

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

**CUSTOMER RELATIONSHIP MANAGEMENT PRACTICES,
CUSTOMER SATISFACTION AND CUSTOMER LOYALTY
IN GGI TOKIO MARINE GENERAL INSURANCE CO., LTD.**

YE WINT AUNG

MI II - 56

MI-1st BATCH

FEBRUARY, 2025

**CUSTOMER RELATIONSHIP MANAGEMENT PRACTICES,
CUSTOMER SATISFACTION AND CUSTOMER LOYALTY IN GGI
TOKIO MARINE GENERAL INSURANCE CO., LTD.**

A thesis submitted as a partial fulfillment of the requirements for the degree of
Master of Insurance (MI)

ACADEMIC YEAR (2023-2025)

Supervised by:

**Dr. Aye Thanda Soe
Professor
Department of Commerce
Yangon University of Economics**

Submitted by:

**Ye Wint Aung
MI II- 56
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)

Prof. Dr. Aye Thanda Soe

Professor

Department of Commerce

Yangon University of Economics

(Examiner)

Prof. Dr. Thynn Thynn Myint

Professor and Head

Department of Commerce

Yangon University of Economics

(Examiner)

Prof. Dr. Aye Thu Htun

Professor

Department of Commerce

Yangon University of Economics

(Examiner)

Dr. Phu Pwint Nyo Win Aung

Associate Professor

Department of Commerce

Yangon University of Economics

FEBRUARY, 2025

ABSTRACT

This study aims to analyze the effect of customer relationship management practices on customer satisfaction and its effect on customer loyalty at GGI Tokio Marine. Quantitative research methods was used in this study. Primary data were collected from 90 corporate customers out of a total of 300 at GGI Tokio Marine's head office and four branches in Yangon. The sample size was determined by using Yamane's (1993) formula and selected through a simple random sampling method. Secondary data were sourced from textbooks, reference books, and website. This study examines CRM practices such as trust-building, commitment, communication, conflict handling and competence to access their effects on customer satisfaction. The findings indicate that trust building, commitment, communication and conflict handling have a significant effect on customer satisfaction. Among them, trust building is the most critical factor for customer satisfaction. Furthermore, the study highlights that satisfied corporate customers are more likely to remain loyal. Based on findings, this study suggests that GGI Tokio Marine should enhance trust building by keeping service promises and protecting personal information. Additionally, the company should improve communication by providing clearer and understandable product information to enhance customer satisfaction.

ACKNOWLEDGEMENTS

Primarily, I wish to express my gratitude to Prof. Dr. Tin Tin Htwe, the Rector of the Yangon University of Economics, for granting me permission to conduct this study as part of the coursework for the Master of Insurance degree. Along with the beloved Prof. Dr. Thynn Thynn Myint, Professor & Head of the Department of Commerce at Yangon University of Economics, has authorized the completion of this study subject as an obligation for the Master of Insurance degree.

More importantly, I would also like to personally express my gratitude to my supervisor, Prof. Dr. Aye Thanda Soe, Professor the Program Director of the Master of Insurance program Throughout the preparation and execution of this study effort, her patient direction, encouraging words, and insightful suggestions were priceless.

Besides that, I wish to publicly express my appreciation to the beloved Prof. Dr. Aye Thu Htun for her unwavering support and collaboration during my endeavors. Additionally, I wish to express my gratitude to Dr. Phu Pwint Nyo Win Aung, Associate Professor, for her support in the completion of this thesis and for her valuable input. The office personnels of the Department of Commerce deserve gratitude for their continual helpfulness, professionalism, and friendliness throughout this procedure.

Beyond that, I wish to convey my gratitude to all EC members and students from my first MI cohort for their thoughtful camaraderie and valuable suggestions. I extend my sincere gratitude to the individuals who actively supported my study by completing the questionnaire. In conclusion, I wish to convey my appreciation to my entire family for their unwavering love, encouragement, and support throughout all my endeavors.

TABLE OF CONTENTS

	Page
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
CHAPTER 1 INTRODUCTION	1
1.1 Rationale of the Study	2
1.2 Objectives of the Study	5
1.3 Scope and Method of the Study	5
1.4 Organization of the Study	5
CHAPTER 2 THEORETICAL BACKGROUND	6
2.1 Customer Relationship Management	6
2.2 Customer Relationship Management Practices	7
2.3 Customer Satisfaction	11
2.4 Customer Loyalty	12
2.5 Previous Studies	13
2.6 Conceptual Framework of the Study	18
CHAPTER 3 PROFILE AND CUSTOMER RELATIONSHIP MANAGEMENT PRACTICES	20
3.1 Profile of GGI Tokio Marine General Insurance Co., Ltd.	20
3.2 Organization Structure of Grand Guardian Tokio Marine	22
3.3 Customer Relationship Management Practices of GGI Tokio Marine	22

CHAPTER 4 ANALYSIS OF CUSTOMER RELATIONSHIP MANAGEMENT PRACTICES, CUSTOMER SATISFACTION AND CUSTOMER LOYALTY	25
4.1 Research Design	25
4.2 Reliability Analysis	26
4.3 Demographic Data of Respondents	27
4.4 Descriptive Statistics of Customer Relation Management Practices, Customer Satisfaction and Customer Loyalty	30
4.5 Relationship between CRM Practices on Customer Satisfaction	40
4.6 The Effect of CRM Practices on Customer Satisfaction	42
CHAPTER 5 CONCLUSIONS	
5.1 Findings and Discussion	45
5.2 Suggestions and Recommendation	46
5.3 Limitations and Needs for Further Research	48
REFERENCES	
APPENDICES	

