust and loyalty.

Vidianti and Ekawati (2020) examined the impact of ethical sales behavior, trust, and customer satisfaction on customer loyalty in the financial service industry of Indonesia. The study used quantitative data analyzed associatively, with purposive sampling of 100 respondents through questionnaires distributed to BPR Sri Partha Bank customers in Denpasar City, Indonesia with the conceptual framework described below in Figure (2.2).

Figure (2.2) Ethical Sales Behavior, Trust, Customer Satisfaction and Loyalty



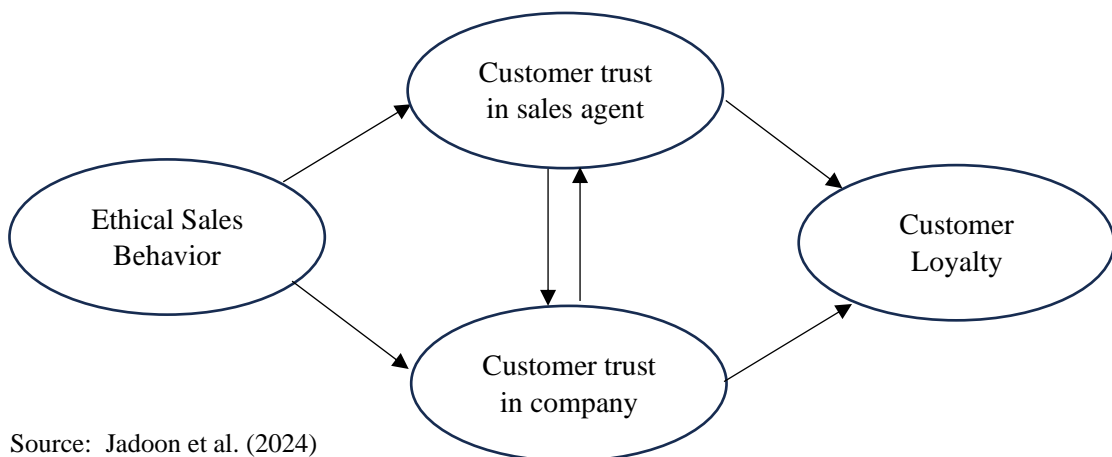
Source: Vidianti and Ekawati (2020)

The study examined the relationships between ethical sales behavior, customer loyalty, trust, and satisfaction. It explored whether ethical sales behavior positively and significantly influenced customer loyalty, trust, and satisfaction, and whether trust and customer satisfaction had a positive and significant impact on customer loyalty. The study also examined whether trust had a positive and significant impact on customer satisfaction, and whether trust and customer satisfaction mediated the relationship between ethical sales behavior and customer loyalty, employing a four-variable model.

The data analysis results indicated that ethical sales behavior positively and significantly affected customer loyalty, trust, and satisfaction. Additionally, trust and customer satisfaction positively and significantly influenced customer loyalty, while trust also significantly affected customer satisfaction. Trust partially mediated the relationship between ethical sales behavior and customer loyalty, whereas customer satisfaction had little to no mediating effect on this relationship. The authors concluded by suggesting to include additional variables, such as repurchase intentions and word of mouth in future studies, as well as conducting comparative studies across different companies or populations.

Another study by Jadoon et al. (2024) investigated how customer loyalty in the Pakistan life insurance sector was directly impacted by ethical sales practices, consumer trust in the organization, and customer trust in the sales agent. The conceptual framework provided in Figure (2.3) was examined by sending 500 questionnaires at random to the customers of 5 life insurance companies predetermined before the study was carried out.

Figure (2.3) Ethical Sales Behavior, Trust in Sales Agent, Trust in Company and Customer Loyalty



Source: Jadoon et al. (2024)

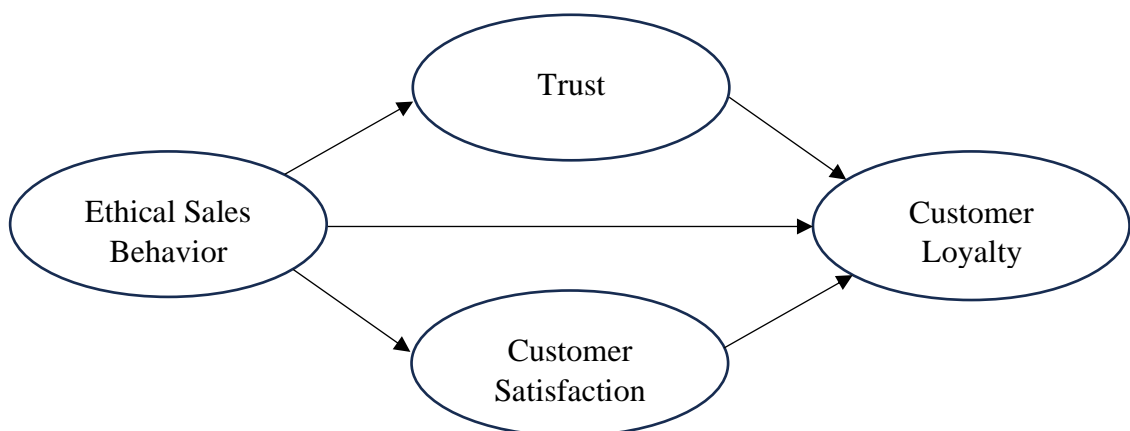
The study evaluated the relationships between ethical sales behavior, customer trust, and customer loyalty. The study examined the positive correlation between ethical sales practices and consumer trust in both the sales representative and the organization, as well as the connection between customer trust in the salesperson and trust in the company. The research investigated the positive correlation between customer trust in the organization and trust in the salesperson, along with the relationship between customer confidence in both the sales representative and the company and customer loyalty.

The findings revealed that customer trust in both the sales agent and the company was not only positively influenced by ethical behavior, but also that they positively and directly influenced each other. Trust in the sales agent had a stronger positive effect on loyalty than trust in the company. Therefore, the researchers arrived at the conclusion that ethical sales behavior is crucial for building customer loyalty in the life insurance sector in Pakistan and that companies must prioritize it by implementing strict standards, providing sales agent training, and taking action against any violations to foster long-term customer relationships.

2.7 Conceptual Framework of the Study

The conceptual framework of this study has been established and laid out in accordance with the theoretical concepts and prior studies as shown in Figure (2.4).

Figure (2.4) Conceptual Framework of the Study



Source: Own Compilation (2024)

The conceptual framework of this study examines the relationships between ethical sales behavior, customer trust, satisfaction, and loyalty at CB Life Insurance Company Limited. Ethical sales behavior serves as the independent variable that affects both customer trust and customer satisfaction. These two factors act as mediators, with trust being built through ethical practices and satisfaction resulting from positive customer experiences. Both trust and satisfaction are expected to strengthen the relationship between ethical sales behavior and customer loyalty, the dependent variable. This framework highlights how ethical sales behavior, through its impact on trust and satisfaction, drives customer loyalty and fosters long-term relationships with the company.

Working Definitions:

Ethical Sales Behavior: From the customer's perspective, ethical sales behavior refers to transparent, honest, and fair practices by the sales agents, where customers are provided with accurate information and not misled or pressured into making decisions that may not be in their best interest.

Customer Trust: Customer trust is the belief and confidence customers have in CB Life Insurance's ability to act in their best interest with reliable financial advices and services while meeting promises and commitments through the company's consistent performance and transparent communication, fostering a sense of reliability and security in the minds of customers.

