

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

**ORGANIZATIONAL PERFORMANCE OF CHUBB LIFE
INSURANCE MYANMAR**

MAY MYAT MON

MI-II - 27

MI 1st BATCH

FEBRUARY, 2025

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INSURANCE MYANMAR**

A thesis is submitted as a partial fulfilment towards the requirements for the
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Supervised by:

Dr. Phu Pwint Nyo Win Aung
Associate Professor
Department of Commerce
Yangon University of Economics

Submitted by:

May Myat Mon
MI-II - 27
MI (1st Batch)
Yangon University of Economics

FEBRUARY, 2025

ACCEPTANCE

Accepted by the Board of Examiners of the Department of Commerce, Yangon University of Economics, in partial fulfillment for the requirement of the Master Degree, Master of Insurance.

BOARD OF EXAMINERS

(Chairperson)

Prof. Dr. Tin Tin Htwe

Rector

Yangon University of Economics

(Supervisor)

Dr. Phu Pwint Nyo Win Aung

Associate Professor

Department of Commerce

Yangon University of Economics

(Examiner)

Prof. Dr. Thynn Thynn Myint

Professor/ Head

Department of Commerce

Yangon University of Economics

(Examiner)

Prof. Dr. Aye Thu Htun

Professor

Department of Commerce

Yangon University of Economics

(Examiner)

Prof. Dr. Aye Thanda Soe

Professor

Department of Commerce

Yangon University of Economics

FEBRUARY, 2025

ABSTRACT

This study investigates the factors influencing organizational performance of Chubb Life Insurance Myanmar, focusing on four key areas: technological, operational, organizational, and marketing factors. The study uses quantitative research method. The sample size of the study is 52 employees from Chubb Life Insurance Myanmar, selected by using simple random sampling method. The findings reveal that organizational, marketing, operational, and technological factor mostly influence the organizational performance of Chubb Life Insurance Myanmar, and the organizational factor is the most impactful factor. Key recommendations include enhancing leadership capabilities, optimizing marketing initiatives, improving internal communication and governance, and accelerating technology adoption to drive digital transformation efforts.

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CHAPTER I

INTRODUCTION

Insurance Industry continues as a critical and expanding role in the global financial sector, connecting both advanced and emerging markets (OECD, 2021). A well-regulated insurance industry can significantly bolster economic growth by facilitating effective risk transfer, promoting savings, and ensuring efficient resource allocation. Like other organizations striving for stronger performance, insurance companies often undergo substantial operational overhauls, which typically involve integrating fresh strategies and innovative technologies to enhance efficiency and competitiveness. In today's fast changing environment marked by new ideas, heightened competition, and swift technological insurance firms must adapt quickly to remain resilient and continue providing value to their customers.

In the insurance industry, Organizational performance often hinges on premium and investment revenues, underwriting outcomes, and overall operational efficiency. High organizational performance indicates a firm's ability to utilize resources effectively, manage internal processes, and adapt to external forces, ultimately reflecting the accomplishment of strategic objectives and growth targets (Armstrong & Taylor, 2020).

Technology factor is transforming the insurance sector in response to client demands and the rapid pace of digital innovation (PwC, 2022). Insurers increasingly leverage digital platforms, advanced analytics, and data software automation to enhance product development, optimize underwriting processes, and improve customer experiences (Nicoletti, 2021). These technological advancements facilitate faster claims processing, data-driven risk assessments, and more personalized services (EY, 2023). In emerging markets, digital tools have accelerated the adoption of saving, credit, and insurance solutions, encouraging a rethinking of traditional business models. As insurers introduce novel approaches to product design and service delivery, they are better positioned to achieve stronger organizational performance and maintain a competitive edge.

Operational factor entails optimizing resources and processes to minimize costs and maximize outcomes (KPMG, 2022). For insurers, operational factor such as effective claims handling, risk management, agent and broker networks, customer

centric product development, and compliance with regulatory frameworks play pivotal role in shaping performance (McKinsey, 2022). Timely and equitable claims processing not only satisfies policyholder expectations but also safeguards a company's reputation. Ensuring a robust solvency ratio is equally important, as it signals the insurer's capacity to meet liabilities and strengthens market confidence (OECD, 2021). By refining operational processes through innovation and continuous improvement, insurers can boost efficiency and achieve sustainable growth.

Organizational factor such as leadership style, communication channels, corporate culture, and governance are central to sustaining high performance (Armstrong & Taylor, 2020). A clear organizational structure ensures responsibilities are well defined, while strong internal communication enables swift decision making and responsiveness to external market shifts (Noe et al., 2022). By fostering a culture that support innovation, risk taking, and adaptability, insurers can remain competitive in a rapidly changing business environment (PwC, 2022). Ultimately, these internal dynamics help companies align resources, motivate employees, and pursue long-term objectives effectively.

Marketing factor in insurance is both complex and critical, as it involve promoting intangible products and services while navigating stringent regulations (Kotler & Keller, 2022). Effective marketing strategies require thorough market segmentation, needs based product offerings, and transparent communication of value propositions (EY, 2023). In an increasingly competitive and digital landscape, innovative marketing approaches like social media campaigns, targeted online ads, and personalized service offerings can distinguish insurers and drive market share expansion. As customer awareness of financial protection grows, delivering clear messages about coverage benefits and cost effectiveness becomes essential for insurers seeking to enhance brand loyalty and retention.

One of the most publicly listed property and casualty insurance firms, Chubb Limited, operates Chubb Life Insurance Myanmar. The company offers a range of life insurance products, including coverage for death, disability, and critical illness, as well as savings and investment plans aimed at helping individuals to build financial security (Chubb.com, 2023). Chubb Life Insurance Myanmar also provide group life insurance solutions for organizations seeking to protect their workforce. Leveraging global expertise and advanced digital platforms, the company strive to improve service accessibility and user experience. However, it faces growing competition from both

local and international insurers in Myanmar's evolving market. To remain competitive, Chubb Life Insurance Myanmar must effectively manage technological, operational, organizational, and marketing factors that influence organizational performance, especially as the country's economic landscape and regulatory frameworks continue to change (KPMG, 2022).

1.1 Rationale of the Study

Myanmar's insurance industry is improving rapidly, driven by rising demand for life insurance products. However, challenges such as regulatory shifts, economic volatility, and a relatively low insurance penetration rate make it vital to understand the factors influencing organizational performance. For a company like Chubb Life Insurance Myanmar, strong performance is crucial not only for meeting investor and shareholder expectations, but also for complying with regulatory standards and maintaining trust in the local market (KPMG, 2021). By demonstrating the ability to manage risks effectively, fulfill financial obligations, and innovate, Chubb Life Insurance Myanmar reinforces its credibility among regulators, policyholders, and the broader community (McKinsey, 2022). A subsidiary of Chubb Limited, Chubb Life Insurance Myanmar has shown commendable progress. In 2024, it received the "Insurance Product Innovation of the Year" award at the Insurance Asia Awards for its Chubb Lifetime Elite Universal Life Insurance, underscoring its focus on product innovation and customer-centric solutions. Moreover, as of March 2024, its Universal Life Fund reported an average annual interest rate of 8.6%, illustrating a commitment to competitive returns (Chubb.com, 2023). Although detailed financial data for Chubb Life Insurance Myanmar remains private, Chubb Limited's strong global performance exceeding USD 9.3 billion in operating income in 2023 highlights the group's emphasis on innovation, customer satisfaction, and financial stability (Chubb.com, 2023).

Rapid technological advancements have reshaped how insurers engage with both existing and prospective customers, enabling the delivery of integrated, tech-focused services. Cloud-based platforms, mobile applications, process automation, and Insur-Tech innovations help insurers streamline operations and enhance user experience (Nicoletti, 2021). While many industries have fully embraced digital tools, insurers often lag in adopting such technology, revealing significant potential to gain a competitive edge (PwC, 2022). In Myanmar, the adoption of advanced digital platforms, analytics, and automation can offer Chubb Life Insurance Myanmar an

opportunity to optimize the underwriting processes, refine customer engagement, and boost overall organizational performance (Cappiello, 2020).

Operational excellence is critical for achieving high performance in a competitive insurance landscape. The key elements include product innovation to align with shifting customer expectations, effective claims management to drive satisfaction and loyalty, and meticulous risk management to maintain financial stability. Technology integration can further streamline workflow and reduce operating costs by automating routine tasks and improving data accuracy. Additionally, regulatory compliance helps maintain market credibility, while well-structured sales and distribution networks foster outreach and growth. For Chubb Life Insurance Myanmar, continuously refining these operational aspects is crucial for sustaining its market position and adapting to Myanmar's evolving insurance sector.

Internal organizational dynamics encompassing leadership, governance, and corporate culture play a pivotal role in shaping long term resilience and profitability. Clear decision-making structures, robust oversight mechanisms, and an adaptive corporate culture can help an insurer respond effectively to emerging market trends (Armstrong & Taylor, 2020). A well-defined hierarchy and leadership committed to continuous learning promote an environment where innovations and performance improvements thrive. By aligning these organizational dimensions with strategic goals, Chubb Life Insurance Myanmar can bolster its capability to innovate, respond to regulatory changes, and maintain financial health.

Strategic marketing efforts enabling insurers to stand out in crowded markets, build trust, and foster sustained customer relationships. Effective market segmentation, customer-focused product offerings, and transparent communication are essential components of successful insurance marketing (Kotler & Keller, 2022). In life insurance, a reputation for reliability and a clear demonstration of value can significantly influence customer decisions. Tailored marketing campaigns, proactive client engagements, and ongoing community involvement strengthen brand loyalty, helping Chubb Life Insurance Myanmar expand its market share and deepen customer trust in Myanmar's growing insurance arena (EY, 2023). Examining how technological, operational, organizational, and marketing elements collectively shape Chubb Life Insurance Myanmar's performance is crucial for thriving in an increasingly competitive environment. Insights into these factors can guide strategies that enhance innovation, streamline operations, and improve customer experiences. Moreover, this

investigation benefits industry stakeholders and policymakers by demonstrating how structured approaches to technology adoption, operational efficiency, leadership development, and targeted marketing can advance organizational performance in Myanmar's developing insurance market.

This study is justified by the need to understand the key factors influencing the organizational performance of Chubb Life Insurance Myanmar, which operate in a highly competitive and evolving insurance market. With the increasing reliance on technology, evolving operational strategies, and the growing importance of marketing, this study is essential for providing actionable insights that can help Chubb Life Insurance Myanmar enhance its operational efficiency, customer satisfaction, and market competitiveness. Technological advancements, efficient operational practices, strong organizational structures, and effective marketing strategies are all critical to the company's success. By investigating how these factors interact and impact organizational performance, the study will offer valuable recommendations to improve business strategies and align them with the current market demands. Furthermore, it contributes to the existing literature on organizational performance for the insurance industry, particularly in Myanmar, and provides strategic implications for insurance companies in developing markets. Ultimately, the findings will equip Chubb Life Insurance Myanmar with the knowledge necessary to optimize its practices, respond to market changes, and achieve sustainable growth.

The findings of this study will provide Chubb Life Insurance Myanmar with a comprehensive understanding of how technological, operational, organizational, and marketing factors influence its performance. These insights will guideline the company in implementing strategies that drive innovation, efficiency, and customer satisfaction.

1.2 Objectives of the Study

The objectives of the study are -

1. To identify the factors influencing the organizational performance of Chubb Life Insurance Myanmar
2. To analyze the factors influencing the organizational performance of Chubb Life Insurance Myanmar.

1.3 Scope and Method of the Study

This study identifies the factors influencing organizational performance of Chubb Life Insurance Myanmar, focusing on the effects of technological, operational, organizational, and marketing factors. The study also aims to determine how those factors affect the company's overall performance. This study employs a quantitative research method. The target population consists of all 60 permanent employees of Chubb Life Insurance Myanmar, representing various departments, including operations, marketing, and IT. To determine the sample size, the Yamane formula was applied using Simple Random Sampling method, and estimated sample size is 52 respondents, ensuring a representative and statistically reliable dataset. The primary data are collected by using structured questionnaires designed to measure the impact of the four key factors on organizational performance. This study utilizes statistical approaches such as descriptive statistics, inferential statistics, correlation analysis and regression analysis for data analysis. This study survey period has occurred in February 2025.