LIST OF TABLES

Table No.	Title	Page
Table (4.1)	Cronbach's Alpha Values for Variable Consistency	27
Table (4.2)	Demographic Data of Respondents	28
Table (4.3)	Mean Score Interpretation	30
Table (4.4)	Mean Scores of Trust Building	31
Table (4.5)	Mean Scores of Commitment	32
Table (4.6)	Mean Scores of Communication	34
Table (4.7)	Mean Scores of Conflict Handling	35
Table (4.8)	Mean Scores of Competence	37
Table (4.9)	Overall Mean Value	38
Table (4.10)	Mean Scores of Customer Satisfaction	39
Table (4.11)	Mean Scores of Customer Loyalty	40
Table (4.12)	Relationship between CRM Practices on Customer Satisfaction	41
Table (4.13)	Regression Analysis of the Effect of CRM Practices on Customer Satisfaction	42
Table (4.14)	Regression Analysis of the Effect of Customer Satisfaction on Customer Loyalty	44

LIST OF FIGURES

Figure No.	Title	Page
(2.1)	Conceptual Framework of the Effect of Customer Relationship Management on Customer Loyalty	15
(2.2)	Conceptual Framework of the Effect of Customer Relationship Management on Customer Loyalty	15
(2.3)	Conceptual Framework of the Impact of CRM Practices on Customer Loyalty	16
(2.4)	Conceptual Framework of the Effect of Customer Relationship Management Strategy on Customer Loyalty	17
(2.5)	Conceptual Framework of the Study	18

CHAPTER (1)

INTRODUCTION

According to Parvatiyar and Sheth (2001), customer relationship management (CRM) is the process of organizing and gaining comprehensive knowledge about customer behavior and preferences in order to launch campaigns and tactics that encourage clients to establish a rapport with their business partners. By establishing a relationship with their consumers using CRM, businesses may increase customer happiness and loyalty. Therefore, since customer happiness and loyalty are factors that impact a company's income, CRM may also be described as a management approach that aids a commercial organization in increasing revenues. Thus, studying client loyalty, satisfaction, and relationship management is beneficial.

Cronin and Taylor (1992) assert that in service industries, such as insurance, client satisfaction significantly influences purchase intention. Additionally, customer relationship management (CRM) can help raise customer satisfaction levels. Thus, there seems a positive relationship between customer satisfaction and customer loyalty. Because most management thought that customer loyalty was a kind of deeply held commitment to properly repurchase a preferred product or service in the future and that it helped keep customers from switching, customer loyalty received more attention in marketing and management theories and practices used in various industries, including the financial industry (Ruyter & Bloemer, 1999). Customer satisfaction is regarded as one of the most crucial metrics for assessing the results of marketing initiatives in the fiercely competitive market since it can assist businesses in increasing their market share, market penetration, and profitability (Kandampully & Suhartanto, 2000).

As the insurance industry grows, it must make significant investments to produce and enhance value-added goods and services. According to Zineldin (2005), one strategy is to establish and preserve a long-term relationship with each of their clients, since this might offer them more value than the items itself. Numerous CRM techniques have the potential to improve customer loyalty and satisfaction. Because the insurance sector offers its clients a value-added service, it is characterized by practices like competence, communication, dedication, trust-building, and dispute resolution.

Insurance companies will invest a significant amount of financial, technological, and human resources in customer relationship management (CRM) in order to gain and maintain

market competitiveness, as a result of changes in customer behavior and needs (Jugovic, Petrovic & Stankovic, 2015). In the long run, the partnership must benefit the clients as well as the insurance companies (Dimitriadis, 2011). The development of the connection between insurance companies and their clients will determine the productivity and quality of insurance services, which can lead to increased client loyalty and satisfaction.

GGI Tokio Marine General Insurance Co., Ltd it was established in 2012 and it has been in the market for over 11 years. GGI Tokio Marine General Insurance has 27 branches in terms of nationwide and Head Office and five branches are from Yangon Region. Both local and international marine cargo insurance are offered by GGITM. Its clients use a variety of insurance products and services. The impact of customer relationship management techniques on client loyalty and satisfaction is the main topic of this study.

1.1 Rationale of the Study

Customer satisfaction has an effect on an organization since it increases the likelihood of success for the company if more consumers are happy with the goods or services it offers. Consequently, brand loyalty and recurring business might result from satisfied customers (Zairi, 2000). With the use of customer relationship management (CRM), customer satisfaction levels can rise. As a result, consumers who buy or utilize the insurance companies' goods or services demonstrate their devotion. Additionally, devoted clients will grow to be a valuable resource for businesses. It would be challenging to endure in the market and achieve future profitable expansion if there were no devoted clients. Thus, these are the factors that serve as justifications for doing this type of study in order to comprehend client loyalty and contentment through the insurance company's CRM procedures.

Protection against loss and uncertainty for people and property has come to be associated with insurance. As the global landscape becomes increasingly dynamic and unpredictable, insurance companies are compelled to adopt sophisticated risk management practices to safeguard their financial stability, reputation, and overall performance period. Understanding the impact of these practices on organizational performance is essential for academic discourse and practical implications. This contributes to the existing knowledge in risk management and enables practitioners to optimize their strategies.

According to Myanma Insurance, there are now 27 insurance firms functioning in Myanmar, including wholly foreign-owned insurers. The insurance industry currently includes nine citizen-owned life insurance companies, three joint venture-formed life and non-life insurance companies, six locally owned life and non-life insurance companies, five

fully foreign-owned life insurance companies, three joint venture-formed life insurance companies between local and foreign entities, and Myanmar Insurance.