Customer Satisfaction: Customer satisfaction refers to the extent to which customers perceive that their needs and expectations are authentically acknowledged and fulfilled by CB Life Insurance. It is facilitated by the company's ability to deliver high-quality products and services, maintain clear and effective communication, and provide a seamless, efficient experience throughout the customer journey.

Customer Loyalty: Customer loyalty is the emotional attachment and long-term commitment a customer has towards CB Life Insurance. It reflects their likelihood to continue purchasing services, renew policies, and recommend the company to others due to positive past experiences, satisfaction, and trust.

CHAPTER III

BACKGROUND AND OVERVIEW OF THE ETHICAL FRAMEWORK OF CB LIFE INSURANCE COMPANY LIMITED

This chapter describes the organizational background of CB Life Insurance Company Limited, the products it provides and the ethical structure of the organization.

3.1 Background of CB Life Insurance

The insurance sector in Myanmar was underdeveloped and challenging, with Myanma Insurance being the sole provider until 2013. This was complicated by the lack of insurance knowledge by the general public and the absence of data and statistics necessary to do the proper calculations of insurance premiums and risk assessments. The limited availability of trained professionals in the sector further hindered the growth and development of the industry. Additionally, regulatory frameworks were weak, leading to uncertainties in the market, and foreign insurance companies faced barriers to entry, reducing competition and innovation.

However, after the approval of local insurance companies to provide insurance in 2013, followed by the subsequent liberalization of the insurance market to foreign and joint venture companies in 2019, the industry experienced a gradual rise in competition, innovation, and the diversification of product offerings. This transition resulted in enhancements in customer service, increased diversity in policy options, and heightened public knowledge of insurance. Nonetheless, obstacles persisted, including a limited comprehension of insurance, the need for improved but flexible regulatory frameworks, and the imperative for enhanced financial literacy education across the country.

CB Life Insurance was established in 2013 as Citizen Business Insurance Public Company Limited, which provided life and health insurance products to customers at major cities & micro-insurance products to the rural population through Co-operative societies. offering life and health insurance products to urban customers and micro-insurance products to rural populations via cooperative organizations. Throughout the years, the company broadened its range to encompass diverse insurance products available to provide under the supervision of the regulator, seeking to enhance coverage and accessibility for all demographic segments. It aimed to provide financial safety in

underprivileged regions by utilizing collaborations with local groups, while simultaneously prioritizing the cultivation of customer trust through education and service innovation.

Sensing the opportunity ahead of the market liberalization in 2019, the company signed up a joint venture deal with Thai Life Insurance Plc., the second largest life insurer in Thailand at that time, and officially formed the CB Life Insurance Company Limited in 2019.

With the formation of CB Life Insurance Company Limited through the joint venture with Thai Life Insurance Plc., the company gained a stronger foothold in the competitive market, benefiting from the expertise and resources of its Thai partner. This collaboration enabled CB Life Insurance to leverage advanced industry practices, enhancing product offerings, and operational efficiencies. As a result, the company was able to introduce more sophisticated life and health insurance products tailored to the evolving needs of Myanmar's diverse population.

Additionally, the partnership provided access to international expertise in risk management, underwriting, and claims processing, which helped improve the overall quality of services as well as the financial support for expanding businesses. As the insurance sector in Myanmar continued to evolve, CB Life Insurance aimed to play a pivotal role in expanding insurance penetration, and contributing to the increasing financial inclusion in the country.

The vision, mission and core values of CB Life Insurance are stated as follows:

Vision: To be the leading life insurance provider who contributes to the society through innovative products and highest standard of services and constantly generate sustainable wealth for all stake holders.

Mission: To provide our customer's Protection, Savings and Investment needs through innovative products and services.

CB Life Insurance upholds a strong set of core values that guide its operations and customer relationships. The company is deeply committed to customer focus, providing high-quality products and services tailored to meet the diverse needs of its clients. It prides itself on trustworthiness, consistently keeping its promises and conducting business with integrity to build lasting trust. With a focus on financial strength, CB Life Insurance ensures it maintains the ability to meet claims and deliver superior investment performance, giving customers confidence in their financial security.

The company also prioritizes confidentiality, safeguarding customer information to build trust and respect. Operating with integrity, CB Life Insurance adheres to a high standard of professionalism, following its code of conduct in every aspect of its business. In addition, the company is dedicated to engagement, actively participating in environmental and community initiatives as a responsible corporate citizen. It strives to provide excellent service, utilizing innovative strategies to deliver exceptional products and services. Lastly, teamwork is a cornerstone of the company's success, with a collaborative environment that encourages sharing information and supporting each other to enhance overall performance.

3.2 Ethical Sales Behavior at CB Life Insurance

In the life insurance industry, ethical sales behavior is crucial for maintaining trust, integrity, and long-term customer relationships. CB Life Insurance is committed to supporting and fostering ethical sales behavior among its agents through a comprehensive approach that includes robust training, clear guidelines, and ongoing monitoring. The company provides regular training programs focused on ethical sales practices together with products training, ensuring that agents are well-equipped with the knowledge and tools necessary to serve customers transparently and honestly.

The company also has a clearly defined Code of Conduct for its agents, which outlines the expected standards of professionalism, integrity, and customer care. To ensure compliance, the company implements feedback mechanisms and a whistleblowing system to promote accountability and address any potential ethical concerns by ensuring that unethical behavior is reported and promptly addressed. Additionally, CB Life Insurance encourages open communication, offering agents access to resources that help them navigate complex situations and make ethical decisions in the best interest of customers.

The Code of Conduct for the agents of CB Life Insurance to follow are explained in separate paragraphs as follows.

1. Honesty and Integrity in Sales Practices

Agents are required to conduct themselves with transparency and always act in good faith, prioritizing the best interests of the customer over their own. They must provide accurate, clear, and complete information about insurance products, ensuring that customers are well-informed and able to make decisions based on truthful and

comprehensive data. Any false or misleading statements regarding policy benefits or coverage are strictly prohibited. Agents need to avoid exaggerating or misrepresenting the terms and features of the policies they offer, as this could harm both the customer and the company's reputation.

2. Disclosure of Relevant Information

Agents are responsible for ensuring that customers understand the details of the insurance products being offered, including the benefits, terms, and limitations. They must provide complete information to avoid any misunderstanding regarding the policy. This transparency is critical in fostering trust between the agent and the customer. Misleading or incomplete information can lead to customer dissatisfaction or legal complications, and agents must take care to ensure customers are fully aware of what they are committing to before making a purchase.

3. Maintaining Professionalism and Avoiding Misrepresentation

Agents must avoid making unauthorized claims, such as stating that a customer is insured or promising to settle claims on behalf of the company, unless expressly authorized. They must only work within the scope of the authority granted to them by the company and never negotiate or sign agreements that fall outside their role. By maintaining professionalism and refraining from making misrepresentations, agents help to preserve the company's reputation and maintain the trust of customers.

4. Protecting the Company's Reputation

Agents must refrain from making unauthorized public statements about the company or its products, including advertising or discussing insurance products with the media without prior approval. Additionally, they must avoid engaging in activities that could be perceived as manipulative. Pressuring customers into purchasing policies they don't need or offering kickbacks or rebates as incentives is strictly against ethical sales standards. Agents must always act in a manner that reflects positively on the company and maintains customer trust.