1.4 Organization of the Study

This study includes five key chapters. First chapter introduces rationale of the study, objectives, and scope & method of the study. Second chapter presents a theoretical review of the relevant literature, exploring existing theories and studies on technological, operational, organizational, and marketing factor that influence organizational performance. The third chapter provides the background information essential for understanding the context of the study. It covers the history, development, and organizational structure of Chubb Life Insurance Myanmar, as well as the broader life insurance firms in Myanmar. In this chapter also describe background information of factors influencing organizational performance of Chubb Life Insurance Myanmar. In the fourth chapter, the research design and analysis from collected data are analyzed by using descriptive and analytical techniques, including correlation and regression analyses. Fifth chapter concludes with the summary of key findings, recommendations for this study, and suggestions for future studies.

CHAPTER II

THEORETICAL BACKGROUND

This Chapter writes a review on the concept of organizational performance and the key factors that influence it, including technological, operational, organizational, and marketing factor. The chapter integrates relevant theoretical frameworks to establish a strong understanding how these factors impact business success, particularly in the insurance industry.

2.1 Concept of Organizational Performance

Organizational performance is generally understood as the degree to which an organization achieves its objectives and fulfills its strategic goals (Armstrong & Taylor, 2020). In the insurance industry, performance is measured by premium growth, underwriting results, and investment returns, customer satisfaction, innovation, and operational effectiveness. Several authors have examined different factors influencing performance, and their work suggests that technological, operational, organizational, and marketing dimensions can collectively shape an insurer's competitive advantage and market success.

Organizational performance is a multidimensional construct that reflect how effectively a company achieves its strategic, operational, and financial goals. Traditionally, performance has been assessed using financial metrics such as profitability, revenue growth, and return on investment. Modern researchers and practitioners highlight those non-financial measures like customer happiness, employee engagement, operational efficiency, and innovation capacity, are equally important in determining an organization's success (Armstrong & Taylor, 2020).

In the insurance industry, performance evaluation often includes key factors such as premium and investment income, underwriting profitability, claims efficiency, and regulatory compliance. A well performing insurance firm must be able to effectively manage risks, optimize cost structures, and adapt to dynamic market conditions. Performance management frameworks such as the Balanced Scorecard (Kaplan & Norton, 1992).

2.2 Factors Influencing Organizational Performance

Organizational performance is a critical measure of a company's success and sustainability. It is shaped by multiple factors that determine efficiency, competitiveness, and long-term viability. Researchers have categorized these factors into four main dimensions: organizational, marketing, operational, and technological (Porter, 1980; Barney, 1991). Each of these aspects determines how well an organization can fulfill its goals and stay competitive in a changing business climate.

Organizational factor, such as leadership, corporate culture, and employee engagement, influence internal structures and strategic direction (Schein, 2017; Northouse, 2021). Marketing factor encompass branding strategies, market positioning, and customer engagement, all of which drive revenue and enhance corporate identity (Kotler & Keller, 2016). Operational factor, including supply chain management and process optimization, is essential for reducing costs and improving productivity (Tushman & O'Reilly, 1996). Meanwhile, technological factor fuel innovation, automation, and digital transformation, which are crucial for business growth and sustainability (Drucker, 1985; Crossan & Apaydin, 2010).

The study will focus on the influence of these key factors on organizational performance, highlighting relevant theoretical perspectives and empirical studies that contribute to understanding their impact.

2.2.1 Technological Factor

Technology has become an integral driver of industries such as insurance, where the digital transformation is reshaping service delivery, risk assessment, and customer engagement. Companies using data analytics, software automation, artificial intelligence (AI), and cloud computing often experience improvements in operational efficiency, decision making accuracy, and service innovation (PwC, 2022). To understand how technology influences organizational performance, Technology-Organization-Environment (TOE) Framework (Tornatzky & Fleischer, 1990) provides the suitable theoretical foundation.

The TOE Framework explains that technological adoption within an organization is shaped by three main components: 1. Technological Context – Includes the availability and suitability of new technologies, such as AI-driven underwriting models and blockchain for secure transactions. 2. Organizational Context – Refers to internal factors such as leadership support, IT infrastructure, and employees' ability to

adopt and utilize technology effectively. 3. Environmental Context – Encompasses external influences such as market competition, regulatory policies, and customer expectations that drive digital adoption.

Technological advancements such as online policy management, automated claims processing, and digital risk modeling align with the TOE framework's principles. The organizational performance benefit derived from technology adoption include faster service delivery, enhanced customer experience, cost savings, and regulatory compliance. To maximize technology integration advantages, cybersecurity threats, data privacy issues, and employee resistance to digital transformation must be addressed.

2.2.2 Operational Factor

Operational factors are crucial to an organization's success, particularly in service-based industries like insurance, where efficiency in processes such as claims handling, policy administration, and risk assessment directly affects performance. Organizations that optimize their operations through streamlined workflows, automation, and strategic resource changing can reduce costs, improve customer happiness, and improve profitability (McKinsey, 2022). The Lean Management and Six Sigma methodologies emphasize the importance of reducing inefficiencies, eliminating waste, and improving overall quality in business processes (George, 2002). By integrating digital transformation strategies, firms can enhance operational efficiency, leading to increased responsiveness to customer needs and market changes (Bharadwaj et al., 2013).

Moreover, research suggests that companies with agile operational structures outperform those with rigid and bureaucratic systems (Teece, 2018). Effective supply chain management and logistics further contribute to operational success by ensuring timely delivery, cost-effectiveness, and resilience in uncertain market conditions (Christopher, 2016). Thus, organizations that invest in continuous operational improvements tend to achieve higher performance and sustained competitive advantages.

2.2.3 Organizational Factor

Internal organizational dynamics, including leadership effectiveness, corporate culture, governance structures, and workforce engagement, significantly influence performance outcomes. Organizations with strong leadership, clear communication channels, and an adaptive corporate culture tend to outperform those with rigid structures and poor employee engagement (Noe et al., 2022). The Institutional Theory (Scott, 2005) provides a relevant theoretical framework for analyzing how external pressures and internal governance influence organizational behavior. Effective governance structures ensure accountability, strategic decision-making, and compliance with industry regulations, all of which contribute to long-term stability and growth (Aguilera & Jackson, 2010). Furthermore, fostering organizations that innovation-driven and collaborative culture are more likely to adapt to changing business environments and leverage new market opportunities (Cameron & Quinn, 2011).

Better productivity, reduced turnover, and better work satisfaction are also key to organizational performance (Kahn, 1990; Saks, 2006). Companies that prioritize workforce development through training programs, leadership development, and participatory decision-making create a positive work environment that drives overall performance (Schaufeli et al., 2002). Ultimately, organizations that align their internal structures with strategic goals and external market demands are better positioned for sustained success.

2.2.4 Marketing Factor

Marketing plays an important role in shaping the business's performance by influencing customer perceptions, competitive positioning, and revenue generation. Various studies have identified the relationship between marketing strategies and organizational success, emphasizing factors such as branding, digital marketing, customer relationship management (CRM), and market segmentation.

Marketing factor such as branding, digital marketing, CRM, and market segmentation play a significant role. A strong brand creates customer loyalty, increases market share, and enhances financial performance (Keller, 2013). Digital marketing strategies, including search engine optimization (SEO), social media marketing, and content marketing, contribute to increased brand awareness and customer acquisition (Chaffey & Ellis-Chadwick, 2019). CRM strategies assist businesses to build long-term

relationships with customers, leading to better retention rates and profitability (Buttle & Maklan, 2019). Market segmentation allows firms to identify and target specific customer groups, improving marketing effectiveness and competitive advantage (Wedel & Kamakura, 2000).

Marketing strategies are essential for attracting, retaining, and engaging customers in competitive industries like insurance. Effective marketing enhances brand visibility, customer trust, and market penetration, leading to higher policyholder retention and revenue growth (Kotler & Keller, 2022).

2.3 Related Theories

This section describes theories of this study and includes Open System Theory, Innovation Diffusion Theory, Resource Based View, Theory of Constraints.

2.3.1 Open System Theory

A system is a cohesive whole with a boundary to separate interior and exterior pieces and identify input and output (Ng, Maull and Yip, 2009). Thus, a systems theory investigates an event rather than its pieces. To comprehend a system's organization, operation, and results, focus on interactions and relationships. Open systems exchange energy, materials, people, and information with the outside world. This theory examines how an organization is an open system, affected by internal and external factors. This point of view shows an organization as a dynamic entity turns environmental human and physical resources into commodities and services. This process turns resources, energy, and information into outputs that are returned to the environment, forming a cycle.

Open System Theory highlights the importance of organizational structure in managing the flow of information and interactions both within the organization and with its external environment. The theory suggests that organizations must adapt and respond to external changes to thrive, which requires an understanding of how internal processes are affected by external factors. This approach offers valuable insights into how businesses can achieve sustainability and growth by maintaining a balance between internal operations and external influences.

2.3.2 Innovation Diffusion Theory

Innovation diffusion-theory explains how, why, and at what rate new technologies and innovations spread within an organization or industry. In insurance, this theory elucidates how digital platforms, mobile applications, and Insurtech solutions are adopted over time, influencing overall firm performance. Rogers' diffusion-of-innovations theory is widely regarded as the most suitable framework for studying technology adoption in higher educational settings (Medlin, 2001; Parisot, 1995). Much of the research on diffusion focuses on technological- innovations, and Rogers (2003) often used the terms technology and innovation interchangeably. According to Rogers, technology is a design for tool action that reduces the uncertainty in the cause-effect relationships involved in achieving a desired outcome.

According to Rogers, the adoption of innovations follows a predictable pattern: early adopters lead the way, followed by most users, and then laggards who resist change. The study by Ahmed et al. (2023) demonstrates that technological adoption in insurance firms significantly improves efficiency, particularly in areas like claims processing, risk assessment, and customer service.

2.3.3 Resource-Based View (RBV)

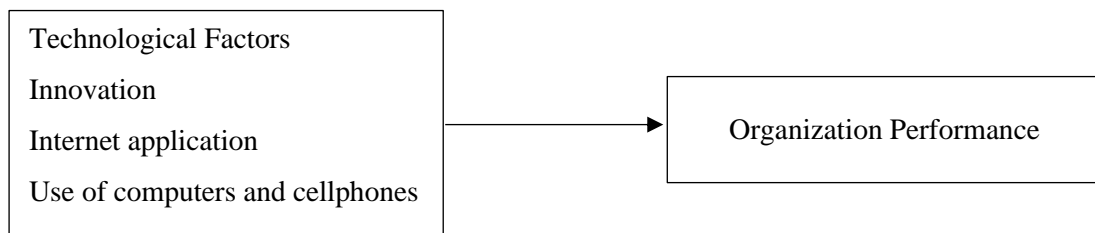
One fundamental strategy that organizations implement to establish a competitive advantage is the resource-based view (RBV) idea. The resource-advantage theory, formulated in the 1990s aims to guide companies in utilizing their resources to foster a paradigm shift towards establishing strategic competitive advantage within a specific market structure (Sims, Powell, & Vidgen, 2016). The resource-based view theory asserts that competitive advantage is derived from the firm's distinctive, valued, and inimitable resources and skills. Insurers can cultivate unique skills, such as specialized risk models or streamline claims processing, that improve overall performance in an operational setting (McKinsey, 2022).

Jacobsen (2013) asserts that the environmental elements serve as essential instruments that firms may utilize as resources, primarily aimed at managing their performance through the Resource-Based View philosophy. Hussain et al. (2023) highlight how leadership quality, governance structures, and a strong corporate culture serve as critical internal resources that determine an organization's performance.