In 1950, the Union of Insurance Board Law was passed by the government, indicating its involvement in the insurance industry. In the wake of the nationalization of Burma National Insurance (BNI), which took place on March 1, 1952, the Union of Insurance Board was established. Following the passage of the Insurance Business Law of 1975 (Pyithu Hluttaw Law No. 10), the Myanmar Insurance Corporation (MIC) completed its transformation into the Myanmar Insurance Corporation (MIC) in 1976 and started conducting insurance business on a large scale. The Insurance Business Law was enacted in 1996, and the regulations that accompanied it were put into effect in 1997. This process resulted in the establishment of the legal framework that governs the insurance industry. The Insurance Business Regulatory Board (IBRB) was established in 2011 and is led by a deputy minister from the Ministry of Planning and Finance. The Financial Regulatory Department (FRD) has taken on the responsibility of serving as the secretariat for the IBRB. The Insurance Brokers and Risk Managers Board (IBRB) is the organization that is responsible for issuing licenses to insurance brokers, underwriters, and insurers.

The only insurer in Myanmar up until 2012 was State-Owned Myanmar Insurance. Grand Guardian Insurance strives to be an ethical business. Since it first began operations in 2012, Grand Guardian Insurance has made significant progress on an annual basis. Over the course of the 2018-2019 fiscal year, Grand Guardian Insurance reported a gross premium income of 25.19 billion (MMK), which represents a significant annual growth rate of 59%. In addition to this, GGI continues to be the market leader in the insurance sector in Myanmar. At this time, the user has not supplied any text. General Insurance Group (GGI) provides a comprehensive range of general insurance products, which include travel insurance, marine cargo insurance, overseas marine cargo insurance, cash in transit insurance, cash in safe insurance, fidelity insurance, motor insurance, and personal accident insurance. GGI provides a diverse selection of insurance options, such as health insurance, life insurance tailored for athletes and farmers, endowment life insurance, short-term endowment life insurance, group life insurance, and snake bite insurance. For Myanmar's insurance market to expand, consumers must initially develop trust in financial institutions and the market itself, enabling them to subsequently acquire products that mitigate and control their future risks. Although risk management is widely acknowledged, there is a deficiency in the research concerning its precise influence on the organizational efficacy of insurance firms, like Grand Guardian Tokio

Marine Insurance. The dearth of comprehensive studies on this subject limits the industry's ability to develop targeted and effective risk management strategies.

Although customer relationship management practices are important, the insurance industry does not fully analyze or comprehend how these practices affect the overall organizational performance of businesses such as Grand Guardian Tokio Marine Insurance. Thus, in the context of the insurance industry, it is imperative to look into the precise mechanisms by which customer relationship management practices help or hurt organizational performance. By offering a sophisticated understanding of the connection between risk management procedures and Grand Guardian Tokio Marine Insurance's performance, this study may be able to close this knowledge gap and provide insightful information to academics, practitioners, and policymakers.

Additionally, it is certain that a greater number of clients that are loyal will utilize many products or services (Uncles, Dowling & Hammond, 2003). Additionally, insurance companies must make an effort to ensure that their clients are happy with their goods or services since dissatisfied clients may look for alternatives, making loyalty challenging. Therefore, it is important for an insurance company to comprehend the everyday procedures that might result in increased client satisfaction and loyalty as well as to assess the procedures from the perspectives of the customers.

GGI As the most reputable brand in Myanmar insurance, Tokio Marine Insurance has established a solid reputation. As our country develops, reputable insurance companies are needed to protect people's and businesses' financial security. Numerous enhancements and effects result from the growth of these operations, particularly in terms of consumer loyalty and happiness. The insurance market is quite competitive right now, and it can be challenging to retain clients. Customer loyalty and satisfaction therefore play a significant influence. Thus, one of the reasons for picking this field of study is to comprehend how GGI Tokio Marine attempts to increase customer satisfaction and customer loyalty levels.

There are several ways to increase client awareness and retention. Among these, customer relationship management (CRM) is a crucial activity due to its long-term and short-term effects. Then, CRM has a greater effect on customer loyalty and satisfaction than other systems. Few insurance companies in Myanmar are aware of the results of employing CRM, despite the fact that many of them use it for their operations. Some insurance companies are unable to make full use of their CRM system, despite having one. Consequently, in order to further expand GGI Tokio Marine, it is necessary to comprehend and investigate the ways in which CRM practices impact customer happiness and loyalty. This thus becomes the primary

justification for the necessity to conduct this study for GGI Tokio Marine Insurance, one of the private insurance companies.

1.2 Objectives of the study

This study includes three main objectives as follows:

1. To identify customer relationship management practices of GGI Tokio Marine.
2. To examine the effect of customer relationship management practices on customer satisfaction in GGI Tokio Marine.
3. To analyse the effect of customer satisfaction on customer loyalty in GGI Tokio Marine.

1.3 Scope and Method of the Study

The impact of CRM strategies on customer satisfaction and loyalty is the main emphasis of this study. In this study, the quantitative research approach was applied. A systematic survey of 300 current corporate policyholders from these main office and four branches in 2024–2025 was used to gather the data. Using standardized questionnaires and a straightforward random selection technique, primary data is gathered from 90 respondents who are corporate policy holders of the GGI Tokio Marine General Insurance branches. To investigate the impact of CRM techniques on customer satisfaction and loyalty at GGI Tokio Marine General Insurance in Yangon, secondary data is gathered from textbooks, reference books, websites, related journals, and articles. Yamane's (1973) formula is then used using a straightforward random sample technique.

1.4 Organization of the Study

There are five chapters in this paper. The first chapter serves as an introduction, containing the objectives, scope, methodology, organization, and justification for the study. The theoretical underpinnings of customer relationship management strategies aimed at fostering client loyalty and satisfaction are presented in Chapter 2. The earlier research and the study's conceptual framework are then included in this chapter. The profile and CRM procedures of GGI Tokio Marine General Insurance Co., Ltd. are explained in Chapter 3. The data analysis portion of Chapter 4 examines the customer satisfaction and loyalty metrics derived from GGI Tokio Marine General Insurance's CRM procedures. The final section, chapter five, summarizes the key conclusions, debates, recommendations, and the need for more study.