5. Addressing Customer Complaints Fairly

Agents are expected to collaborate with the company to address any issues that arise in a fair and transparent manner, following the company's established complaint-

handling procedures. Ethical agents work towards resolving issues in a way that benefits the customer, while ensuring that the company's reputation remains intact. Agents must be willing to take the necessary steps to address any complaints promptly and professionally, aiming for fair resolutions that reflect the company's commitment to customer satisfaction.

6. Compliance with Legal and Regulatory Standards

Agents must always ensure that their actions do not violate any legal requirements or regulations set up by the regulator. By adhering to these legal and ethical guidelines, agents help maintain a trustworthy and credible relationship with customers, which is essential for long-term success in the insurance industry.

7. Disciplinary Actions for Unethical Sales Behavior

CB Life Insurance takes ethical sales behavior very seriously and enforces strict consequences for agents who fail to adhere to the company's Code of Conduct. Agents found to be in violation of ethical standards, such as providing false or misleading information, misrepresenting policies, or engaging in unethical sales practices, may face disciplinary actions ranging from additional training and supervision to suspension or termination, depending on the severity of the violation. The company utilizes its feedback mechanisms and whistleblowing system to ensure any unethical behavior is detected and resolved as soon as possible without compromising the integrity of the company's operations or customer trust. This commitment to accountability ensures that agents are held responsible for their actions and that the company maintains its reputation for integrity and professionalism in the insurance industry.

CHAPTER IV

ANALYSIS OF THE ETHICAL SALES BEHAVIOR, CUSTOMER TRUST, SATISFACTION AND LOYALTY AT CB LIFE INSURANCE

This chapter discusses the findings from the study, concentrating on the impact of an agent's ethical sales behavior on customer loyalty and how customer trust and satisfaction mediate the relationship between them at CB Life Insurance Company Limited. 143 customers of CB Life Insurance were randomly chosen and provided with standard questionnaires. This chapter also covers demographics data and research approach used in this study to accomplish its main objectives. As for the analysis, regression analysis method was used.

4.1 Research Design

This study employed a quantitative research methodology to examine the correlations among ethical sales behavior, trust, satisfaction, and customer loyalty at CB Life Insurance. The target demographic comprised of 320 customers at the CB Life head office who had renewed their insurance contracts. Using Yamane's (1967) formula, a sample size of 177 customers was determined and selected through a simple random sampling method to ensure representativeness and minimize bias. As 143 responses are returned in complete form, the response rate is 80.79%.

Primary data was collected through a structured survey questionnaire, which was divided into two main sections. The first section gathered demographic and background information about the participants, while the second measured key constructs related to the study, including ethical sales behavior, trust, satisfaction, and customer loyalty, using a Likert scale or other appropriate measurement scales.

The collected data was analyzed using both descriptive and regression analysis. Descriptive statistics were used to summarize the demographic profiles of respondents and the characteristics of the variables under study. Regression analysis was employed to examine the relationships between ethical sales behavior, trust, satisfaction, and customer loyalty, allowing for the identification of significant predictors and their impact on customer loyalty.

The secondary data were sourced from local and international research papers, relevant journals, published textbooks, survey reports, articles, and websites. The questionnaire contained two parts, with the first part containing demographic information and the second part containing questions about ethical sales behavior, customer trust, satisfaction, and loyalty.

The interpretation of the Likert Scale is presented in Table (4.1) below.

Table (4.1) Likert Scale Score Interpretation

No.	Mean Score Between	Interpretation
1	1.00 – 1.80	Strongly Disagree
2	1.81 – 2.60	Disagree
3	2.61 – 3.40	Neutral
4	3.41 – 4.20	Agree
5	4.21 – 5.00	Strongly Agree

Source: Best (1977)

The mean values of the respondents' responses were calculated to categorize the results into three tiers. A variable is considered to be perceived as disagree when the mean value is below 2.6, neutral when it falls between 2.61 and 3.4, and agree when the mean value is 3.41 or higher.

The survey questionnaire assesses the extent of a respondent's impression using a five-point Likert scale, with ratings including strongly disagree = 1, disagree = 2, neutral = 3, agree = 4, and strongly agree = 5.

The analysis utilized the data to evaluate the demographic attributes of the respondents, alongside the validity and reliability of the test investigating the correlation between ethical sales behavior and customer loyalty. The data from the questionnaire were used to calculate the mean values, standard deviation, and correlation coefficient. The gathered data were then analyzed using the SPSS statistical software.

4.2 Reliability Test

Reliability refers to the ability of a scale to consistently measure variables. By analyzing the internal consistency of the test, it can be compared to the Cronbach's Alpha values. A Cronbach's Alpha value above 0.7 is generally considered acceptable,

values exceeding 0.8 indicate strong reliability, and values above 0.9 suggest excellent reliability. The Cronbach's Alpha value results for the survey study are shown in Table (4.2).

Table (4.2) Reliability Test

No.	Factors	No. of items	Cronbach's Alpha
1	Ethical Sales Behavior	7	0.899
2	Trust	7	0.899
3	Customer Satisfaction	8	0.920
4	Customer Loyalty	8	0.899

Source: Survey data (2025)

The reliability results, as shown in the table above indicate that the factors measured in the survey study demonstrate high levels of internal consistency. The Cronbach's Alpha values for all factors are above 0.8, which suggests strong reliability. Specifically, ethical sales behavior and trust both have a Cronbach's Alpha of 0.899, reflecting strong reliability. Customer satisfaction has the highest reliability with a Cronbach's Alpha value of 0.920, indicating excellent reliability. Similarly, customer loyalty also shows strong reliability with a Cronbach's Alpha of 0.899. Overall, the reliability test results confirm that the survey instrument is consistent and dependable in measuring the intended variables.

4.3 Respondent Demographic Profile

This profile includes gender, age, education, monthly income, occupation and the number of years a respondent has been a customer of CB Life insurance. All the data gathered from the completed questionnaires were interpreted and summarized using frequency distribution and percentage distribution. The results of the frequency and percentage analysis are presented in Table (4.3).

Table (4.3) Profile of Respondents

Items	Demographic Information	Number of Respondents	Percent (%)
Total Respondents		143	100.0
Gender	Male	62	43.4
	Female	81	56.6
Age	20 – 40 years	91	63.6
	40 – 60 years	50	35.0
	Above 60 years	2	1.4
Education	Bachelor	133	93
	Diploma	4	2.8
	Master	6	4.2
Monthly Income (Myanmar Kyats)	Below MMK 500,000	10	7
	MMK 500,001 – 1,000,000	37	25.9
	MMK 1,000,001 – 2,000,000	38	26.5
	MMK 2,000,001 – 3,000,000	24	16.8
	Above MMK 3,000,000	34	23.8
Occupation	Employed	100	69.9
	Self-employed	33	23.1
	Student	10	7
Relationship duration with CB Life Insurance	Less than 1 year	20	14
	1 – 2 years	56	39.1
	3– 4 years	38	26.6
	5 years or more	29	20.3

Source: Survey data (2025)

Based on the results above, 43.4% of respondents were male while 56.6% were female. A majority of the respondents were aged between 20 – 40 years with 63.6% of the study population, followed by 35% of 40 – 60 years old and 1.4% of over 60 years of age. 93% of the respondents held a bachelor's degree, 2.8% had obtained a diploma, and 4.2% had obtained a master's degree.

For the monthly income, 7% of respondents only got a salary of below 500,000 Myanmar Kyats (MMK), 16% got 2,000,000 – 3,000,000 MMK, 23.8% got above 3,000,000 MMK, 25.9% got 500,001 – 1,000,000 MMK and 26.6% got 1,000,001 – 2,000,000 MMK. A great number of respondents, which is 69.9% of the respondents were employed, 23.1% were self-employed and 7% were students.