2.4 Previous Studies

Ahmed, Kituku, and Kiama (2023) examined which technological factor influences the performance of insurance companies in Somalia, offering empirical insights into this relationship. The study was grounded in Innovation Theory, which emphasizes the transformative role of technology in fostering organizational growth and competitive advantage. Ahmed et al. employed a descriptive research design to assess the influence of technological factor on organizational performance. The study concentrated on 5 insurance firms in Somalia: Takaful Insurance of Africa, Umma Insurance Brokers, Amana Insurance, Baraka Insurance, and Som-Takaful Insurance. A census methodology was employed due to the limited population size of 73 participants, comprising Chief Executive Officers, departmental heads, and their assistants.

Figure (2.1) Influence of Technological Factors on Organizational Performance of Insurance Companies in Somalia

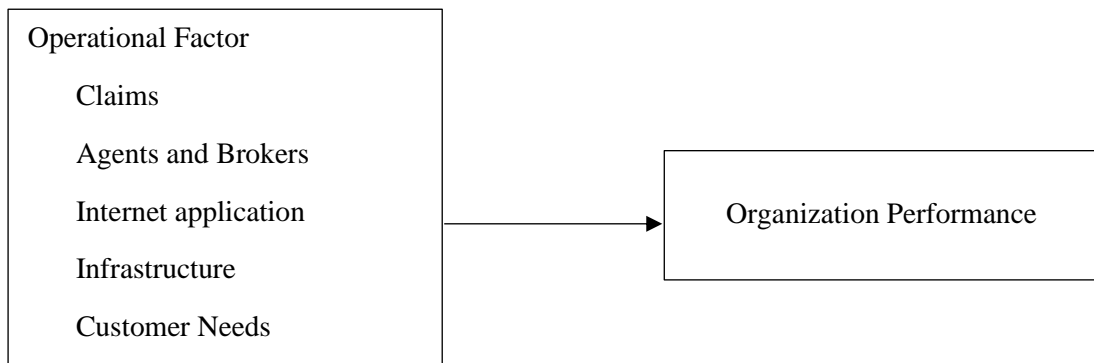


Source: Ahmed, I. M., Kituku, G., & Kiama, M. (2023).

The results indicated a favorable and statistically significant correlation between technological factor and the organizational performance of insurance firms in Somalia. Their study framework was shown in Figure (2.1).

Mudaki, A. L., Wanjere, D., Ochieng, I., & Odera, O. (2012) studied the extent to which operational factor affects the performance of insurance firms. The study adopted a descriptive census survey design. The study location was in Nairobi and the population consisted of 40 registered insurance companies as of August 2010. The study revealed that operational factors have no relationship with organizational performance.

Figure (2.2) Effects of Operational Factors on Organizational Performance in Kenyan Insurance Industry

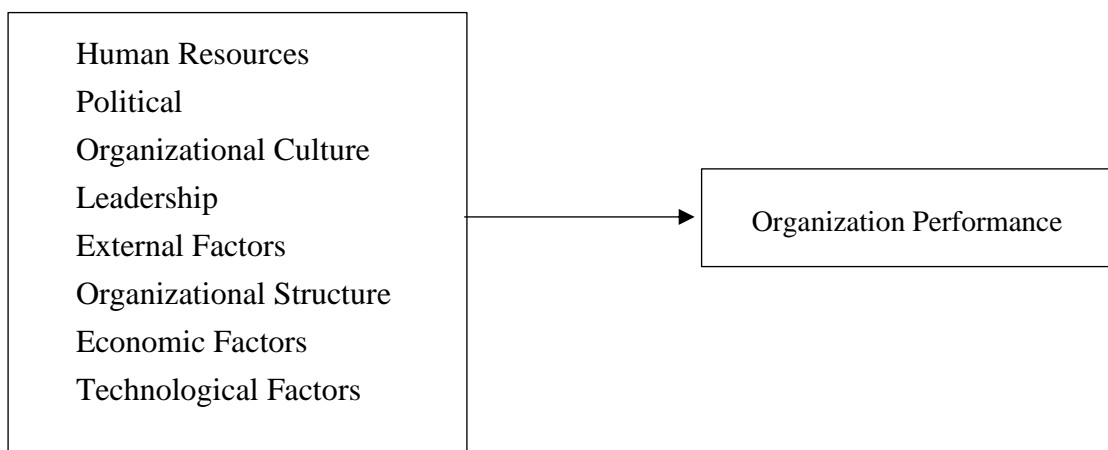


Source: Mudaki, A. L., Wanjere, D., Ochieng, I., & Odera, O. (2012)

In Figure 2.2, the operational aspects, including claims, agents and brokers company infrastructure and client demands, do not significantly influence the success of an insurance organization.

Hussain, Uddin, Farooq, Khan, and Ahmed (2023) executed a quantitative analysis to identify the factors influencing organizational performance. Out of the 270 individuals randomly selected for the survey, 250 questionnaires were distributed, and 20 were not returned. Consequently, 225 usable responses were obtained, resulting in an 83% response rate.

Figure (2.3) Factors Affecting Organizational Performance

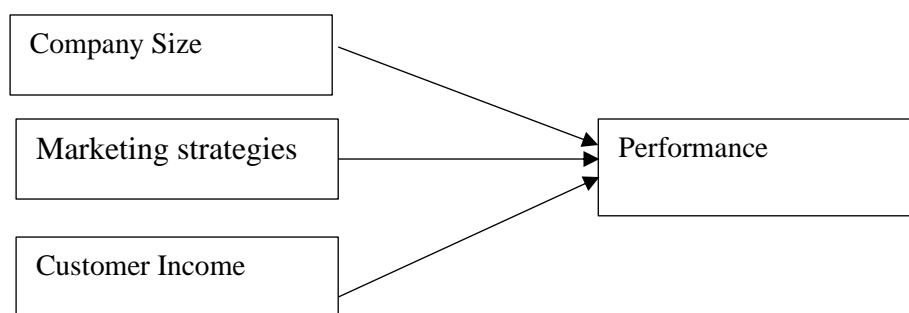


Source: Hussain, T., Uddin, A., Farooq, S., Khan, F. E., & Ahmed, T. (2023)

The research determined that environmental elements, working circumstances, organizational culture, political influences, economic conditions, human resource management, organizational structure, and leadership are the principal determinants impacting organizational productivity. These elements are depicted in Figure (2.3), which illustrates how multiple organizational and external factors collectively shape overall performance.

Devet (2022) investigated the factors influencing the performance of life insurance companies in Tanzania, using Sanlam's Arusha City branch as a case study. Focusing on Sanlam Insurance Company of Tanzania, the research found that large firms benefit from economies of scale, resulting in lower production costs and more efficient operations. Additionally, their ease of accessing credit facilitates strategic diversification. The study also underscored the role of marketing strategies in driving performance, noting that Sanlam's high-trust environment fosters accurate, timely results. Moreover, Sanlam's organizational structure, characterized by vertical and horizontal communication channels, was deemed simple yet effective for coordination. Finally, the study revealed that customer income levels significantly influence life insurance performance in Tanzania, either enhancing or hindering growth. These interconnected factors are depicted in Figure (2.4) below.

Figure (2.4) Factors Affecting the Performance of Tanzania Life Insurance Companies

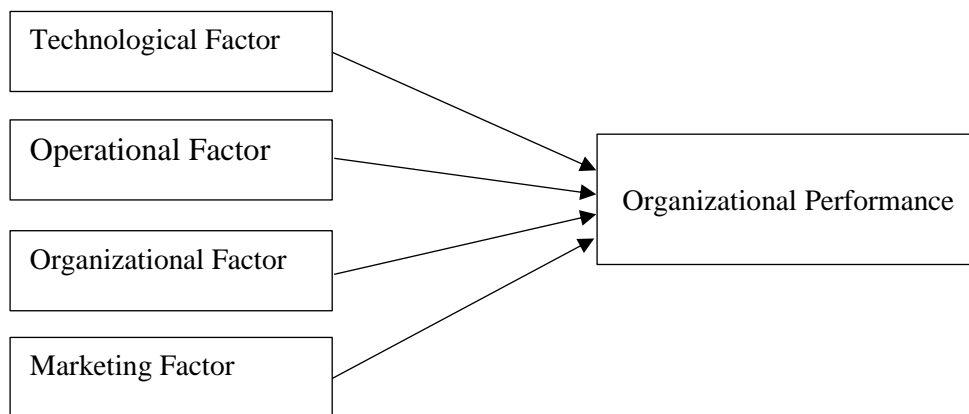


Source: Devet, J. (2022).

2.5 Conceptual Framework of the Study

The conceptual framework for this study integrates the key findings and theoretical perspectives from previous studies on the factors influencing the organizational performance of insurance companies. In figure (2.5), Conceptual framework includes independent variables - technological, operational, organizational, and marketing factor and dependent variable - organizational performance. Open System Theory, Innovation diffusion theory, Resource Based view theory, Theory of constraints are implemented in this study.

Figure (2.5) Conceptual Framework of the Study



Source: Own Compilation (2025)

Working Definition

Organizational Performance - Organizational performance refers to Chubb Life Insurance Myanmar's ability to achieve its strategic, operational, and financial objectives while maintaining regulatory compliance and customer satisfaction.

Technological Factor - The technological factor refers to the adoption, integration, and optimization of digital tools (E-Bao, PAT, Microsoft Planner, Microsoft Teams, and Excel), automation software, and technological solutions to enhance business efficiency of Chubb Life Insurance Myanmar.

Operational Factor - Operational factor refers to Chubb Life Insurance Myanmar's internal processes, service delivery systems, infrastructure, and resource allocation that support business continuity.

Organizational Factor - The organizational factor encompasses the leadership structure, corporate governance, company culture, and workforce engagement at Chubb Life Insurance Myanmar.

Marketing Factor - Marketing factor involve the strategies, actions, and tools used to attract, engage, and retain customers in the insurance sector. (4Ps) Product- wide range of life insurance policies products. Price-affordable pricing. Place- nationwide network of Licensed agents and digital platforms. Promotion – Social media marketing, customer education, advertisements.

CHAPTER III

BACKGROUND STUDY OF CHUBB LIFE INSURANCE

MYANMAR

This chapter provides a comprehensive overview of Chubb Life Insurance Myanmar, detailing its history, development, and organizational structure. It also offers key insights into the broader life insurance industry in Myanmar. Additionally, the chapter examines the four main factors technological, operational, organizational, and marketing that influence Chubb Life Insurance Myanmar's organizational performance. Understanding these contextual elements is crucial for interpreting how external influences shape the company's internal operations and overall performance.

3.1 Background Information of Chubb Life Insurance Myanmar

Historically, Myanmar's life insurance sector has been predominantly controlled by state-owned enterprises, with minimal private sector participation until the early 2010s. Prior to regulatory reforms, the Myanmar Insurance Enterprise held a near monopoly over both life and general insurance services. However, liberalization efforts initiated in the early 2010s paved the way for private insurers to enter the market, thereby expanding the range of available products and distribution channels.

Subsequent regulatory changes, economic reforms, and the introduction of foreign direct investment further propelled the development of Myanmar's insurance market. By 2022, foreign insurers were permitted to collaborate with local companies through joint ventures and to offer life insurance products independently. Despite these advancements, the industry continues to face challenges such as regulatory unpredictability, limited consumer awareness, infrastructural deficiencies, and increasing competition.

In this evolving landscape, Chubb Life Insurance Myanmar was established as a subsidiary of Chubb-Limited, a global insurance powerhouse operating in over 50 countries (Chubb, 2023). Chubb Limited is renowned for its diverse coverage portfolio, which includes life, health, property, and casualty insurance. Capitalizing on the regulatory shift that allowed foreign participation, Chubb Life Insurance Myanmar leveraged its parent company's extensive expertise to introduce life insurance products tailored to local market conditions.