CHAPTER (2)

THEORETICAL BACKGROUD

The theoretical underpinnings of customer relationship management are presented in this part, followed by customer satisfaction and loyalty. Additionally, it entails comprehending customer relationship management techniques including competence, communication, dedication, trust-building, and dispute resolution. The conceptual framework of the study, which covers the study's objectives, is the last section in this section.

2.1 Customer Relationship Management

Scholars have defined CRM in several ways. Some call CRM a marketing technique, others a technology. At the same time, some defined CRM as a kind of information system (Thompson, 2004). The primary company approach that combines external networks with internal processes and activities to generate and provide value to specific customers profitably is customer relationship management, or CRM. Additionally, it is based on superior consumer data (Buttle, 2004). Conversely, CRM may be described as a procedure that includes client monitoring, appropriate data collection and evaluation, and data extraction to comprehend customer interactions (Kim & Park, 2010). Customer relationship management is a customer-centric business strategy that must be implemented enterprise-wide and developed on the needs of the customers, despite the fact that definitions vary throughout researchers. Furthermore, it is more economical to keep existing clients than to get new ones, as indicated by a number of studies. As a result, most businesses want to retain current clients for life rather than making one-time purchases (Sheth & Parvatiyar, 1995). The objectives of a customer-centric business should thus be to boost sales, encourage client happiness and loyalty, and simultaneously save expenses and enhance operations (Chen & Popovich, 2003).

CRM is a type of business strategy that must address client selection and management if firms are to see long-term increases in value and profitability. CRM is therefore used by businesses to find, convince, please, and uphold positive relationships with both current and future clients. According to Triznova, Mašova, Dvoracek, and Sadek (2015), there are four primary categories of CRM: strategic, operational, analytical, and collaborative. For this study, the practices related to analytical and operational CRM should be given greater attention.

2.2 Customer Relationship Management Practices

Although there are several CRM kinds, as was previously noted, the goals of utilizing each type are the same, and the type of CRM cannot alter the initial goals that businesses establish for its use. Because they think that establishing a long-term relationship with their consumers would result in revenues in the form of devoted clients, businesses utilize CRM methods to save expenses while simultaneously increasing profits (Kumar & Shah, 2004). Additionally, due of the cross-selling efforts, this might contribute to the organization's positive reputation.

However, CRM is a data-related technology that boosts profits and is a beneficial strategic approach (Triznova et al., 2015). Therefore, companies must carefully consider how they utilize CRM since it may increase trust-building, commitment, communication, conflict-handling, and competence.

2.2.1 Trust-Building

According to Lewis and Weigert (1985), trust-building is a means of fostering interpersonal connections in a variety of contexts. This occurs because interpersonal interactions and communication can be governed by trust (Berscheid, 1994). As a result, trust becomes even more important and crucial, particularly when a business is dealing with uncertainty. For instance, trust was a key strategic asset for many firms throughout the 1990s restructuring crisis (Mishra, 1996). The development of productive connections in the workplace also depends heavily on trust. Building trust is therefore crucial for the insurance sector.

2.2.2 Commitment

Additionally, behavioral commitment is sometimes referred to as attributional commitment in the research that has been conducted. Due to the fact that they attach individuals to the activities, people are more devoted to actions that are explicit, irreversible, and voluntary that they participate in. As a result, it will be advantageous for the firm to give a greater level of quality to its customers if the employees are committed to a certain course of action (Salancik, 1977). Additionally, devotion has the potential to gradually increase the connection that the firm has with its customers, which in turn reduces the possibility that those customers would leave the organization.

It has been suggested by Meyer and Allen (1991) that commitment in the context of an organizational environment may be broken down into three distinct categories: emotional commitment, continuing commitment, and normative commitment. Affective commitment is

the term used to describe the emotional attachment that employees have to their organization, which in turn fosters a sense of loyalty and belonging among the workforce. It is the cornerstone of continuity commitment that workers are motivated to remain with the firm out of a sense of duty, which is a result of the perceived expenses associated with leaving the organization. On the other hand, normative commitment is the outcome of a feeling of responsibility, in which employees continue to work because they believe that working there is the appropriate thing to do.

Each different kind of commitment makes a distinct contribution to the overall effectiveness and stability of the organization. When it comes to generating discretionary efforts, effective commitment is particularly strong. This is because employees who are emotionally involved are more willing to go above and beyond their official levels of responsibility. Even though it is not as aggressive, continuity commitment helps retain experienced staff, which in turn reduces the expenses associated with turnover. Employees are encouraged to connect their efforts with the aims of the business when they are given a feeling of obligation, which is fostered by normative commitment.

In addition to being successful leadership, commitment is about being aligned strategically. Leaders that take the time to demonstrate their dedication to their vision and principles are able to instill trust and loyalty in their staff. As a result, this cascades across the business, resulting in the establishment of a culture in which devotion is not only required but also intrinsically appreciated.

In terms of the connections with customers, the dedication of employees has a considerable impact on the quality of service and the level of satisfaction among customers. It is more probable that personnel who are committed to their work would establish a connection with clients, anticipate their requirements, and provide individualized solutions. This develops a sense of trust and loyalty among consumers, which in turn lowers the rate of customer turnover and increases the lifetime value of the client.

In order to foster commitment, companies need to place a primary emphasis on developing an atmosphere that is encouraging and that brings individual aims into alignment with corporate objectives. The provision of chances for professional development, the acknowledgment of contributions, and the promotion of open communication are all key methods. When employees have the sense that they are respected and empowered, their commitment to the business organically grows, which lays the groundwork for long-term success.

2.2.3 Communication

According to Keyton (2011), communication is a technique used to transfer knowledge and understanding between individuals. There cannot be communication between two parties if they do not share a shared understanding (Cheney, 2011). The components of the communication process can affect the effectiveness and quality of the communication, and if any one of them is flawed, it may have a detrimental effect (Keyton, 2011).