Of all the respondents, 14% stated they have been customers of CB Life Insurance for less than 1 year. 20.3% have been customers for 5 years or more, 26.6% for 3 - 4 years and 39.2% for 1 - 2 years.

4.4 Descriptive Statistics of the Study

This part provides the descriptive statistics of essential variables, including the mean values and standard deviations for the variables used in this study, namely ethical sales behavior, customer trust, satisfaction, and loyalty, derived from the collected data.

4.4.1 Respondent Perception of Ethical Sales Behavior

The analysis of ethical sales behavior includes seven items. The mean values and standard deviations for each statement are presented in Table (4.4).

Table (4.4) Mean Value of Ethical Sales Behavior

No.	Items	Mean	Standard Deviation
1	The agent provided accurate, clear and truthful information about the terms, conditions and potential coverage of the insurance policy.	4.70	.460
2	The agent understood specific needs of customers for insurance and prioritized customer needs over achieving their sales targets.	4.70	.460
3	The agent explained the policy details carefully whenever customer misunderstood, ensuring customer fully understood the information.	4.76	.427
4	The agent explained carefully about the necessary requirements, rules and regulations for purchasing insurance policy set up by the company and the regulator.	4.70	.460
5	The agent ensured that your personal information would be kept confidentially and securely during the sales process.	4.73	.447
6	The agent encouraged customer to make an informed decision about purchasing an insurance policy, rather than pressuring customer into buying it.	4.66	.476
7	The agent confirmed to customer that the policy benefits would be given as stated in the policy document before being signed by the authorized person of the company.	4.83	.375
Overall Mean		4.725	

Source: Survey data (2025)

The item with the highest mean score, 4.83, is the agent confirmed the policy benefits before signing, which indicates that respondents strongly agreed with this statement, highlighting the importance of the agent's thorough communication. Additionally, items such as the agent explained policy details carefully and the agent's professionalism in guiding the process received high mean scores of 4.76 and 4.84, respectively. These scores suggest that respondents also strongly agreed with these aspects, reflecting a high level of satisfaction with the agent's ability to communicate the policy details clearly and demonstrate professionalism throughout the process. Overall, the results show that the respondents highly valued the agent's thoroughness and professional approach in explaining the policy.

4.4.2 Respondent Perception of Customer Trust

Regarding customer trust, there are seven questions for customers to respond to. The mean values and standard deviations for each statement, based on the respondents' answers, are presented in the following Table (4.5).

Table (4.5) Mean Value of Customer Trust

No.	Items	Mean	Standard Deviation
1	The agent is transparent, fair, reliable and free of misleading tactics.	4.73	.443
2	Receiving accurate, reliable and truthful information about the company's products and services.	4.77	.423
3	Being trusted CB Life Insurance to handle the claims process in a fair manner and with justice.	4.87	.341
4	Being secure that CB Life Insurance could pay out any claim at any time that was covered by my insurance policy.	4.80	.403
5	Believing the reputation of CB Life Insurance.	4.76	.427
6	Being confident about the financial strength and stability of CB Life Insurance.	4.80	.464
7	Being trusted CB Life Insurance to maintain transparency and ethical practices in all its business dealings.	4.69	.463
Overall Mean		4.705	

Source: Survey data (2025)

The item with the highest mean score in the trust dimension is the customer's confidence in CB Life Insurance to handle claims fairly and with justice, with a mean of 4.87. This suggests that respondents have a strong belief in the company's fairness and justice when processing claims. Following closely are two other statements where customers felt secure that CB Life Insurance could pay out any claims and had confidence in the company's financial strength, both with means of 4.80. These results indicate that respondents place a high level of trust in the company's financial stability and its ability to fulfill claims. Overall, the findings demonstrate that respondents associate CB Life Insurance's trustworthiness with its reliable claims handling and strong financial foundation.

4.4.3 Respondent Perception of Customer Satisfaction

Table (4.6) below displays the respondents' perceptions regarding customer satisfaction. This section includes eight items that are part of the survey questions.

Table (4.6) Mean Value of Customer Satisfaction

No.	Items	Mean	Standard Deviation
1	The service provided by the agent met the expectations of the customer.	4.70	.460
2	The agent's selling conduct exceeded the expectations of the customer.	4.53	.554
3	The features and benefits of the insurance policy aligned with the customer's expectations.	4.64	.497
4	The premium payment was within the expectations of the customer.	4.73	.459
5	The customer was satisfied with the agent's professionalism and helpfulness in guiding them through the process.	4.84	.369
6	The customer was satisfied with the products offered by CB Life Insurance.	4.66	.474
7	The customer was satisfied with CB Life Insurance's reputation for trustworthiness.	4.76	.427
8	The customer did not regret choosing CB Life Insurance over other life insurance companies.	4.77	.485
Overall Mean		4.775	

Source: Survey data (2025)

The customer's satisfaction with the agent's professionalism and helpfulness received the highest mean score of 4.84, indicating a high level of customer satisfaction with the conduct and overall assistance of the agents. Additionally, items related to the alignment of the policy with customer needs and the premium expectations also received favorable scores, with means of 4.64 and 4.73, respectively. This suggests that customers were generally pleased with how well the policy matched their needs and the premium amount, which met their expectations. Overall, the results highlight that customer satisfaction is primarily driven by the agent's professionalism and helpfulness, as well as the product's ability to meet the customers' expectations regarding coverage and cost.

4.4.4 Respondent Perception of Customer Loyalty

This section focuses on the respondents' perceptions of customer loyalty. It includes eight items that analyze loyalty based on ethical sales behavior, customer trust, and satisfaction. The mean values and standard deviations for each statement are presented in Table (4.7).

Table (4.7) Mean Value of Customer Loyalty

No.	Items	Mean	Standard Deviation
1	The customer would prefer to continue working with their current CB Life Insurance agent for future policies.	4.62	.554
2	The customer would renew their current policy with CB Life Insurance.	4.57	.612
3	The customer would purchase additional life or health insurance products from CB Life Insurance in the future.	4.46	.614
4	The customer would purchase life or health insurance products from CB Life Insurance for their family and friends.	4.36	.922
5	The customer would recommend CB Life Insurance's products to their family and friends.	4.67	.528
6	The customer would recommend their family and friends to join as agents of CB Life Insurance.	4.57	.551
7	The customer would not switch to another life insurance company.	4.45	.679
8	The customer considers themselves a loyal customer of CB Life Insurance.	4.36	.495
Overall Mean		4.507	

Source: Survey data (2025)

For customer loyalty, the statement the customer would recommend CB Life Insurance's products to their family and friends received the highest mean score of 4.67, suggesting that a majority of respondents are likely to endorse the company's products to others. Following closely is the statement The customer would recommend their family and friends to join as agents of CB Life Insurance., which scored 4.57, indicating strong intent among customers to continue their relationship with the company. However, statements like the customer would purchase additional life or health insurance products from CB Life Insurance in the future and the customer considers themselves a loyal customer of CB Life Insurance slightly lower mean scores of 4.46 and 4.36, respectively. These scores suggest that while customers are satisfied, there is still some opportunity for CB Life Insurance to strengthen long-term loyalty and encourage customers to make further investments in the company's products.

4.5 Effect of Ethical Sales Behavior on Customer Loyalty

Multiple regression analysis was conducted to assess the impact of ethical sales behavior on customer loyalty. The results are shown in Table (4.8).