Over time, Chubb Life Insurance Myanmar expanded its offerings to encompass individual life policies covering death, disability, and critical illness, as well as group life solutions for organizations aiming to protect their employees (Chubb, 2023). The company also pioneered investment-linked policies that combine protection with asset growth potential, catering to the aspirations of a burgeoning middle class (Chubb, 2023). These strategic expansions, underpinned by global best practices, have positioned Chubb Life Insurance Myanmar as a competitive entity in the local market.

Chubb Life Insurance Myanmar adheres to global purpose and values of Chubb, which prioritize honesty, customer orientation, respect, excellence, and collaboration. The company's purpose is to dominate the worldwide insurance and reinsurance industry by operating consistently, with discipline and focus, while delivering exceptional value to customers, shareholders, and staffs.

Chubb Life provides outstanding insurance products and services to its clients in Myanmar. The organization provides a comprehensive array of life insurance products designed to address different requirements of individuals and families, encompassing products for life protection, savings, and asset management.

Chubb Life Myanmar also demonstrates a strong commitment to corporate social responsibility by engaging in various community initiatives, such as donations to orphanages and elderly homes, cancer awareness programs, and environmental conservation efforts.

Through these efforts, Chubb Life Insurance Myanmar strives to protect the present and build a better future for its clients and the broader community.

3.2 Organizational Structure of Chubb Life Insurance Myanmar

Chubb Life Insurance Myanmar operates under a structured organizational framework that balances local autonomy with the strategic oversight of its global parent company, Chubb Limited. At the helm is the executive leadership team, typically comprised of a Chief Executive Officer or Managing Director. This team is accountable for crafting overarching strategies, ensuring compliance, and managing vital relationships with Chubb Limited. The company is segmented into various departments, each concentrating on distinct functional areas that collectively drive the organization toward its goals.

The Underwriting and Claims department is pivotal in risk assessment and policy issuance. This department has significantly integrated advanced technology to

enhance its operations. The use of automated underwriting systems and predictive analytics not only improves the efficiency and accuracy of risk evaluations but also aligns with Chubb's technological advancements. Furthermore, mobile applications facilitate the claims submission and tracking process, strengthening customer satisfaction. However, this department faces challenges such as navigating Myanmar's evolving regulatory landscape and maintaining robust fraud detection systems.

In terms of marketing efforts, the Marketing and Sales department is crucial for developing branding strategies and fostering relationships with agents and brokers. This department has successfully established Chubb Life Insurance's brand presence through strategic digital marketing campaigns and agent training programs. By targeting emerging customer segments, particularly within the growing middle class, the department has increased brand visibility and customer engagement. Nevertheless, increasing competition from both local and foreign insurance entities poses a challenge. The department must continually innovate its marketing strategies to maintain its competitive edge while adhering to regulatory constraints that affect product promotion.

The Operations and Customer Service department focuses on administrative support and enhancing customer experience. By streamlining workflows and adopting multichannel support systems, the department ensures timely policy processing and high service standards. Continuous improvement initiatives further enable the organization to adapt to changing customer needs. However, the department faces operational challenges due to infrastructural limitations in some regions, which can hinder service delivery.

The Finance and Compliance department is essential in ensuring adherence to local regulatory requirements. This department's expertise in navigating Myanmar's regulatory landscape safeguards Chubb Life Insurance's financial integrity. Its commitment to robust financial planning and internal audits strengthens the organization's stability. Still, keeping pace with frequent regulatory changes and managing financial risks inherent in a volatile market present ongoing challenge.

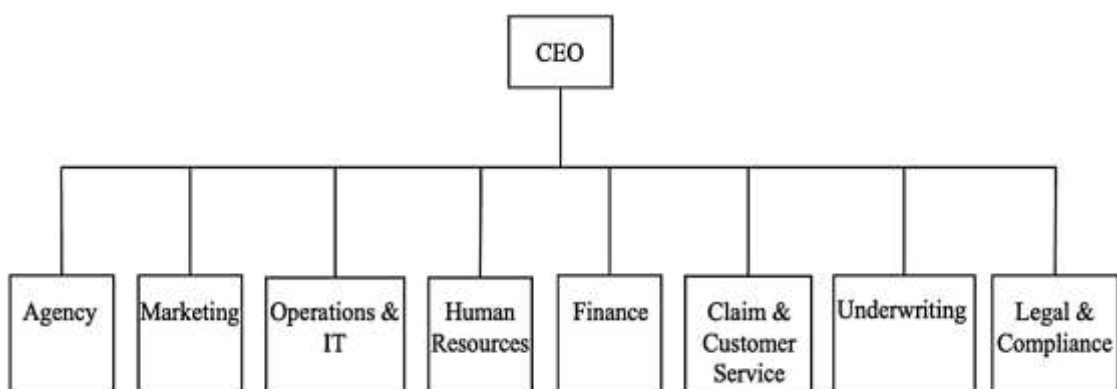
Human Resources plays a vital role in recruitment, training, and leadership development, shaping a skilled and motivated workforce. By implementing effective recruitment strategies and comprehensive training programs, the HR department fosters a strong organizational culture. However, challenges like employee retention in a

competitive market and the balancing of global best practices with local cultural nuances are critical considerations for sustained employee engagement.

The Information Technology (IT) department is fundamental to enhancing operational efficiency and supporting digital transformation initiatives. By developing a robust IT infrastructure and implementing advanced digital tools, the IT department facilitates seamless integrations across the organization. This technological backbone enables other departments to perform effectively, supporting overall productivity and innovation. However, rapid technological changes and the integration of new systems with legacy frameworks continue to challenge the department's ability to maintain efficiency.

In conclusion, organizational structure of Chubb Life Insurance Myanmar showcases a well-defined distribution of responsibilities across departments. Technological factor is being harnessed to enhance efficiency and customer satisfaction, while operational considerations ensure effective service delivery. The alignment of marketing strategies with market demands facilitates brand growth, and a strong finance and compliance presence underpins the organization's credibility. Human resources foster a capable workforce, and IT ensures that technological advancements drive the organization forward. Together, these elements contribute to a comprehensive structure aimed at achieving long-term success in the competitive insurance landscape. Figure_ (3.1) shows organizational chart of Chubb Life Insurance Myanmar.

Figure (3.1) Organizational Chart of Chubb Life Insurance Myanmar



Source: Chubb Life Insurance Myanmar Company Limited (2024)

3.3 Factors Influencing Organizational Performance of Chubb Life Insurance Myanmar

Chubb Life Myanmar offers innovative and reliable life insurance solutions designed to meet the requirements of individuals and families across Myanmar. The company focuses on ensuring financial security and peace of mind for its policyholders by offering customer-centric and affordable insurance products that address unique challenges and aspirations, whether in urban or rural areas. Rooted in Chubb's global mission, Chubb Life Myanmar strives to help people manage risk and recover from unexpected losses, positioning itself as a trusted leader in the life insurance industry and contributing to Myanmar's long-term economic development.

A key objective of Chubb Life Myanmar is to expand its market reach and make life insurance accessible to all segments of society. The company develops products that align with customers' financial goals and life stages, including term life insurance, savings plans, and health-related coverage. It also prioritizes customer education through financial literacy programs and partnerships, empowering individuals to make informed decisions about their financial futures. These initiatives reflect Chubb's values of integrity, customer focus, and respect.

Operational excellence is at the core of Chubb Life Myanmar's strategy. By investing in advanced technology and streamlining processes, the company ensures exceptional service delivery. Digital platforms provide policyholders with easy access to information, policy management, and claim filing. Additionally, Chubb Life Myanmar fosters a culture of excellence by continuously training and developing its workforce, ensuring professionalism and empathy in meeting customer needs.

The company also emphasizes corporate social responsibility (CSR) and ethical practices. Chubb Life Myanmar actively engages in community initiatives, such as healthcare, education, and disaster relief programs, improving the quality of life for citizens. These efforts align with Chubb's global commitment to sustainability and social responsibility. Adhering to the highest standards of integrity and transparency, Chubb Life Myanmar builds trust with customers and stakeholders through regulatory compliance and ethical business practices.

Chubb Life Myanmar is committed to protecting the financial future of Myanmar's people while contributing to the nation's socio-economic development. Through innovative products, customer-focused solutions, and a dedication to excellence, the company strives to make a positive impact on its policyholders and

communities. By aligning with Chubb's global mission and values, Chubb Life Myanmar is well-structured to achieve a trusted partner in securing well-being of individuals and families within the country. Chubb Life Myanmar implements various strategies and functions to achieve its goals and objectives from technological, organizational, operational, and marketing perspectives.

3.3.1 Technological Factor of Chubb Life Insurance Myanmar

In the current swiftly changing digital environment, the incorporation of technology is vital for businesses to remain competitive and fulfill the increasing demands of consumers. For Chubb Life Myanmar, leveraging technology is not just a strategic advantage but a necessity to fulfill its mission of providing the best possible protection and service to the people of Myanmar. By adopting innovative digital solutions, Chubb Life Myanmar can improve operational efficiency, customer experience, and across the country.

One of the primary ways Chubb Life Myanmar can utilize technology is by developing digital customer platforms, such as mobile apps and web portals. These platforms can serve as one-stop solutions for customers to purchase policies, manage their accounts, and file claims. For instance, a mobile app could allow policyholders to access their insurance details, track premium payments, file claims, and connect with customer support via chatbots or live agents. Such platforms align with Chubb's global focus on customer-centricity and operational excellence, ensuring that policyholders receive prompt and efficient service. Additionally, these systems can be integrated with payment gateways to facilitate seamless transactions, including mobile money services like Wave Money or KBZPay, which are widely used in Myanmar.

Another critical area where technology can be employed is in data analytics and artificial intelligence (AI). Chubb Life Myanmar can implement Customer Relationship Management (CRM) systems and predictive analytics instruments to gain valuable insights into client behavior, preferences, and risk profiles. For example, CRM systems like Salesforce or Microsoft Dynamics can help manage customer interactions, track sales performance, and personalize marketing campaigns. Artificial Intelligence-powered analytics instruments can analyze large datasets to identify trends, such as common claims or customer demographics, enabling the company to design tailored insurance products. Machine learning algorithms can streamline underwriting processes by automating risk assessments, reducing processing times, and improving

accuracy. These technologies not only enhance decision-making but also reinforce Chubb Life Myanmar's commitment to innovation and excellence.

To expand its reach, particularly in underserved rural areas, Chubb Life Myanmar can leverage mobile technology. By partnering with mobile network operators and fintech companies, the company can offer microinsurance products that are accessible via mobile phones. For example, USSD-based systems can allow customers to purchase insurance or file claims using simple text menus, even without internet access. Mobile wallets can be integrated to enable premium payments and claim disbursements, making insurance more accessible to unbanked populations. SMS-based notifications can keep customers informed about policy updates, payment reminders, and claim statuses. These solutions align with Chubb Life Myanmar's goal of empowering communities and promoting financial literacy, while also addressing the unique challenges of Myanmar's market.

As Chubb Life Myanmar adopts digital solutions, it must prioritize cybersecurity to protect customer data and make sure compliance with local and international laws. Building robust cybersecurity measures is important to build trust with policyholders. Key systems and practices include encryption technologies to secure sensitive data during transmission and storage, multi-factor authentication to prevent unauthorized entry to customer accounts, and firewalls and intrusion detection systems to protect against cyber risks. Regularly, security audits can check vulnerabilities and make sure compliance with standards like ISO 27001. These measures reflect Chubb's core value of integrity and reinforce the company's reputation as a reliable and trustworthy insurer.

Technology can also enhance employee productivity and collaboration within Chubb Life Myanmar. By adopting cloud-based tools and communication platforms, the company can streamline internal processes and facilitate seamless collaboration among teams. For example, Microsoft 365 or Google Workspace can enable employees to share documents, collaborate on projects, and communicate in real time. Customer Relationship Management (CRM) systems can provide agents with access to customer information, sales pipelines, and training materials. Learning Management Systems (LMS) can deliver digital training programs to upskill employees in areas like digital tools, customer service, and insurance products. These systems not only improve efficiency but also empower employees to deliver better service to customers.