Additionally, communication may be thought of as the binding agent that keeps a distribution channel intact. From a management and theoretical standpoint, communication plays a crucial function in the insurance sector as it may foster a high degree of dedication and devotion through all available channels (Mohr & Nevin, 1990). Effective communication is essential in fostering collaboration, building trust, and enhancing relationships within any industry, including insurance. In the insurance sector, communication serves as a foundation for establishing clear expectations, resolving conflicts, and addressing customer concerns promptly. It ensures that all stakeholders, including agents, brokers, customers, and regulatory bodies, are on the same page and aligned with the organization's objectives.

Moreover, communication plays a pivotal role in shaping customer perceptions and satisfaction. Transparent and consistent communication helps in building credibility, which are vital for customer retention and loyalty. For instance, when insurers clearly explain policy terms, conditions, and exclusions, they minimize misunderstandings and create a sense of reliability among customers.

From an organizational perspective, effective communication facilitates smooth operations and performance across various levels of the organization, ensuring that employees are informed and motivated to achieve common objectives. Additionally, internal communication fosters a collaborative culture, enabling teams to work together efficiently and address challenges collectively.

Communication has evolved significantly in the insurance industry, leveraging technology to enhance interaction and engagement. The use of digital platforms, social media, and customer relationship management (CRM) tools has revolutionized how insurers communicate with their customers. These advancements enable personalized communication, timely updates, and instant support, thereby improving the overall customer experience.

However, challenges such as language barriers, cultural differences, and misinterpretation of messages can hinder effective communication. To address these issues, organizations must invest in training programs that enhance employees' communication skills, promote cultural sensitivity, and encourage active listening. Furthermore, implementing

feedback mechanisms can help organizations gauge the effectiveness of their communication strategies and make necessary improvements.

In conclusion, communication is a fundamental aspect of the insurance industry, influencing both internal operations and external relationships. By prioritizing clear, consistent, and effective communication, organizations can strengthen their distribution channels, enhance customer satisfaction, and achieve long-term success in a competitive market.

2.2.4 Conflict Handling

Conflict involves two or more persons' viewpoints of a continuous process concerning clashing goals, ideas, values, behaviors, or emotions (Schneer & Chanin, 1987). Conflict management may be beneficial or harmful, depending on the scenario. Managing conflicts also involves reducing negative outcomes (Dwyer, Schurr & Oh, 1987). Thus, the degree of customer satisfaction may be determined by the organization's quality of dispute handling.

2.2.5 Competence

Competence is the key organizational resource for competitive advantage (Nadler & Tushman, 1999). Core competence is an organizational learning method that helps individuals to integrate and coordinate many abilities, according to Hamel and Prahalad (1994). According to a resource-based approach, an organization's internal resources provide competency if they are valuable, non-replaceable, and challenging for rivals to copy (Foss & Knudsen, 1996).

Competence is acquiring and maintaining valuable resources but also leveraging these resources effectively to create sustained competitive advantages. As articulated by Barney (1991), competencies should meet specific criteria to become sources of advantage: they must be valuable, rare, inimitable, and organized. These attributes ensure that the organization not only possesses the necessary skills but also deploys them in ways that competitors find difficult to replicate.

Additionally, the idea of dynamic capabilities was presented by Teece, Pisano, and Shuen (1997), who emphasized the significance of an organization's capacity to integrate, develop, and reorganize internal and external competencies in response to quickly changing circumstances. This flexible approach to competency emphasizes how important flexibility and creativity are to preserving organizational relevance.

In practice, competence is reflected through the organization's operational efficiency, strategic agility, and the collective expertise of its workforce. A learning-oriented culture, fostered by continuous training and development, serves as a foundation for enhancing core competencies. Organizations that invest in such a culture are better equipped to anticipate market trends, innovate, and deliver exceptional value to their stakeholders.

Ultimately, competence transcends individual abilities, representing the collective strength of an organization to navigate complexity, seize opportunities, and address challenges effectively. It is this amalgamation of unique resources, strategic focus, and organizational learning that propels long-term success and differentiation in competitive markets.

2.3 Customer Satisfaction

Fornell, Johnson, Anderson, Cha, and Bryant (1996) define customer satisfaction as the total appraisal of the buy and use experience with goods or services over a particular period of time. Then, according to Hansemark and Albinson (2004), satisfaction is an emotional response based on the discrepancy between what people expected and what they got in relation to their objectives and wants. Customers' expectations in the insurance sector are based on the goods and services that the insurance companies offer.

Knowing the consumers is a crucial prerequisite for developing new products in companies that prioritize their clients. By attending to consumers' demands, that type of business seeks to achieve a high degree of customer happiness. When clients are really happy with a business, they are more likely to stick with it, which can lead to future revenue development. Additionally, attracting new clients is more expensive than keeping current ones. As a result, most businesses aim to please their clients in order to keep them and convince them to buy their goods. Most commercial organizations' profits are significantly impacted by high customer satisfaction. Thus, companies in particular should understand the value of customer happiness and create a pertinent and useful plan to sustain and raise the degree of customer satisfaction.

Customer relationship management (CRM) techniques may influence customer satisfaction in three primary ways. CRM enables firms to adapt or enhance their goods or services to coincide with the specific needs of each consumer, since customer satisfaction is attained when offerings are tailored to individual preferences. Secondly, CRM assists firms in rapidly addressing and enhancing issues relating to products and services based on consumer demands and accessible customer information. Thirdly, CRM methods assist firms

in overseeing and managing the three distinct phases: initiation, maintenance, and termination. Consequently, establishing a good client connection is vital (Mithas, Krishnan & Fornell, 2005).