Table (4.8) Analysis of the Effect of Ethical Sales Behavior on Customer Loyalty

Variables	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	SE			
(Constant)	.882	.456		1.933	.055
Ethical Sales Behavior	.767***	.096	.557	7.966	.000
R ²	.310				
Adjusted R ²	.305				
F Statistics	63.450***				
Statistically significant indicates *** at 1% level					

Source: Survey data (2025)

The findings indicate that ethical sales behavior has a significant and positive impact on the dependent variable, with a standardized coefficient (Beta) of 0.557, suggesting a moderate to strong relationship. The p-value of 0.000 confirms the statistical significance of this relationship, meaning the result is not due to random chance. The model explains about 31% of the variance in the dependent variable, as

indicated by an R² value of 0.310, which shows a meaningful but not complete effect. The high F-statistic of 63.450 further supports that ethical sales behavior is a strong and important predictor of the outcome variable. The analysis indicates that ethical sales behavior significantly impacts the dependent variable, and the model adequately represents the data.

4.6 Mediation Effect of Customer Trust on Relationship Between Ethical Sales Behavior and Customer Loyalty

This section seeks to analyze the role of customer trust as a mediator between ethical sales behavior and customer loyalty, with the findings presented in Table 4.9 as follows.

Table (4.9) Mediating Effect of Customer Trust

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	SE	Beta		
(Constant)	.052	.454		.115	.908
Ethical Sales Behavior	.057	.168	.041	.339	.735
Trust	.876***	.176	.608	4.977	.000
R ²	.414				
Adjusted R ²	.406				
F Statistics	49.455				
Statistically significant indicates *** at 1% level					

Source: Survey data (2025)

The analysis reveals that trust plays a significant role in influencing the dependent variable, with a strong positive relationship, as indicated by the standardized coefficient (beta) of 0.608 and a statistically significant p-value of 0.000. This suggests that as trust increases, the dependent variable is likely to increase as well. In contrast, Ethical Sales Behavior has a minimal effect on the outcome, with a beta value of 0.041 and a p-value of 0.735, indicating that it does not significantly impact the dependent variable. The model explains approximately 41.4% of the variation in the dependent variable, with trust being the most important predictor. While the overall model is statistically significant (F-statistic = 49.455), ethical sales behavior does not appear to be a key driver of the outcome in this case.

Table (4.10) analyzes the relationship between ethical sales behavior and customer trust, considering both independent and mediator variables.

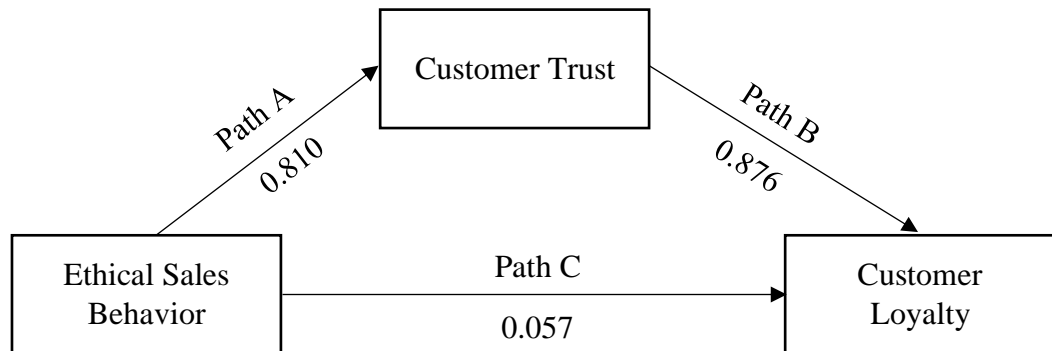
Table (4.10) The Effect of Ethical Sales Behavior on Customer Trust

Variables	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	SE			
(Constant)	.947	.202		4.690	.000
Ethical Sales Behavior	.810***	.043	.848	19.018	.000
R ²	.720				
Adjusted R ²	.718				
F Statistics	361.698				
Statistically significant indicates *** at 1% level					

Source: Survey data (2025)

The regression analysis in Table (4.10) demonstrates that ethical sales behavior has a strong and statistically significant impact on customer trust at CB Life Insurance Company Limited. The unstandardized coefficient (B = 0.810, p = 0.000) indicates that for every one-unit increase in ethical sales behavior, customer trust increases by 0.810 units. The high t-value (19.018) and the F-statistic (361.698, p = 0.000) confirm the strength of this relationship. Additionally, the R² value of 0.720 suggests that ethical sales behavior explains 72% of the variation in customer trust, highlighting a strong predictive power. The adjusted R² (0.718) is close to R², reinforcing the model's reliability. These findings suggest that adopting ethical sales practices significantly enhances customer trust, emphasizing the importance of ethical behavior in sales strategies.

Figure (4.1) Path Analysis of Customer Trust on Ethical Sales Behavior and Customer Loyalty



Source: Survey data (2025)

Sobel Test (Sobel, 1982) is a method used to estimate the statistical significance of indirect effect in mediation analysis. A significant Sobel Test result indicates that mediation is supported.

For the above analysis, the unstandardized coefficient beta for A and B are added and the standard error coefficients for A and B in the input fields S_a and S_b are seen in the table (4.11).

Table (4.11) Mediation Analysis of Customer Trust in the Relationship Between Ethical Sales Behavior and Loyalty

Input	Test	Test Statistics	Standard Error	P Value
a - 0.810	Sobel Test	0.4812	0.1475	0.00000149
b - 0.876				
S_a - 0.043				
S_b - 0.176				

Source: Survey data (2025)

The indirect effect analysis results for Ethical Sales Behavior → Trust (Mediator) → Customer Loyalty using Sobel Test are as follows:

$$\begin{aligned} \text{Test Statistics} &= 0.4812 \\ \text{Standard Error} &= 0.1475 \\ \text{p-Value} &= 0.00000149 \end{aligned}$$

The most important parameter here is the p-value which in this use is less than 0.05. Therefore, we can conclude that the indirect effect between ethical sales behavior and customer loyalty via customer trust is statistically significant. ($p\text{-value} \leq 0.05$)

To find out the point estimate of the indirect effect at which the p-value in the Sobel Test is statistically significant, the unstandardized coefficient beta for A*B should be calculated as below.

$$0.810 * 0.876 = 0.7096$$

Therefore, 0.7096 is the estimate of the indirect effect between ethical sales behavior and customer loyalty through customer trust at the p-value at 0.00000149 as shown in the Sobel Test.

4.7 Mediation Effect of Customer Satisfaction on Relationship Between Ethical Sales Behavior and Customer Loyalty

This section seeks to analyze the role of customer satisfaction as a mediator between ethical sales behavior and customer loyalty, with Table (4.12) presenting the findings accordingly.

Table (4.12) Mediating Effect of Customer Satisfaction

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	SE	Beta		
(Constant)	.277	.392		.706	.481
Ethical Sales Behavior	-.102	.139	-.074	-.733	.465
Customer Satisfaction	1.001***	.130	.777	7.704	.000
R ²	.516				
Adjusted R ²	.509				
F Statistics	74.526				
Statistically significant indicates *** at 1% level					

Source: Survey data (2025)

The analysis shows that customer satisfaction has a significant positive impact on the dependent variable ($\beta = 0.777$, $p < 0.001$), while ethical sales behavior does not have a significant effect ($\beta = -0.074$, $p = 0.465$). The model explains 51.6% of the

variance in the dependent variable ($R^2 = 0.516$) and is overall statistically significant ($F = 74.526$). In summary, customer satisfaction is a key predictor, while ethical sales behavior does not notably influence the outcome.