Chubb Life Myanmar also explores the use of blockchain technology to improve transparency and efficiency in its operations. Blockchain can be used to streamline claims processing by a tamper-proof record creation of policyholder data and claim histories, reduce fraud by verifying the authenticity of documents and transactions, and improve trust with customers by providing a transparent and immutable ledger of their interactions with the company. While still an emerging technology, blockchain has the potential to revolutionize the insurance industry and align with Chubb's commitment to innovation.

Employing technology at Chubb Life Myanmar is a transformative step toward achieving its goals of customer-centricity, operational excellence, and sustainable growth. By implementing digital customer platforms, leveraging data analytics and AI, expanding reach through mobile technology, prioritizing cybersecurity systems, adopting cloud-based collaboration tools, and exploring blockchain solutions, the company can position itself as a leading role in the life insurance industry. These efforts align with Chubb's global mission and values, ensuring that Chubb Life Myanmar remains committed to protecting the financial future of the people of Myanmar while embracing the opportunities of the digital age. Through innovation and technology, Chubb Life Myanmar can build a brighter and more secure future for its customers and communities.

3.3.2 Operational Factor of Chubb Life Insurance Myanmar

Chubb Life Myanmar operates with strong emphasis on optimizing its internal processes to ensure efficiency, compliance, and customer satisfaction. The company utilizes automated systems for policy management, including policy issuance, renewals, and modifications, which reduce manual errors and improve turnaround times. Advanced underwriting tools and data analysis are employed to assess risks, enabling the company to offer guidance insurance solutions that meet the customers' requirements. Compliance with local regulations and international standards is a top priority, with regular audits, internal controls, and policy updates in place to mitigate risks. Additionally, Chubb Life Myanmar invests in continuous employee training programs to keep its workforce updated on industry trends, regulatory changes, and operational best practices, ensuring that employees are well-equipped to deliver high-quality service.

In terms of service delivery systems, Chubb Life Myanmar is committed to providing exceptional customer experiences through innovative and efficient platforms. The company offers user-friendly online portals and mobile applications that will assist customers to manage policy information, pay premiums, and submit claims easily. Multi-channel customer support, including phone, email, live chat, and in-person visits, ensures that customers receive timely and personalized assistance. The claim processing system is designed to be transparent and efficient, with clear communication at every stage to keep customers informed. Furthermore, the company maintains a robust network of trained agents who provide personalized advice and support, playing a critical role in educating customers about insurance products and helping them choose the right coverage.

Chubb Life Myanmar's infrastructure is built to support its operations and ensure scalability. The company leverages state-of-the-art IT systems for data management, cybersecurity, and operational efficiency, ensuring that customer data is secure, and operations run smoothly. A widespread network of branches and offices across the country makes its services accessible to customers in both urban and rural areas. The adoption of cloud technology enables real-time access to information, enhances collaboration among teams, and supports remote work capabilities, allowing the company to study to changing business environments and customer requirements.

Resource allocation at Chubb Life Myanmar is strategic and focused on optimizing performance and achieving long-term growth. The company prioritizes recruiting and retaining skilled professionals, offering competitive benefits and career development opportunities to create a dynamic and innovative workforce. Financial investments are directed toward technology upgrades, marketing campaigns, and customer acquisition initiatives to drive growth and enhance customer experiences. Partnerships with banks, brokers, and other financial institutions help expand distribution channels and reach a broader customer base, enabling the company to tap into new markets and increase its market share. Additionally, Chubb Life Myanmar invests in community programs and environmental sustainability projects as part of its corporate social responsibility (CSR) efforts, contributing to societal well-being and strengthening its reputation and brand value.

Overall, Chubb Life Myanmar's operational framework is a well-coordinated system that integrates advanced technology, efficient processes, and strategic resource allocation to deliver high-quality insurance solutions. By focusing on customer-centric service delivery, robust infrastructure, and sustainable growth, the company maintains its position as a leading life insurer in Myanmar. This holistic approach ensures that Chubb Life Myanmar can adapt to market changes, meet customer expectations, and contribute positively to the community.

3.3.3 Organizational Factor of Chubb Life Insurance Myanmar

Chubb Life Myanmar operates within a well-defined organizational framework that emphasizes strong leadership, effective corporate governance, and a cohesive company culture. The leadership structure is designed to foster innovation and strategic decision-making, with a clear hierarchy that ensures accountability and transparency at all levels. The company's leadership team is committed to driving growth and delivering value to customers, stakeholders, and employees alike. This structured approach enables Chubb Life Myanmar to navigate the complexities of the insurance industry while maintaining a focus on long-term sustainability and customer-centric solutions.

Corporate governance at Chubb Life Myanmar is a cornerstone of its operations, ensuring ethical practices, regulatory compliance, and risk management. The company adheres to global standards while tailoring its governance framework to obtain the requirements of the Myanmar market. This commitment to robust governance not only builds trust with customers and partners but also strengthens the organization's reputation as a helpful and responsible insurer. By prioritizing transparency and accountability, Chubb Life Myanmar demonstrates its dedication to upholding the highest standards of integrity in its business practices.

The company culture at Chubb Life Myanmar is rooted in collaboration, inclusivity, and a shared vision of empowering individuals and communities through life insurance solutions. Employees are encouraged to embrace innovation, take ownership of their roles, and contribute to the company's mission of protecting and enhancing lives. Workforce engagement is a key priority, with initiatives aimed at

fostering professional development, employee well-being, and a sense of belonging. This people-centric approach for both of employee happiness and organizational performance, enabling Chubb Life Myanmar to deliver exceptional service and maintain its position as a leader in the insurance industry in Myanmar.

3.3.4 Marketing Factor of Chubb Life Insurance Myanmar

Chubb Life Myanmar uses 4 Ps of Marketing—Product, Price, Promotion, and Distribution—to suit consumer demands and preserve its position as a leading life insurance provider in the area. The firm offers term life insurance, savings and investment-linked plans, health and critical illness coverage, child education plans, and retirement solutions. These products are designed to cater to the unique needs of different customer segments, ensuring flexibility, affordability and comprehensive protection. By continuously innovating and adapting its offerings, Chubb Life Myanmar remains responsive to the evolving financial and lifestyle needs of its customers in Myanmar.

In terms of pricing, Chubb Life Myanmar adopts a competitive and customer-friendly approach. The company provides affordable premium options with flexible payment plans, allowing customers to choose payment frequencies that suit their financial situations. Additionally, Chubb Life Myanmar emphasizes the long-term value and security its policies offer, ensuring customers perceive the pricing as fair and justified. To further attract new customers, the company occasionally introduces promotional discounts and special rates, making its products even more accessible to a broader audience.

When it comes to promotion, Chubb Life Myanmar leverages a mix of traditional and digital marketing strategies to raise awareness and engage with potential customers. The company runs targeted social media campaigns, creates educational content, and uses search engine optimization to enhance its online visibility. It also organizes seminars, workshops, and community events to educate the people about the importance of life insurance and financial planning. Furthermore, Chubb Life Myanmar relies on its extensive network of agents and financial advisors to promote its products

through personalized consultations, ensuring customers receive tailored advice and support.

For distribution, Chubb Life Myanmar ensures its products are easily accessible through multiple channels. The company utilizes a strong agent network, bancassurance partnerships, online platforms, and corporate collaborations to reach a wide range of customers. Its user-friendly website and mobile app allow customers to explore, compare, and purchase policies conveniently, while physical service centers provide in-person support. By integrating these distribution channels, Chubb Life Myanmar ensures a seamless and customer-centric experience, reinforcing its commitment to delivering value and financial security to individuals and families across Myanmar.

CHAPTER IV

ANALYSIS ON FACTOR INFLUENCING ORGANIZATIONAL PERFORMANCE OF CHUBB LIFE INSURANCE MYANMAR

This study presents the profiles of respondents and the analysis on the organizational performance of Chubb Life Insurance Myanmar.

4.1 Research Design

This study uses a quantitative research design to assess the organizational performance of Chubb Life Insurance Myanmar. A quantitative research approach is chosen to systematically analyze and quantify various factors influencing the company's performance. Simple Random Sampling method is used to ensure that the study includes employees from various hierarchical levels and functional areas within the organization. Total population is 60 participants of Chubb Life Insurance Myanmar, and selected sample size is 52 respondents according to Yamane's formula.

Sample size calculation:

$n = N / (1 + N * e^2)$, where: - N is the total population size, which is 60 employees of Chubb Life Insurance Myanmar. - e is the margin of error, set at 5% (0.05). - n is the required sample size.

By applying the formula:

$$\begin{aligned} n &= 60 / (1 + 60(0.05)^2) \\ &= 60 / (1 + 60(0.0025)) \\ &= 60 / 1.15 \\ &= 52.17 \end{aligned}$$

Out of the total 60 employees, a sample of 52 respondents is sufficient to represent the population with 5% margin of error.

4.2 Profiles of Respondents

The demographic profiles of 52 respondents, all data are shown in the following table.

Table (4.1) Profiles of Respondents

No	Demographic Characteristics		Number of Respondents	Percent
1.	Age (Year)	25 - 34	29	55.8
		35 - 44	19	36.5
		45 - 54	3	5.8
		Under 25	1	1.9
2.	Gender	Female	37	71.2
		Male	14	26.9
		Prefer not to say	1	1.9
3.	Education	Bachelor's Degree	36	69.2
		Doctorate or higher	2	3.8
		High School diploma or equivalent	2	3.8
		Master's Degree	12	23.2
4.	Job Title	Executive	1	1.9
		Junior/ Assistant	1	1.9
		Managerial	14	26.9
		Mid-Level	9	17.4
		Senior-Level	27	51.9
5.	Marital Status	Divorced	2	3.8
		Married	13	25.0
		Single	37	71.2
6.	Department	Compliance	4	7.7
		Customer Service	5	9.6
		Finance	4	7.7
		Human Resources (HR)	10	19.2
		Information Technology	6	11.5
		Marketing	6	11.5
		Operations	10	19.2
		Sales	7	13.6

Table (4.1) Profiles of Respondents (Continued)

No	Demographic Characteristics		Number of Respondents	Percent
7.	Years With CHUBB	1 to 3 years	18	34.6
		4 to 6 years	24	46.2
		7 to 10 years	4	7.7
		Less than 1 year	6	11.5
8.	Employment Status	Contractual	8	15.4
		Full time	44	84.6
9.	Nationality	Myanmar	52	100
10.	Work Location	Mandalay	2	3.8
		Yangon	50	96.2
	Total		52	100

Source: Survey Data (2025).

Most respondents (55.8%) are between 25-34 years old, while 36.5% fall within the 35-44 age range. A smaller portion (5.8%) is aged 45-54 years, and only 1.9% are under 25 years old. This distribution suggests that Chubb Life Insurance Myanmar has a young and mid-career workforce, with employees likely to be in key developmental stages of their careers.

In terms of gender, the company has a predominantly female workforce, accounting for 71.2% of respondents, whereas 26.9% are male. Only 1.9% of respondents preferred not to reveal their gender. This suggests that Chubb Life Insurance Myanmar is an inclusive workplace with a strong representation of women in its workforce. Regarding education levels, 69.2% of respondents hold bachelor's degree, making it the most common qualification. 23.2% have earned master's degree, while 3.8% each hold either Doctorate or High School diploma/equivalent qualification. These findings indicate that Chubb Life Insurance Myanmar employs a highly educated workforce, with most employees possessing university-level education.