Satisfaction is an attitude of a consumer, but loyalty is the corresponding conduct of that client. Consequently, customer satisfaction may be perceived as an assessment of the expectations held by customers before to purchase and the actual outcomes experienced post-buy. If the evaluation's results are positive, this will constitute a persuasive rationale for continuing to utilize the company's products and services, thus acting as a significant tool for cultivating or maintaining client loyalty. Customers that are happy will be more likely to make repeat purchases, spread the word about your business, and eventually turn into devoted patrons (Chen & Wang 2009).

2.4 Customer Loyalty

Since loyalty and repeat business are directly correlated, client loyalty is another critical component of an organization's success. According to Kotler (2000), loyalty is the steadfast determination to stick with a product or service in the face of marketing campaigns or situational pressure to switch or alter.

Customers' contentment and loyalty are somewhat influenced by the value or advantages they obtained from the goods or services they utilized. Customers who develop a strong loyalty to the company's goods and services will also help it save money because, since they are already familiar with and knowledgeable about the company's offerings, they can also serve as a source of information and inform prospective clients about them. Lastly, these prospective clients may end up becoming devoted patrons of the company. Customer loyalty is therefore directly tied to the company's ability to survive and expand in the future (Fornell, 1992).

Customers may continue to purchase goods or services from the same businesses as a result of their loyalty. Customer loyalty became increasingly crucial as the degree of competition rose. As a result, the importance of customer loyalty in retaining present clients and preventing them from switching is made more evident. Furthermore, the company has to put in more work to comprehend the wants of all of its clients, both present and future. Based on it, the company may provide clients with more individualized and pertinent goods and services to increase their attachment and loyalty.

Because they are prepared to pay a premium price for the goods and services and because they are also likely to suggest them to others, loyal consumers are a company's

greatest asset and may help it increase its market share with little effort. Even when what they want is out of stock or unavailable, people don't actively research alternatives (Ganiyu, Uche & Elizabeth, 2012). All business organizations, including insurance firms, depend on customer loyalty to succeed and profit. As a result, companies have many solid reasons to make pursuing client loyalty a strategic goal.

Successfully adopting customer relationship management (CRM) techniques is one strategy to create customer loyalty since there is a positive correlation between CRM effectiveness and customer loyalty. CRM may also assist businesses in establishing and preserving enduring connections with their clients. These days, it's easier to satisfy clients, and if they're not happy with the current offerings, they may quickly go to goods and services provided by other companies. Therefore, with the help of CRM, businesses aim to provide clients with premium, personalized goods and services at extremely low prices in order to foster and preserve client loyalty.

The relationship between customer loyalty and customer satisfaction is influenced by two important aspects. Customer loyalty will rise dramatically as customer satisfaction reaches a particular higher level. Conversely, a decline in customer pleasure will likewise result in a decline in client loyalty. Furthermore, every company that wants to boost customer loyalty and improve corporate success must prioritize customer happiness. As a result, customer happiness and loyalty may be cultivated jointly as the company's long-term objective. The degree of customer satisfaction can then be used to gauge the development of customer loyalty.

Customer pleasure must be achieved step-by-step; loyalty cannot be attained immediately. Customers must go through several stages, including awareness, exploration, commitment, and dissolution, in order to become loyal. Additionally, clients that are really happy are more likely to stick with the goods or services than others. In conclusion, there is a favorable correlation between customer happiness and loyalty, and the latter can help the company boost sales and profitability (Chi, 2005).

2.5 Previous Studies

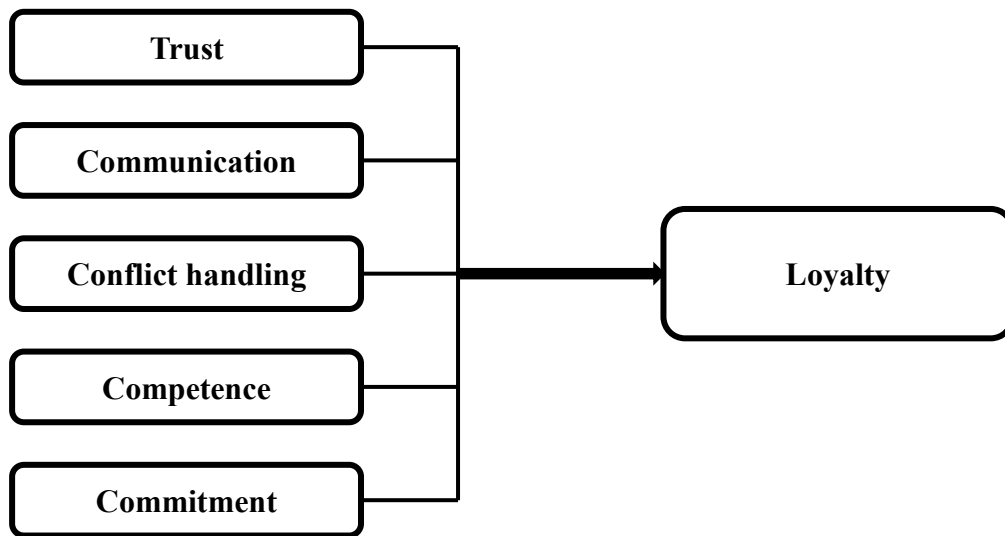
This section covers CRM, customer satisfaction, and loyalty literature. It explains how customer relationship management affects customer happiness and loyalty and how building relationships is essential to maintaining them. Businesses who are effective in establishing and preserving positive relationships with their clients are more likely to see increases in client satisfaction and loyalty than those that are not. As a result, the majority of the papers explained

how customer relationships are crucial to increasing customer pleasure, which in turn may improve customer loyalty.

Some conceptual frameworks created by earlier researchers served as the foundation for the conceptual model employed in this investigation. This study's conceptual model is based on two earlier researchers' models that are strongly linked to its fundamental presumptions.