Table (4.13) below examines the connection between ethical sales behavior and customer satisfaction, taking into account both independent and mediator variables.

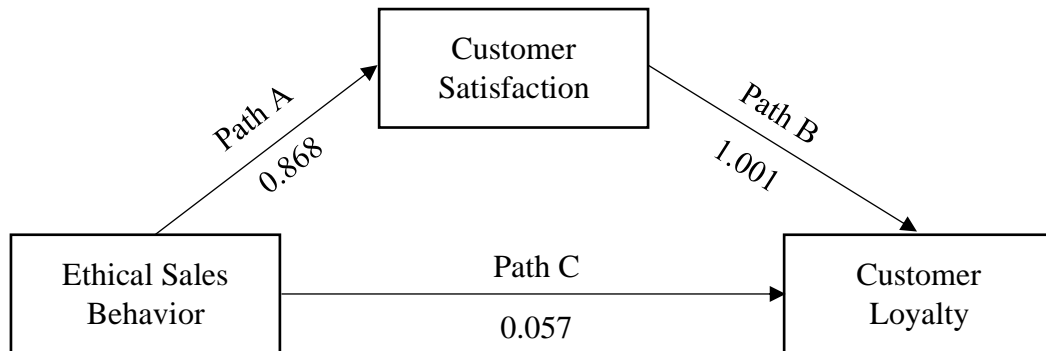
Table (4.13) The Effect of Ethical Sales Behavior on Customer Satisfaction

Variables	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	SE			
(Constant)	.604	.249		2.431	.016
Ethical Sales Behavior	.868***	.052	.812	16.536	.000
R^2	.660				
Adjusted R^2	.657				
F Statistics	273.426				
Statistically significant indicates *** at 1% level					

Source: Survey data (2025)

The regression analysis in Table (4.13) shows that ethical sales behavior has a strong and statistically significant impact on customer satisfaction at CB Life Insurance Company Limited. The unstandardized coefficient ($B = 0.868$, $p = 0.000$) indicates that for every one-unit increase in ethical sales behavior, customer satisfaction increases by 0.868 units. The t-value (16.536) and the F-statistic (273.426, $p = 0.000$) confirm the strength and significance of this relationship. The R^2 value of 0.660 suggests that 66% of the variation in customer satisfaction is explained by ethical sales behavior, highlighting a strong predictive power. Additionally, the adjusted R^2 (0.657) is close to R^2 , reinforcing the model's reliability. These findings indicate that ethical sales behavior plays a crucial role in enhancing customer satisfaction, underscoring the importance of ethical conduct in building positive customer experiences.

Figure (4.2) Path Analysis of Customer Satisfaction on Ethical Sales Behavior and Customer Loyalty



Source: Survey data (2025)

For the above analysis, the unstandardized coefficient beta for A and B are added and the standard error coefficients for A and B in the input fields S_a and S_b are seen in the table (4.14).

Table (4.14) Mediation Analysis of Customer Satisfaction in the Relationship Between Ethical Sales Behavior and Loyalty

Input	Test	Test Statistics	Standard Error	P Value
a - 0.868	Sobel Test	6.9919	0.1243	0.0000
b - 1.001				
S_a - 0.052				
S_b - 0.130				

Source: Survey data (2025)

The indirect effect analysis results for

Ethical Sales Behavior \longrightarrow Trust (Mediator) \longrightarrow Customer Loyalty

using Sobel Test are as follows:

Test Statistics = 6.9919

Standard Error = 0.1243

p-Value = 0.0000

Since the p-value in the above calculation is less than 0.05, we can infer that the indirect effect of ethical sales behavior on customer loyalty through customer satisfaction is statistically significant (p-value ≤ 0.05).

To determine the point estimate of the indirect effect where the p-value in the Sobel Test is statistically significant, the unstandardized coefficient beta for A*B is calculated as follows.

$$0.868 * 1.001 = 0.8689$$

Therefore, 0.8689 is the estimate of the indirect effect between ethical sales behavior and customer loyalty through customer satisfaction at the p-value at 0.0000 as shown in the Sobel Test.

CHAPTER V

CONCLUSION

This chapter discusses about the results of the study of how ethical sales behavior affect the customer loyalty at CB Life Insurance, suggestions based on the findings and the need for further studies.

5.1 Findings and Discussions

The findings of this study underscore the critical role of ethical sales behavior in fostering customer loyalty, with its impact being substantially mediated by customer trust and satisfaction. These results support prior research highlighting the importance of ethical practices in strengthening customer relationships and promoting brand loyalty. Ethical sales behavior, characterized by transparency, honesty, and prioritizing customer needs, shapes the customer's perception of the company's trustworthiness, which in turn enhances loyalty.

The demographic data shows that CB Life Insurance's customer base is diverse, with a slight majority of female respondents. Most customers are young adults (aged 20–40), and the majority hold a bachelor's degree. Income-wise, many earn between MMK 500,000 and MMK 2,000,000, with nearly a quarter earning above MMK 3,000,000. Most respondents are employed, and nearly two-fifths have been customers for 1–2 years. This suggests that the company appeals to a younger, well-educated, and financially stable demographic, which shapes their expectations and interactions with the company.

The analysis of key study variables reveals that customers generally perceive CB Life Insurance agents as adhering to ethical sales practices and trust the company's fairness and financial stability. The analysis also highlights that customer satisfaction has a stronger impact on customer loyalty than customer trust, suggesting that satisfaction is a more influential mediator than trust in the relationship between ethical sales behavior and customer loyalty.

Additionally, the analysis indicates that customer satisfaction emerged as the most influential factor, directly correlating with higher customer loyalty, retention rates and a greater likelihood of policy renewals. This underscores the importance of delivering exceptional service, personalized solutions, proactive communication, and

timely support, all of which are essential to improving customer satisfaction and fostering long-term relationships with policyholders.

Interestingly, while ethical sales behavior is undeniably important, its direct effect on customer loyalty was found to be moderate compared to its indirect effects through trust and satisfaction. This suggests that ethical behavior alone may not be sufficient to ensure long-term loyalty and that it needs to be paired with efforts to build trust and improve customer satisfaction. Therefore, CB Life Insurance can enhance customer loyalty by focusing not only on maintaining ethical sales practices but also on developing trust-building initiatives and customer satisfaction programs.

Emphasizing the importance of integrating ethical sales practices with strategies aimed at building customer trust and satisfaction, a comprehensive approach that combines ethical behavior with efforts to enhance trust and satisfaction is likely to foster more sustainable customer loyalty and provide CB Life Insurance with a competitive edge in the market. Future research could explore additional factors that might mediate or moderate this relationship, such as service quality, communication strategies, and the impact of digital platforms in shaping customer experiences and expectations.

5.2 Suggestions and Recommendations

Based on the findings of this study, several key suggestions and recommendations can be made to enhance customer loyalty and strengthen the relationship between CB Life Insurance and its customers.

First, as customer trust and satisfaction are critical mediators in the relationship between ethical sales behavior and customer loyalty, it is recommended that CB Life Insurance continue to emphasize transparency and ethical practices throughout the sales process. Agents should prioritize building trust by consistently offering clear, accurate, and relevant information about policies. By focusing on ethical conduct and placing customer needs above sales targets, CB Life Insurance can foster stronger loyalty, particularly among its younger, well-educated customers.