More than half (51.9%) of respondents hold Senior-Level positions, while 26.9% are in Managerial roles. 17.4% are in Mid-Level positions, whereas only 1.9% each occupy Junior/Assistant or Executive roles. This data suggests that Chubb Life Insurance Myanmar has a hierarchically structured workforce with a strong presence of

experienced professionals in senior and managerial roles. The Operations and Human Resources (HR) departments have the highest representation, each accounting for 19.2% of respondents. The Sales department follows at 13.6%, while Marketing and Information Technology (IT) departments each account for 11.5%. The Customer Service department represents 9.6% of respondents, while the Finance and Compliance departments have 7.7% each. This distribution highlights the key functional areas within the organization, with a significant emphasis on operations and HR, followed by sales, marketing, and IT. In terms of tenure, most employees (46.2%) have been with the company for 4-6 years, while 34.6% have 1-3 years of experience. Only 11.5% have worked for less than 1 year, and 7.7% have 7-10 years of experience. The data suggests that the company has been expanding its workforce in recent years, with many employees having joined within the last six years. Half (50.0%) of the respondents have 4-6 years of experience in the insurance industry, while 30.8% have 1-3 years. A smaller group (17.3%) has 7-10 years of experience, and only 1.9% has less than 1 year in the industry. This indicates that the company hires professionals with mid-level expertise, ensuring that employees have a solid background in the insurance sector.

Most respondents (84.6%) are full-time employees, while 15.4% are on contractual agreements. The predominance of full-time employment suggests that Chubb Life Insurance Myanmar prioritizes stable, long-term careers for its workforce, with some contractual positions possibly linked to temporary projects or specialized roles. Many employees (71.2%) are single, while 25.0% are married, and 3.8% are divorced. This reflects a young workforce, as younger professionals are more likely to be single, aligning with the earlier findings on age distribution.

All respondents (100%) are Myanmar nationals, suggesting that Chubb Life Insurance Myanmar operates with a fully local workforce. This highlights the company's commitment to local employment and economic development. Many employees (96.2%) are based in Yangon, while 3.8% work in Mandalay. This suggests that Yangon serves as the primary business hub for Chubb Life Insurance Myanmar, with a smaller operational presence in Mandalay.

4.3 Reliability Test

Cronbach's Alpha is a reliability coefficient that demonstrate how well items in a set are positively correlated to one another (Sekaran and Bougie, 2010). The acceptable ranges of reliability test are shown in the following table.

Table (4.2) Reliability Assessment Range

Cronbach's Coefficient Alpha	Level of Reliability
0.80 to 0.95	Excellent Reliability
0.70 to 0.80	Good Reliability
0.60 to 0.70	Fair Reliability
Less than 0.60	Poor Reliability

Source: Sekaran and Bougie (2010)

The Cronbach's alpha value of each factors are shown in the following table.

Table (4.3) Reliability Test of Factors

Factors	Number of Items	Cronbach's Alpha
Technological Factor	5	.885
Operational Factor	5	.863
Organizational Factor	5	.908
Marketing Factor	5	.903
Organizational Performance	7	.948

Source: SPSS Outputs.

According to the Table (4.3), Cronbach's Alpha value for technological factor, operational factor, organizational factor, marketing factor, and organizational performance are .885, .863, .908, .903, .948 respectively. The Cronbach's Alpha value (shown in Table (4.2)) of these factors is over 0.80 and this means that these factors have excellent reliability level.

4.4 Perception on Factors Influencing Organizational Performance of Chubb Life Insurance Myanmar

This section examines technological, operational, organizational and marketing factors. These factors are analyzed using a five-point Likert-scale to determine the optimal mean range measurement.

Table (4.4) Mean Score Interpretation Range

Mean Score	Interpretation
1.00 – 1.80	Very Low
1.81 – 2.60	Low
2.61 – 3.20	Medium
3.21 – 4.20	High
4.21 – 5.00	Very High

Source: Moidunny (2009)

4.4.1 Technological Factor

This section shows the perception of 52 respondents on technological factor that affect organizational performance of Chubb Life Insurance Myanmar.

Table (4.5) Mean Score of Technological Factor

No.	Particular	Mean	Standard Deviation
1.	Using current digital platforms (e.g., online portals, mobile apps) at Chubb Life Insurance Myanmar make the work more efficient.	3.85	.802
2.	Feeling adequately trained and supported to use automated underwriting systems and other digital tools provided by Chubb Life Insurance Myanmar.	3.94	.698
3.	Enhancing customer satisfaction effectively of Chubb Life Insurance Myanmar’s technological platforms (e.g., mobile apps, online claims systems).	3.90	.846
4.	Different departments (e.g., underwriting, claims, IT) frequently collaborate through digital tools to streamline insurance processes.	4.10	.721
5.	Being critical the adoption of advanced digital technologies (e.g., artificial intelligence, data analytics) for maintaining a competitive edge in Myanmar’s insurance market.	3.88	.832
Overall		3.93	

Source: Survey Data (2024).

According to this table, the respondents perceived that using current digital platforms (e.g., online portals, mobile apps) at Chubb Life Insurance Myanmar make their work more efficient with mean score of 3.85, indicating at a high-level perception. Feeling adequately trained and supported to use automated underwriting systems and other digital tools provided by Chubb Life Insurance Myanmar rated with mean score of 3.94, indicating satisfaction at a high level. Similarly, enhancing customer satisfaction effectively of Chubb Life Insurance Myanmar's technological platforms (e.g., mobile apps, online claims systems) resulted with mean score of 3.90, demonstrating a high-level perception. Different departments (e.g., underwriting, claims, IT) frequently collaborate through digital tools to streamline insurance processes, as shown by mean score of 4.10, also reflecting a high-level perception. Lastly, being critical the adoption of advanced digital-technologies (e.g., artificial-intelligence, data-analytics) for maintaining a competitive edge in Myanmar's insurance market rated by mean score of 3.88 and show also a high-level satisfaction. The overall mean reveals with mean score of 3.93 and indication of the respondents' perception of technological factor is at high level.

4.4.2 Operational Factor

The following table shows respondents data on operational factor that influence the organization performance of Chubb Life Insurance Myanmar.

Table (4.6) Mean Score of Operational Factor

No.	Particular	Mean	Standard Deviation
1.	Processing procedures (e.g., speed, accuracy) of Chubb Life Insurance Myanmar's claims are highly efficient.	4.06	.766
2.	Risk assessment and mitigation strategies (e.g., underwriting guidelines, audit checks) are effectively implemented in own department.	3.98	.779
3.	Coordinating effectively to ensure smooth daily operations by different departments (e.g., underwriting, claims, sales)	4.04	.740
4.	The allocation and availability of necessary resources (e.g., personnel, tools, budget) to perform own tasks efficiently are satisfactory.	3.98	.727
5.	Chubb Life Insurance Myanmar adheres to insurance regulations and compliance requirements effectively in its operational processes.	3.98	.804
Overall		4.01	

Source: Survey Data (2024).

According to this table, processing procedures (e.g., speed, accuracy) of Chubb Life Insurance Myanmar's claims are highly efficient with the mean score of 4.06 and rated at high level perception. Similarly, risk assessment and mitigation strategies (e.g., underwriting guidelines, audit checks) are effectively implemented in their department with the mean score of 3.98 and showing that the respondents' agreements are at high level. Coordinating effectively to ensure smooth daily operations by different departments (e.g., underwriting, claims, sales) with the mean score of 4.04 and reflecting at high level perception of respondents. The allocation and availability of necessary resources (e.g., personnel, tools, budget) to perform their tasks efficiently are

satisfactory as shown by mean score of 3.98, also reflecting a high-level perception. Lastly, Chubb Life Insurance Myanmar adheres to insurance regulations and compliance requirements effectively in its operational processes show the perception with the mean score of 3.98 and rated also at high level perception. The overall mean reveals with mean score of 4.01 and indicating that the respondents' perception of operational factor is at high level.

4.4.3 Organizational Factor

The following table shows the agreement of respondents on organizational factor that influence the organization performance of Chubb Life Insurance Myanmar.

Table (4.7) Mean Score of Organizational Factor

No.	Particular	Mean	Standard Deviation
1.	Guiding effectively by the leadership team at Chubb Life Insurance Myanmar to the company towards its strategic goals.	4.04	.713
2.	Chubb Life Insurance Myanmar fosters a corporate culture that encourages innovation and continuous improvement.	4.06	.669
3.	Ensuring that internal communication within Chubb Life Insurance Myanmar of all employees is informed about important company updates and changes effectively.	3.96	.713
4.	Providing opportunities for professional development and career growth by Chubb Life Insurance Myanmar are satisfactory.	4.02	.700
5.	The clarity and transparency of governance structures and decision-making processes at Chubb Life Insurance Myanmar are commendable.	3.96	.740
Overall		4.00	

Source: Survey Data (2024).

From the Table (4.7), Chubb Life Insurance Myanmar fosters a corporate culture that encourages innovation and continuous improvement. received the highest level of Mean score at 4.06, showing a high level of satisfaction. Guiding effectively by the leadership team at Chubb Life Insurance Myanmar to the company towards its strategic goals shows the perception with the mean score of 4.04 and reflecting a high-level perception. Similarly, ensuring that internal communication within Chubb Life Insurance Myanmar of all employees is informed about important company updates and changes effectively presents with the mean score of 3.96 and rated at high level satisfaction of respondents. Additionally, providing opportunities for professional development and career growth by Chubb Life Insurance Myanmar are satisfactory show the agreement with the mean score of 4.02 and reflecting at a high level. Lastly, the clarity and transparency of governance structures and decision-making processes at Chubb Life Insurance Myanmar are commendable show the respondents' satisfaction with the mean score of 3.96 and rated at high level satisfaction. Overall, the findings reveal a high level of perception on organizational factor with the mean score of 4.00.

4.4.4 Marketing Factor

This section shows the perception of respondents on marketing factor that affect organizational performance of Chubb Life Insurance Myanmar.

Table (4.8) Mean Score of Marketing Factor

No.	Particular	Mean	Standard Deviation
1.	Chubb Life Insurance Myanmar's current marketing strategies (e.g., digital campaigns, targeted promotions) are effective in attracting new customers.	4.04	.625
2.	Chubb Life Insurance Myanmar successfully segments its market and targets the right customer groups with its insurance products.	3.85	.751
3.	The level of brand awareness and recognition of Chubb Life Insurance Myanmar among potential customers in Myanmar is high.	3.94	.777
4.	Chubb Life Insurance Myanmar engages with customers effectively through various communication channels (e.g., social media, email, customer service).	4.08	.682
5.	Chubb Life Insurance Myanmar communicates the unique value propositions and differentiates its insurance products from competitors well.	3.94	.725
Overall		3.97	

Source: Survey Data (2024).

According to the Table (4.8), the respondents from the survey perceived that Chubb Life Insurance Myanmar's current marketing strategies (e.g., digital campaigns, targeted promotions) are effective in attracting new customers with mean score at 4.04, indication of high-level perception. Chubb Life Insurance Myanmar successfully segments its market and targets the right customer groups with its insurance products rated with mean score of 3.85, indicating the respondents' satisfaction at a high level. Similarly, the level of brand awareness and recognition of Chubb Life Insurance

Myanmar among potential customers in Myanmar is high resulted with mean score of 3.94, demonstrating a high-level perception of the respondents. Chubb Life Insurance Myanmar engages with customers effectively through various channels (e.g., social media, email, customer service) for communication, as shown by mean score at 4.08, also reflecting high-level perception of the respondents. Lastly, Chubb Life Insurance Myanmar communicates the unique value propositions and differentiates its insurance products from competitors well rated by mean score of 3.94 and show the respondents' perception at a high-level. The overall mean reveals with mean score of 3.97 and indicating that the respondents' perception of marketing factor is at high level.

Table (4.9) Overall Mean Scores for All Factors

Factor	Overall Mean Score
Technological Factor	3.93
Operational Factor	4.01
Organizational Factor	4.0
Marketing Factor	3.97

Source: Survey Data (2024).

The overall mean scores represent the average perception of respondents on various factors influencing organizational performance at Chubb Life Insurance Myanmar. The mean scores are derived from Likert scale responses, where respondents rated their agreement or satisfaction with different aspects of the company's performance.