According to the first prior study by Seid (2017), competence, communication, trust, commitment, and conflict resolution are the main elements that aid a business in developing a connection with its clients. In terms of these elements, the more consumers trust the insurance, the more committed the insurance is, the more dependable and prompt its communications are, and the more successfully it resolves its disputes, the more devoted its clients will be. The researcher came to the conclusion that there is a positive and substantial association between the dependent variable of customer loyalty and the CRM impact aspects of competence, communication, trust, commitment, and conflict resolution. Thus, the first model in this study is the one created by Seid (2017) for this master's degree.

Figure (2.1) The Effect of Customer Relationship Management on Customer Loyalty

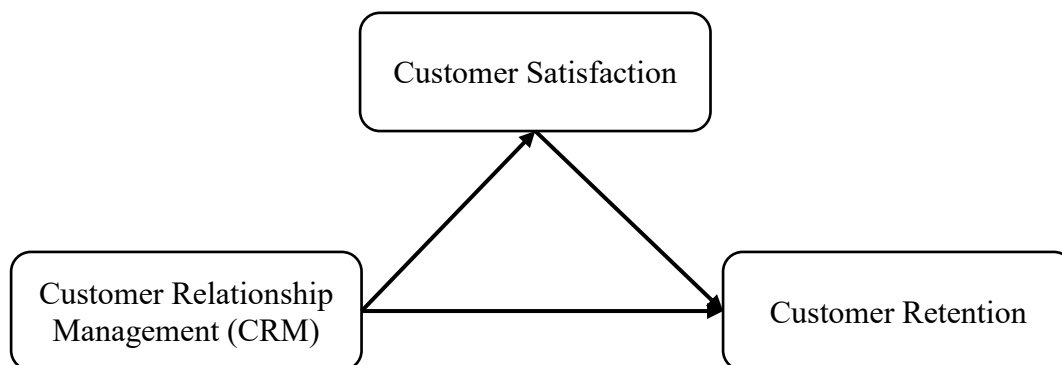


Source: Seid (2017)

CRM techniques can influence customer loyalty. Consequently, this study aims to investigate the correlation between customer relationship management strategies and customer satisfaction. Moreover, the efficacy of CRM practices in enterprises may be evaluated by client loyalty or customer happiness.

According to the data from Boateng's (2016) second earlier study, CRM was favorably and strongly correlated with customer happiness, which in turn had a favorable effect on customer retention. Consequently, the model created by Boateng (2016) is the second model to fulfill the study's goals.

Figure (2.2), The Effect of Customer Relationship Management and Customer Retention

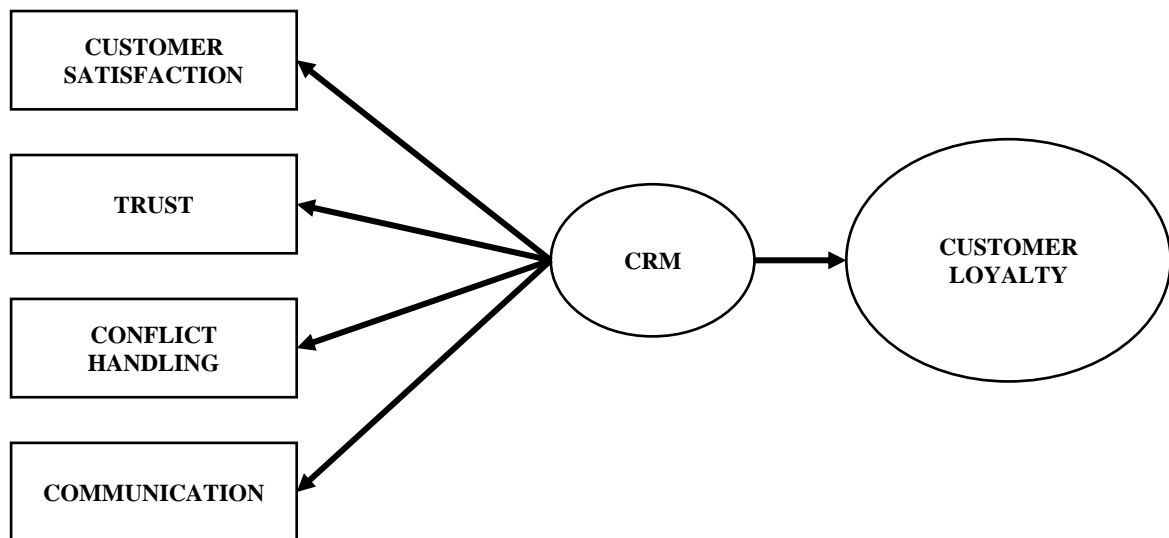


Source: Boateng (2016)

CRM strategies have a considerable and favorable impact on customer loyalty, according to Neetu Andotra and Deepti Abrol's third prior study from 2016. Customer loyalty