Second, professionalism in customer interactions is essential to ensuring customer satisfaction. The study indicates that respondents highly value the professionalism and helpfulness of agents. To build on this, CB Life Insurance should expand its training programs to enhance agents' communication and interpersonal skills. This will ensure that customers feel heard, supported, and well-guided

throughout their insurance journey. A special focus on agents' customer service skills will be particularly beneficial for the significant portion of customers who have been with the company for one to two years.

Furthermore, it is recommended that CB Life Insurance explore offering more personalized services and incentives to retain high-income customers, who tend to have greater purchasing power. Tailoring insurance products to meet the specific needs of these customers could enhance satisfaction and deepen their loyalty. Personalized solutions can also help differentiate CB Life Insurance in a competitive market.

To further improve ethical sales behavior, CB Life Insurance should implement a comprehensive system for monitoring agents' conduct throughout the sales process. This could include regular performance reviews, customer satisfaction surveys, and mystery shopper programs to assess whether agents are adhering to ethical standards. Such assessments should focus not only on sales outcomes but also on the overall customer experience, ensuring that agents prioritize customer needs and provide transparent, accurate information.

Additionally, CB Life Insurance could consider establishing a rewards program to incentivize ethical behavior among agents. This program could recognize agents who consistently uphold high standards of transparency, fairness, and customer service. Rewards could range from performance bonuses to career advancement opportunities or public recognition within the company. This initiative would not only promote ethical sales practices but also help cultivate a culture of integrity that strengthens customer trust and loyalty. Furthermore, such a program would attract and retain top-tier sales talent who are committed to maintaining the company's high ethical standards. Prioritizing transparency, professionalism, personalized services, and ethical behavior, CB Life Insurance can enhance customer loyalty, satisfaction, and trust. These efforts will contribute to building stronger, longer-lasting relationships with customers and provide a competitive edge in the marketplace.

5.3 Need for Further Research

Further research should expand on this study's findings by examining how ethical sales behavior, customer trust, satisfaction, and loyalty interact across industries. Future studies can adapt this framework to sectors like banking, retail, and telecommunications to determine whether ethical sales practices, trust, and satisfaction

function similarly or if industry-specific factors play a role. Comparative studies between insurance and other industries could offer valuable insights.

Additionally, research should explore the reciprocal relationship between trust and satisfaction to determine whether trust leads to higher satisfaction or satisfaction reinforces trust. Longitudinal studies could analyze how these factors evolve and their varying effects across industries. Further exploration could also assess whether trust in individual agents versus the company as a whole influences satisfaction and loyalty differently.

To enhance ethical business practices, future research should develop a standardized ethical framework incorporating transparency, fairness, accountability, and customer prioritization. Clear ethical guidelines can ensure consistency in sales behavior, fostering stronger customer relationships and long-term loyalty. The impact of digital platforms and AI-driven customer service on ethical sales behavior, trust, and satisfaction also warrants investigation. Future studies could compare online interactions with traditional face-to-face sales to refine industry best practices for sustaining customer loyalty.

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APPENDIX (A)

Questionnaire

Yangon University of Economics

Master of Insurance (MI) Program

**Ethical Sales Behavior, Customer Trust, Satisfaction and Loyalty at CB Life
Insurance Company Limited**

Dear Sir/ Madam

This research is being conducted as part of the requirements for a master's thesis at the Yangon University of Economics. Your response is very important.

This survey is part of a research study for a thesis focused on understanding how ethical sales behavior impacts customer loyalty at CB Life Insurance Company Limited. The aim is to gather insights on how ethical practices in sales, such as honesty, transparency, and customer-first approaches, influence how customers feel about the company and whether these behaviors lead to greater loyalty. The survey is designed to collect your opinions and experiences as a customer, and your responses will help provide valuable data for the research.

Please answer all of the questions. You can answer freely as this survey is totally anonymous. Data from this survey will be kept confidential and be used only in the academic purposes.

Mg Kyaw Thu Han

Roll No. MI – II – 21

MI (1st Batch)

Yangon University of Economics

Section 1: Demographic Information

1. Gender:
 - Male
 - Female

2. Age:
 - Age: Under 20 years
 - 20 - 40 years
 - 40 - 60 years
 - above 60 years

3. Education Level:
 - Diploma
 - Bachelor
 - Master
 - Ph.D
 - Others

4. Monthly Income (Myanmar Kyats)
 - Below MMK 500,000
 - MMK 500,001 - 1,000,000
 - MMK 1,000,001 - 2,000,000
 - MMK 2,000,001 - 3,000,000
 - Above MMK 3,000,000

5. Occupation
 - Self-employed
 - Employed
 - Unemployed
 - Student
 - Others

6. Have you bought any insurance before from CB Life Insurance or other life insurance companies?

- Less than 1 year
- 1 – 2 years
- 3– 4 years
- 5 years or more

7. Region of Work:

- Urban
 - Semi-urban
 - Rural
-

Section: 2

Part 2: Ethical Sales Behavior

Same answers for all questions in Section 31 = Very Dissatisfied, 2 = Dissatisfied, 3 = Neutral, 4 = Satisfied, 5 = Very Satisfied

Statement	1	2	3	4	5
Ethical Sales Behavior					
The agent provided accurate, clear and truthful information about the terms, conditions and potential coverage of the insurance policy.					
The agent understood your specific needs for insurance and prioritized your needs over achieving their sales targets.					
The agent explained the policy details carefully whenever you misunderstood, ensuring you fully understood the information					
The agent explained carefully about the necessary requirements, rules and regulations for purchasing insurance policy set up by the company and the regulator.					
The agent ensured that your personal information would be kept confidentially and securely during the sales process.					
The agent encouraged you to make an informed decision about purchasing an insurance policy, rather than pressuring you into buying it.					
The agent confirmed to you that the policy benefits would be given as stated in the policy document before being signed by the authorized person of the company.					

Section: 3**Part 3: Customer Trust**

Statement	1	2	3	4	5
I saw that the agent is transparent, fair, reliable and free of misleading tactics.					
I received accurate, reliable and truthful information about the company's products and services.					
I trusted CB Life Insurance to handle the claims process in a fair manner and with justice.					
I felt secure that CB Life Insurance could pay out any claim at any time that was covered by my insurance policy.					
I believed the reputation of CB Life Insurance.					
I felt confident about the financial strength and stability of CB Life Insurance.					
I trusted CB Life Insurance to maintain transparency and ethical practices in all its business dealings.					

Section: 4**Part 4: Customer Satisfaction**

Statement	1	2	3	4	5
The agent's selling conduct exceeded my expectations.					
The features and benefits of my insurance policy aligned with my expectations.					
The premium payment was within my expectation.					
I was satisfied with the agent's professionalism and helpfulness in guiding me through the process.					
I was satisfied with the products offered by CB Life Insurance.					
I was satisfied with CB Life Insurance's reputation in trustworthiness.					
I was satisfied with CB Life Insurance's reputation in trustworthiness.					

Section: 5

Part 5: Customer Loyalty

Statement	1	2	3	4	5
I would prefer to continue working with my current CB Life Insurance agent for future policies.					
I would renew my current policy with CB Life Insurance.					
I would purchase additional life or health insurance products from CB Life Insurance in the future.					
I would purchase life or health insurance products from CB Life Insurance for my family and friends.					
I would recommend CB Life Insurance's products to my family and friends.					
I would recommend my family and friends to join as agents of CB Life Insurance.					
I would not switch to another life insurance company.					
I am a loyal customer of CB Life Insurance.					