4.4.5 Organizational Performance

This section presents the perception level of the respondents on organizational performance of Chubb Life Insurance Myanmar.

Table (4.10) Mean Score of Organizational Performance

No.	Particular	Mean	Standard Deviation
1.	Chubb Life Insurance Myanmar's ability to achieve its financial profit over the past fiscal year is excellent.	3.94	.725
2.	Chubb Life Insurance Myanmar effectively utilizes its resources (e.g., personnel, technology, capital) to maximize operational efficiency.	4.00	.657
3.	Chubb Life Insurance Myanmar's efforts to meet customer needs and enhance customer satisfaction are satisfactory.	4.04	.685
4.	Chubb Life Insurance Myanmar effectively engages and motivates its employees to perform at their best.	4.04	.656
5.	Chubb Life Insurance Myanmar's sales revenue continues to grow annually, driven by its ability to adapt to market changes and emerging trends.	4.00	.714
6.	Chubb Life Insurance Myanmar prioritizes sustainable premium growth by complying with regulatory requirements and effectively managing organizational risks.	4.04	.685
7.	Overall, Chubb Life Insurance Myanmar is effective in achieving its strategic objectives and maintaining sustainable growth.	4.02	.754
Overall		4.01	

Source: Survey Data (2024).

Table (4.10) shows the respondent perceive that Chubb Life Insurance Myanmar's ability to achieve its financial profit over the past fiscal year is excellent with a Mean score at 3.94, reflecting satisfaction at a high level. Chubb Life Insurance Myanmar effectively utilizes its resources (e.g., personnel, technology, capital) to

maximize operational efficiency, with a Mean score at 4.00, indicating a high level of agreement. Chubb Life Insurance Myanmar’s efforts to meet customer needs and enhance customer satisfaction are satisfactory, as reflected by a Mean score at 4.04, demonstrating a high level of satisfaction. Similarly, Chubb Life Insurance Myanmar effectively engages and motivates its employees to perform at their best, with a Mean score at 4.04 and shows a high-level perception of the respondents. Chubb Life Insurance Myanmar’s sales revenue continues to grow annually, driven by its ability to adapt to market changes and emerging trends are rated at a Mean score at 4.00, showing also at a high-level perception. Chubb Life Insurance Myanmar prioritizes sustainable premium growth by complying with regulatory requirements and effectively managing organizational risks with mean score at 4.04, indicating at a high-level perception of the respondents. Lastly, overall, Chubb Life Insurance Myanmar is effective in achieving its strategic objectives and maintaining sustainable growth rated with mean score at 4.02, indicating the respondents’ satisfaction at a high level. Overall, the findings demonstrate a high-level perception with mean score at 4.01 and indicating that the respondents’ perception on organizational performance of Chubb Life Insurance Myanmar.

4.5 Analysis of Factors Influencing Organizational Performance

This study has four influencing factors: technological factor, operational factor, organizational factor, and marketing factor. In this study, correlation coefficient analysis is applied to determine the relationship between influencing factors organizational performance. Multiple regression analysis is applied to investigate the effect of influencing factors on organizational performance of Chubb Life Insurance Myanmar.

Table (4.11) Correlation Coefficient Strength and Interpretation

Correlation Coefficient	Interpretation
±0.8 to ±1.0	Very Strong Relationship
±0.6 to ±0.8	Strong Relationship
±0.4 to ±0.6	Moderate Relationship
±0.2 to ±0.4	Weak Relationship
±0.0 to ±0.2	Weak or No Relationship

Source: Mukaka (2012)

Pearson correlation coefficient illustrates the relevance, direction, intensity, and importance of the bivariate link across all the variables assessed at the interval or ratio level. When the r value is zero, it indicates that there is no relation between the variables. The correlation coefficient value (r) is between -1.0 to +1.0. A value of r = -1.0 indicates a perfect negative linear relationship, while a value of r = + 1.0 indicates a perfect positive linear relationship.

Table (4.12) Correlation between Influencing Factors and Organizational Performance

Factors	Correlation Coefficient	Sig,
Technological Factors	.813***	0.01
Operational Factors	.806***	0.01
Organizational Factors	.923***	0.01
Marketing Factors	.948***	0.01

Source: SPSS Outputs

*** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level

This shows the correlation coefficient between influencing factors and organizational performance. The correlation coefficient of technological factors, operational factors, organizational factors, and marketing factors are 0.813, 0.806, 0.923, 0.948 respectively. The correlation coefficient of these factors is between 0.8 to 1. Therefore, these influencing factors have very strong positive significant correlation with organizational performance of Chubb Life Insurance Myanmar at 0.01 level.

Multiple regression analysis is to estimate the link interval for two or more independent variables and a single dependent variable. In this study, multiple regression analysis is used to examine the factors influencing organizational performance of Chubb Life Insurance Myanmar. Table (4.13) shows the results of regression analysis on influencing factors on organizational performance of Chubb Life Insurance Myanmar.

Table (4.13) Regression Analysis on influencing factors on Organizational Performance of Chubb Life Insurance Myanmar

Factors	Unstandardized Coefficients		Standardized Coefficients	t	Sig,	VIF
	B	Std Error	β			
Constant	.107	.166		.640	.525	
Technological Factor	.214**	.085	.227	2.515	.015	5.276
Operational Factor	.237**	.111	.239	2.132	.038	8.121
Organizational Factor	.517***	.134	.513	3.842	.001	8.541
Marketing Factor	.489***	.116	.487	4.198	.001	8.716
R Square	.927					
Adj R Square	.921					
F Value	150.030***					

Source: SPSS Outputs

*** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level

The regression analysis highlights the key factors influencing the organizational performance of Chubb Life Insurance Myanmar. Among the factors examined—technological, operational, organizational, and marketing—all show significant positive effects on performance of Chubb Life Myanmar.

The technological factor has a positive and statistically significant effect on performance ($p = 0.015$). The unstandardized coefficient ($B = 0.214$) suggests that a one-unit improvement in technological capabilities leads to a 0.214-unit increase in performance. This underscores the importance of adopting modern tools, systems, and digital platforms to improve performance. However, with a standardized coefficient ($\beta = 0.227$), its influence is the least effect compared to other factors.

The operational factor also positively impacts performance, with a significant result ($p = 0.038$) and an unstandardized coefficient ($B = 0.237$). This indicates that enhancing operational practices, such as resource management, process optimization, and performance monitoring, leads to improved organizational outcomes. The standardized coefficient ($\beta = 0.239$) reflects a slightly stronger influence than the technological factor, though it remains less impactful than organizational and marketing factors.

The organizational factor emerges as the strongest driver of performance, with a highly significant p-value ($p = 0.001$) and the largest unstandardized coefficient ($B = 0.517$). This means that a one-unit improvement in organizational aspects, such as leadership quality, company culture, or internal communication, leads to a 0.517-unit improvement in performance. The standardized coefficient ($\beta = 0.513$) confirms its dominant role. This finding emphasizes the critical factor fostering a strong organizational foundation for performance.

The marketing factor also plays a significant role in driving performance, with a highly significant result ($p = 0.001$) and an unstandardized coefficient ($B = 0.489$). This shows that improved marketing strategies, such as effective branding, customer engagement, and promotional activities, lead to better performance outcomes. The standardized coefficient ($\beta = 0.487$) indicates that marketing is nearly as impactful as organizational factors. However, the high VIF (8.716) suggests possible multicollinearity, indicating that marketing strategies may intersect with organizational and operational elements.

Overall, the model explains 92.1% of the variation in organizational performance (adjusted $R^2 = 0.921$), highlighting its predictive strength. Among the factors, organizational and marketing variables have the most substantial effects, followed by operational and technological factors.

CHAPTER V

CONCLUSION

This chapter presents findings and discussions on the factors influencing the organizational performance of Chubb Life Insurance Myanmar. The suggestion and recommendations described for Chubb Life Insurance Myanmar.

5.1 Findings and Discussions

The demographic analysis of respondents at Chubb Life Myanmar reveals a workforce that is predominantly young, female, and highly educated. The majority number of employees reach within the 25-34 age group (Year), indicating a dynamic and energetic organizational culture. Women make up over 70% of respondents, highlighting the company's strong representation of female talent. Most employees hold Bachelor's Degrees, with a significant portion in Senior-Level or Managerial roles, reflecting a skilled and experienced workforce. Geographically, the majority are based in Yangon, with all respondents being of Myanmar nationality, emphasizing the company's focus on local talent.

The survey results highlight reflecting positive perceptions of technological, operational, organizational, and marketing factors in Chubb Life Myanmar. The technological factor, with an overall mean score at high level satisfaction indicates that while employees recognize the importance of digital tools, there is room for improvement in some areas. Most respondents agree that the current digital platforms, such as online portals and mobile apps, enhance work efficiency and customer satisfaction. However, there are mixed responses regarding the adequacy of training for using advanced systems like automated underwriting tools. Additionally, while departments collaborate through digital platforms, there is potential to integrate systems more effectively to streamline processes. The adoption for modern technologies, such as artificial intelligence and data analytics, is seen as critical for maintaining a competitive edge, suggesting the need for continued investment in this area.

With the highest mean score, the operational factor is a significant strength of Chubb Life Myanmar. Respondents express high satisfaction with the efficiency of claims processing and the effectiveness of risk assessment strategies. Coordination among departments, such as underwriting, claims, and sales, is also viewed positively,

contributing to smooth daily operations. Additionally, employees feel that resources, such as personnel, tools, and budgets, are adequately allocated to support their tasks. The company's adherence to regulatory compliance is highly regarded, reflecting robust governance and operational standards.

The organizational factor, with a mean score highlights high level employee satisfaction with leadership and internal processes. The leadership team is praised for effectively guiding the company toward its strategic goals. Respondents also appreciate the clarity and transparency of governance structures, as well as internal communication that ensures employees are well-informed about important updates. Opportunities for professional development and career growth are generally satisfactory, though some employees may seek additional pathways for advancement.

The marketing factor received high level mean score, demonstrating the effectiveness of Chubb Life Myanmar's marketing strategies. Respondents acknowledge that digital campaigns and targeted promotions are successful in attracting new customers and creating brand awareness. The company's ability to segment its market and target the right customer groups is also well-regarded. Additionally, using various channels, such as social media and email, for communication to engage with customers is considered effective. However, there is an opportunity to further highlight the unique value propositions of Chubb Life's products to differentiate them from competitors.

The analysis reveals that organizational and marketing factors are the most critical drivers of performance at Chubb Life Myanmar, with organizational factors having the influence and followed by Operational factors.

The organizational factor has the strongest influencing organizational performance. Key elements such as leadership quality, company culture, communication effectiveness, and internal policies are critical drivers of success. Strong leadership fosters innovation and employee engagement, while a positive company culture enhances collaboration and productivity. This factor's dominance highlights the importance of a well-structured and motivated organization in achieving high performance. However, its potential overlap with other factors suggests that organizational strategies often work in tandem with marketing and operational efforts, emphasizing the need for a holistic approach to organizational development.

The marketing factor also has a very strong and significant effect on organizational performance. Effective marketing strategies, such as customer outreach,

branding, and product promotion, are essential for driving business success. For example, digital marketing campaigns, personalized customer engagement, and strategic partnerships can significantly enhance brand visibility and customer acquisition. While marketing is nearly as impactful as organizational factors, its overlap with other areas indicates interconnectedness with broader organizational goals. This underscores the importance of aligning marketing efforts with organizational and operational strategies to maximize performance.

The operational factor positively shows significant effect on organizational performance, though its effect is slightly weaker than organizational and marketing factors. Effective operational strategies, such as streamlined processes, resource optimization, and performance management, play a vital role in supporting overall success. For instance, efficient claims processing, accurate underwriting, and effective risk management can improve customer satisfaction and operational outcomes. However, the overlap with other factors suggests that operational efficiency often interacts with organizational and marketing strategies, highlighting the need for integrated approaches to achieve optimal results.

The technological factor positively has significant effect on organizational performance, but its impact is the least among the four factors. Advancements in technology, such as digital tools, data analytics, and automation, enhance efficiency and effectiveness. For example, adopting digital solutions for customer management and process automation can streamline operations and improve service delivery.

5.2 Suggestions and Recommendations

The findings of the regression analysis and mean scores reveal that organizational, marketing, operational, and technological factors significantly affect the performance of Chubb Life Insurance Myanmar.

Chubb Life Insurance Myanmar should focus their organization on strengthening leadership capabilities by investing in leadership development programs that enhance decision-making and team management skills. The company should also foster a culture of innovation by encouraging cross-departmental collaboration and rewarding employees who contribute creative solutions. Chubb Life Myanmar should expand career development opportunities through mentoring programs, regular training sessions, and clear pathways for advancement to retain top talent and boost employee satisfaction. Additionally, the company should maintain transparency in governance

processes and consistently communicate updates to employees to build trust and alignment with strategic goals.

Chubb Life Insurance Myanmar should emphasize marketing through differentiating its insurance products by clearly communicating their unique value propositions to stand out in a competitive market. The company should leverage advanced analytics to better understand customer preferences and refine marketing campaigns for more personalized outreach. Chubb Life Insurance Myanmar should expand its digital marketing efforts, using social media channels and email to increase brand image and attract new customers. Furthermore, the company should enhance its engagement with customers by strengthening communication channels and actively seeking feedback to continuously improve marketing effectiveness.

Chubb Life Insurance Myanmar should invest in operation process in automation to further improve the speed and accuracy of claims handling and underwriting. The company should enhance real-time coordination between departments such as sales, underwriting, and claims to streamline daily operations and ensure smoother workflows. Chubb Life Insurance Myanmar should conduct regular assessments of resource allocation, including personnel, tools, and budgets, to make sure staffs have the necessary support to perform their tasks efficiently. Additionally, the company should add advanced compliance monitoring systems to stay ahead of regulatory requirements, ensuring consistent operational excellence.

Chubb Life Insurance Myanmar should improve technology adoption with training programs by offering hands-on workshops and continuous support to ensure employees are confident in using advanced systems, such as automated underwriting tools. The company should prioritize integrating digital platforms to enable seamless data sharing across departments, fostering greater collaboration and streamlining processes. Chubb Life Insurance Myanmar should continue to invest in modern technologies, such as artificial intelligence and data analysis, to obtain better customer insights, underwriting accuracy, and fraud detection. Additionally, the company should enhance the user-friendliness of its digital tools, such as mobile apps and online portals, to improve both employee productivity and customer satisfaction.

Chubb Life Insurance Myanmar should adopt a holistic approach to further strengthen its performance by addressing areas for improvement across all factors. The organizational factor remains the strongest driver of success, followed closely by marketing and operational factors, while the technological factor plays a supportive but

critical role. By aligning strategies across organizational dimensions, marketing, operations, and technology, Chubb Life Myanmar should be able to achieve sustained growth and long-term success in Myanmar's insurance market.

5.3 Needs for Further Studies

While this study provides valuable insights into the factors influencing the organizational performance of Chubb Life Myanmar, further research could expand in several areas to deepen the understanding and broaden the applicability of the findings. The study focused on four primary factors - organizational, operational, technological, and marketing. However, there are additional variables that could influence organizational performance, which should be explored in further studies. These might include factors such as corporate governance, employee engagement, leadership styles, and organizational culture. The study concentrated on Chubb Life Myanmar. A natural extension of this research can compare the findings with other insurance companies operating in Myanmar, particularly those in the life insurance and general insurance sectors. By conducting similar studies across organizations, researchers could identify commonalities and differences in how organizational, operational, technological, and marketing factors affect performance in the insurance industry. This provides a broader understanding of industry-specific trends and challenges, as well as help pinpoint best practices that can be adopted across companies. Further studies could also extend beyond the insurance industry to include other sectors in Myanmar. Investigating how the same four factors - organizational, operational, technological, and marketing affect performance in industries such as banking, telecommunications, or retail would offer a comparative perspective. Understanding how different industries prioritize and manage these factors would support valuable insights for sector-specific techniques and challenges.

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APPENDIX A
ORGANIZATIONAL PERFORMANCE OF CHUBB LIFE
INSURANCE MYANMAR

This questionnaire is designed to obtain the study of the organizational performance of Chubb Life Insurance Myanmar. This is a part of the data collection for Master of Insurance Programme, Yangon University of Economics, used for individual research. The questionnaire consists of two parts, which are demographic information and measurement of variables. Please give a few minutes of your time to answer this questionnaire. Your information will be kept confidential and will be used only for academic purposes. Thank you so much for your kindness in completing this questionnaire.

Part 1: Demographic Information

Age (year)

- Under 25
- 25~34
- 35~44
- 45~54
- 55 and above

Gender

- Male
- Female
- Prefer not to say
- Other (Please specify: _____)

Educational Qualification

- High School Diploma or Equivalent
- Associate Degree
- Bachelor
- Master
- Doctorate or Higher
- Other (Please specify: _____)

Job Position/Title

- Entry-Level
- Junior/Assistant
- Mid-Level
- Senior-Level
- Managerial
- Executive
- Other (Please specify: _____)

Department

- Operations
- Marketing
- Information Technology (IT)
- Human Resources (HR)
- Finance
- Compliance
- Sales
- Customer Service
- Other (Please specify: _____)

Years with Chubb Life Myanmar

- Less than 1 year
- 1~3 years
- 4~6 years
- 7~10 years
- More than 10 years

Employment Status

- Full-Time
- Part-Time
- Contractual
- Intern
- Other (Please specify: _____)

Marital Status

- Single
- Married
- Divorced
- Widowed
- Prefer not to say

Nationality/Ethnicity (If Relevant)

- Myanmar
- Other (Please specify: _____)

Work Location

- Yangon
- Mandalay
- Naypyidaw
- Other Regional Offices (Please specify: _____)
- Remote

Part 2: Measurement of Variables

Please rate the following questions according to the scales given.

- 1= Strongly Disagree
- 2= Disagree
- 3= Moderate
- 4= Agree
- 5= Strongly Agree

Sr. No.	Variables	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
	Technological Factor	1	2	3	4	5
1	The current digital platforms (e.g., online portals, mobile apps) used at Chubb Life Myanmar make the work more efficient.					
2	Employees feel adequately trained and supported to use automated underwriting systems and other digital tools provided by Chubb Life Myanmar.					
3	Chubb Life Myanmar's technological platforms (e.g., mobile apps, online claims systems) enhance customer satisfaction effectively.					
4	Different departments (e.g., underwriting, claims, IT) frequently collaborate through digital tools to streamline insurance processes.					
5	The adoption of advanced digital technologies (e.g., artificial intelligence, data analytics) is critical for maintaining a competitive edge in Myanmar's insurance market.					

	Operational Factor	1	2	3	4	5
1	Chubb Life Myanmar's claims processing procedures (e.g., speed, accuracy) are highly efficient.					
2	Risk assessment and mitigation strategies (e.g., underwriting guidelines, audit checks) are effectively implemented in own department.					
3	Different departments (e.g., underwriting, claims, sales) coordinate effectively to ensure smooth daily operations.					
4	The allocation and availability of necessary resources (e.g., personnel, tools, budget) to perform own tasks efficiently are satisfactory.					
5	Chubb Life Myanmar adheres to insurance regulations and compliance requirements effectively in its operational processes.					
	Organizational Factor	1	2	3	4	5
1	The leadership team at Chubb Life Myanmar effectively guides the company towards its strategic goals.					
2	Chubb Life Myanmar fosters a corporate culture that encourages innovation and continuous improvement.					
3	Internal communication within Chubb Life Myanmar ensures that all employees are informed about important company updates and changes effectively.					
4	Opportunities for professional development and career growth provided by Chubb Life Myanmar are satisfactory.					
5	The clarity and transparency of governance structures and decision-making processes at Chubb Life Myanmar are commendable.					

	Marketing Factor	1	2	3	4	5
1	Chubb Life Myanmar's current marketing strategies (e.g., digital campaigns, targeted promotions) are effective in attracting new customers.					
2	Chubb Life Myanmar successfully segments its market and targets the right customer groups with its insurance products.					
3	The level of brand awareness and recognition of Chubb Life Myanmar among potential customers in Myanmar is high.					
4	Chubb Life Myanmar engages with customers effectively through various communication channels (e.g., social media, email, customer service).					
5	Chubb Life Myanmar communicates the unique value propositions and differentiates its insurance products from competitors well.					
	Organizational Performance	1	2	3	4	5
1	Chubb Life Myanmar's ability to achieve its financial profit over the past fiscal year is excellent.					
2	Chubb Life Myanmar effectively utilizes its resources (e.g., personnel, technology, capital) to maximize operational efficiency.					
3	Chubb Life Myanmar's efforts to meet customer needs and enhance customer satisfaction are satisfactory.					
4	Chubb Life Myanmar effectively engages and motivates its employees to perform at their best.					
5	Chubb Life Myanmar's sales revenue continues to grow annually, driven by its ability to adapt to market changes and emerging trends.					
6	Chubb Life Myanmar prioritizes sustainable premium growth by complying with regulatory requirements and effectively managing organizational risks.					
7	Overall, Chubb Life Myanmar is effective in achieving its strategic objectives and maintaining sustainable growth.					

APPENDIX B STATISTICS

Correlations

		Technologic al_Factor	Operation al_Factor	Organisational _Factor
Technological_Factor	Pearson Correlation	1	.857**	.768**
	Sig. (2-tailed)		.000	.000
	N	52	52	52
Operational_Factor	Pearson Correlation	.857**	1	.885**
	Sig. (2-tailed)	.000		.000
	N	52	52	52
Organisational_Factor	Pearson Correlation	.768**	.885**	1
	Sig. (2-tailed)	.000	.000	
	N	52	52	52
Marketing_Factor	Pearson Correlation	.815**	.813**	.916**
	Sig. (2-tailed)	.000	.000	.000
	N	52	52	52
Organisational_ Performamance	Pearson Correlation	.813**	.806**	.923**
	Sig. (2-tailed)	.000	.000	.000
	N	52	52	52

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

Correlations

		Technologic al_Factor	Organisational _Performance
Technological_Factor	Pearson Correlation	.815**	.813**
	Sig. (2-tailed)	.000	.000
	N	52	52
Operational_Factor	Pearson Correlation	.813**	.806**
	Sig. (2-tailed)	.000	.000
	N	52	52
Organisational_Factor	Pearson Correlation	.916**	.923**
	Sig. (2-tailed)	.000	.000
	N	52	52
Marketing_Factor	Pearson Correlation	1	.948**
	Sig. (2-tailed)		.000
	N	52	52
Organisational_Performamance	Pearson Correlation	.948**	1
	Sig. (2-tailed)	.000	
	N	52	52

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

REGRESSION

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.963 ^a	.927	.921	.17086	.927	150.030	4

Model Summary^b

Model	Change Statistics		
	df2	Sig. F Change	
1	47	.000	1.853

a. Predictors: (Constant), Marketing_Factors, Operational_Factors, Technological_Factors, Organisational_Factors

b. Dependent Variable: Organisational_Performance

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	17.520	4	4.380	150.030	.000 ^b
	Residual	1.372	47	.029		
	Total	18.892	51			

a. Dependent Variable: Organisational_Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.107	.166		.640	.525
	Technological_Factor	.214	.085	.227	2.515	.015
	Operational_Factor	.237	.111	.239	2.132	.038
	Organisational_Factor	.517	.134	.513	3.842	.000
	Marketing_Factor	.489	.116	.487	4.198	.000

a. Dependent Variable: Organisational_Performance

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Technological_Factor	.190	5.276
	Operational_Factor	.123	8.121
	Organisational_Factor	.087	8.541
	Marketing_Factor	.115	8.716

a. Dependent Variable: Organisational_Performance