THANK YOU FOR YOUR KIND PARTICIPAITON

APPENDIX (B)

From which company or companies did you buy your previous life or health insurance policies?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	38	26.6	26.6	26.6
AIA	12	8.4	8.4	35.0
aia and chubb	7	4.9	4.9	39.9
aia universal life	6	4.2	4.2	44.1
CB life	3	2.1	2.1	46.2
CB Life	49	34.3	34.3	80.4
CB Life Insurance	6	4.2	4.2	84.6
Chubb	6	4.2	4.2	88.8
Covenant International School	2	1.4	1.4	90.2
Dai-ichi insurance	3	2.1	2.1	92.3
I never bought other company life insurance except CB life	2	1.4	1.4	93.7
Manulife	6	4.2	4.2	97.9
OHS AIA	3	2.1	2.1	100.0
Total	143	100.0	100.0	

How long have you been a customer of CB Life Insurance Company Limited?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 - 2 years	56	39.2	39.2	39.2
3 - 4 years	38	26.6	26.6	65.7
5 years or more	29	20.3	20.3	86.0
Less than 1 year	20	14.0	14.0	100.0
Total	143	100.0	100.0	

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.899	.901	7

Item Statistics

	Mean	Std. Deviation	N
1. The agent provided accurate, clear and truthful information about the terms, conditions and potential coverage of the insurance policy.	4.70	.460	143
2. The agent understood your specific needs for insurance and prioritized your needs over achieving their sales targets.	4.70	.460	143
3. The agent explained the policy details carefully whenever you misunderstood, ensuring you fully understood the information.	4.76	.427	143
4. The agent explained carefully about the necessary requirements, rules and regulations for purchasing insurance policy set up by the company and the regulator.	4.70	.460	143
5. The agent ensured that your personal information would be kept confidentially and securely during the sales process.	4.73	.447	143
6. The agent encouraged you to make an informed decision about purchasing an insurance policy, rather than pressuring you into buying it.	4.66	.476	143
7. The agent confirmed to you that the policy benefits would be given as stated in the policy document before being signed by the authorized person of the company.	4.83	.375	143

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.725	4.657	4.832	.175	1.038	.003	7

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.899	.902	7

Item Statistics

	Mean	Std. Deviation	N
1. I saw that the agent is transparent, fair, reliable and free of misleading tactics.	4.73	.443	143
2. I received accurate, reliable and truthful information about the company's products and services.	4.77	.423	143
3. I trusted CB Life Insurance to handle the claims process in a fair manner and with justice.	4.87	.341	143
4. I felt secure that CB Life Insurance could pay out any claim at any time that was covered by my insurance policy.	4.80	.403	143
5. I believed the reputation of CB Life Insurance.	4.76	.427	143
6. I felt confident about the financial strength and stability of CB Life Insurance.	4.80	.464	143
7. I trusted CB Life Insurance to maintain transparency and ethical practices in all its business dealings.	4.69	.463	143

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.775	4.692	4.867	.175	1.037	.003	7

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.920	.923	8

Item Statistics

	Mean	Std. Deviation	N
1. The service provided by the agent met my expectations.	4.70	.460	143
2. The agent's selling conduct exceeded my expectations.	4.53	.554	143
3. The features and benefits of my insurance policy aligned with my expectations.	4.64	.497	143
4. The premium payment was within my expectation.	4.73	.459	143
5. I was satisfied with the agent's professionalism and helpfulness in guiding me through the process.	4.84	.369	143
6. I was satisfied with the products offered by CB Life Insurance.	4.66	.474	143
7. I was satisfied with CB Life Insurance's reputation in trustworthiness.	4.76	.427	143
8. I did not regret choosing CB Life Insurance over other life insurance companies.	4.77	.485	143

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.705	4.531	4.839	.308	1.068	.009	8

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.899	.905	8

Item Statistics

	Mean	Std. Deviation	N
1. I would prefer to continue working with my current CB Life Insurance agent for future policies.	4.62	.554	143
2. I would renew my current policy with CB Life Insurance.	4.57	.612	143
3. I would purchase additional life or health insurance products from CB Life Insurance in the future.	4.46	.614	143
4. I would purchase life or health insurance products from CB Life Insurance for my family and friends.	4.36	.922	143
5. I would recommend CB Life Insurance's products to my family and friends.	4.67	.528	143
6. I would recommend my family and friends to join as agents of CB Life Insurance.	4.57	.551	143
7. I would not switch to another life insurance company.	4.45	.679	143
8. I am a loyal customer of CB Life Insurance.	4.36	.495	143

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.507	4.357	4.671	.315	1.072	.014	8

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.557 ^a	.310	.305	.40304

a. Predictors: (Constant), ESB

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.307	1	10.307	63.450	.000 ^b
	Residual	22.905	141	.162		
	Total	33.212	142			

a. Dependent Variable: CL

b. Predictors: (Constant), ESB

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.882	.456		1.933	.055
	ESB	.767	.096	.557	7.966	.000

a. Dependent Variable: CL

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.848 ^a	.720	.718	.17829

a. Predictors: (Constant), ESB

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.497	1	11.497	361.698	.000 ^b
	Residual	4.482	141	.032		
	Total	15.979	142			

a. Dependent Variable: Trust

b. Predictors: (Constant), ESB

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.947	.202		4.690	.000
	ESB	.810	.043	.848	19.018	.000

a. Dependent Variable: Trust

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.643 ^a	.414	.406	.37284

a. Predictors: (Constant), Trust, ESB

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.750	2	6.875	49.455	.000 ^b
	Residual	19.462	140	.139		
	Total	33.212	142			

a. Dependent Variable: CL

b. Predictors: (Constant), Trust, ESB

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.052	.454		.115	.908
	ESB	.057	.168	.041	.339	.735
	Trust	.876	.176	.608	4.977	.000

a. Dependent Variable: CL

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812 ^a	.660	.657	.21960

a. Predictors: (Constant), ESB

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.186	1	13.186	273.426	.000 ^b
	Residual	6.800	141	.048		
	Total	19.986	142			

a. Dependent Variable: CS

b. Predictors: (Constant), ESB

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.604	.249		2.431	.016
	ESB	.868	.052	.812	16.536	.000

a. Dependent Variable: CS

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.718 ^a	.516	.509	.33897

a. Predictors: (Constant), CS, ESB

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.126	2	8.563	74.526	.000 ^b
	Residual	16.086	140	.115		
	Total	33.212	142			

a. Dependent Variable: CL

b. Predictors: (Constant), CS, ESB

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.277	.392		.706	.481
	ESB	-.102	.139	-.074	-.733	.465
	CS	1.001	.130	.777	7.704	.000

a. Dependent Variable: CL

Correlations

		ESB	Trust	CS	CL
ESB	Pearson Correlation	1	.848**	.812**	.557**
	Sig. (2-tailed)		.000	.000	.000
	N	143	143	143	143
Trust	Pearson Correlation	.848**	1	.914**	.643**
	Sig. (2-tailed)	.000		.000	.000
	N	143	143	143	143
CS	Pearson Correlation	.812**	.914**	1	.717**
	Sig. (2-tailed)	.000	.000		.000
	N	143	143	143	143
CL	Pearson Correlation	.557**	.643**	.717**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	143	143	143	143

** . Correlation is significant at the 0.01 level (2-tailed).