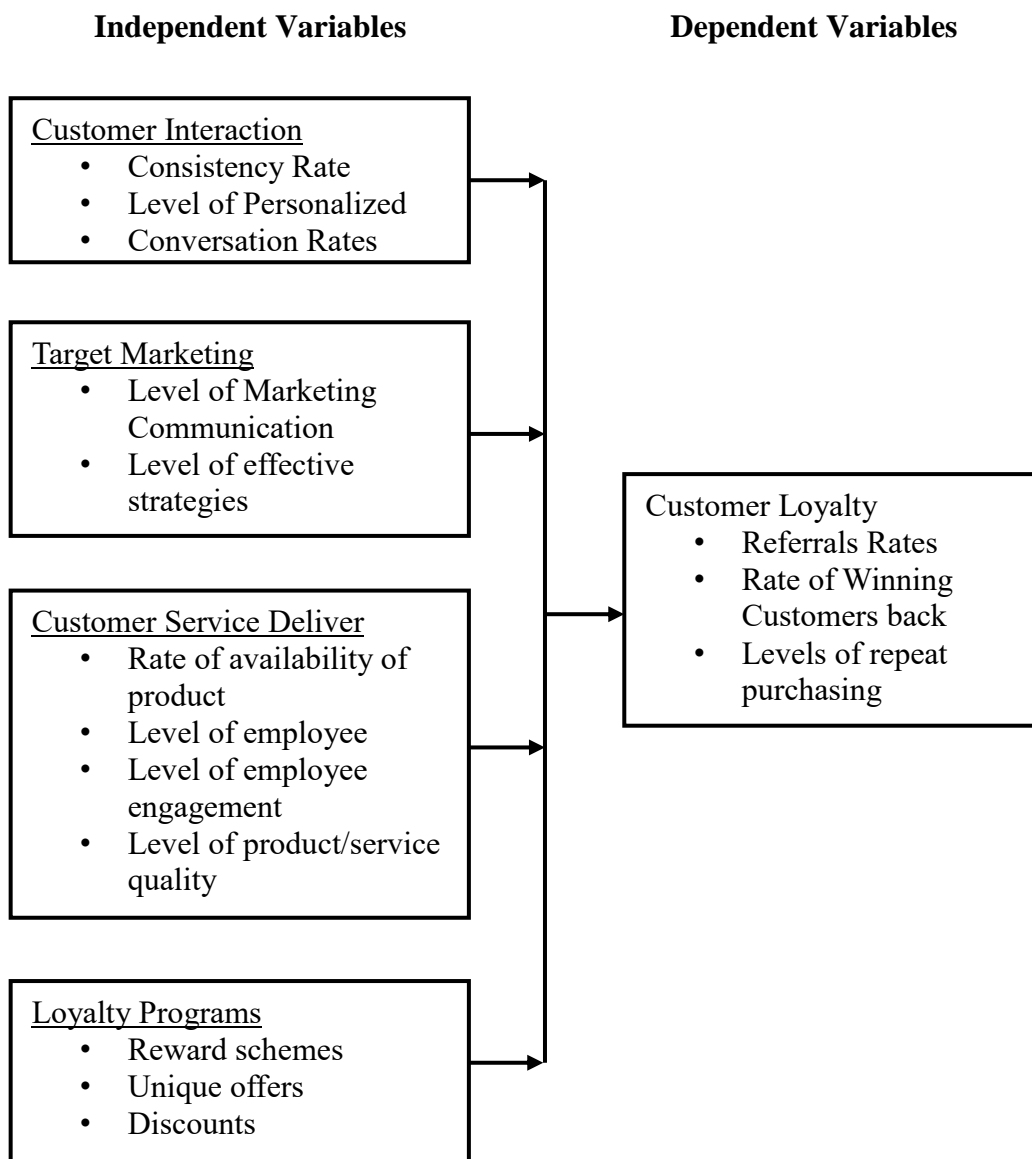
and customer satisfaction are strongly and favorably correlated. Customer loyalty is strongly and favorably correlated with trust. Customer loyalty is strongly and favorably correlated with communication. Customer loyalty is strongly and favorably correlated with conflict resolution. The study is evaluative in nature and evaluates how CRM practices—specifically, communication, trust, customer satisfaction, and dispute resolution—affect customer loyalty.

Figure (2.3), The Impact of CRM Practices on Customer Loyalty



Source: Neetu Andotra, Deepti Abrol

Figure (2.4), Effect of Customer Relationship Management Strategy on Customer Loyalty



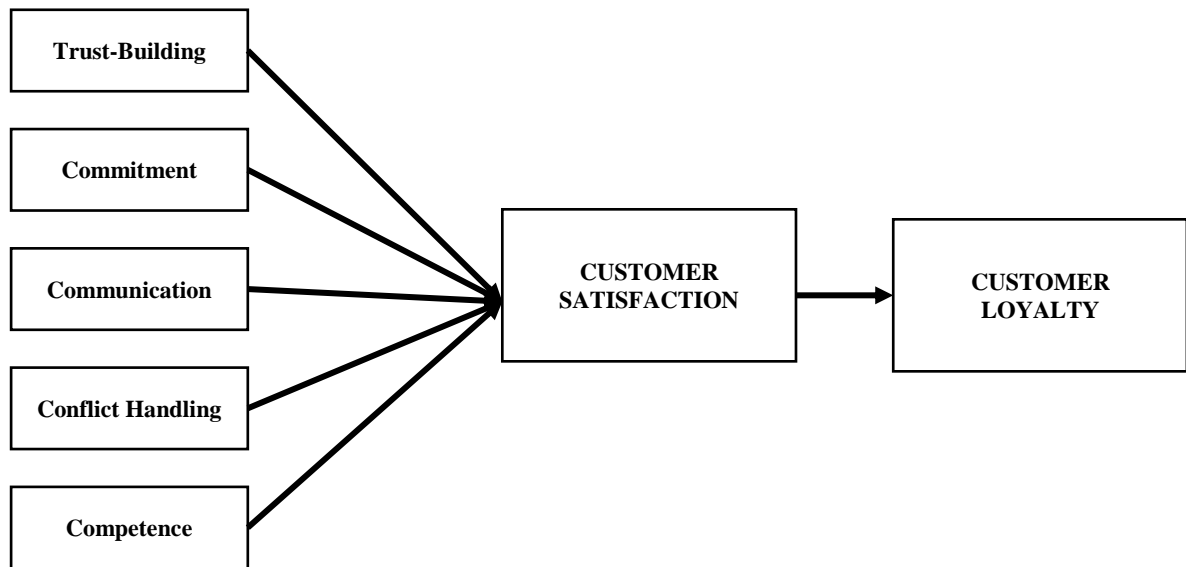
Source: Kim (2012)

In Kim's fourth earlier research (2012). The framework describes how the independent factors (customer contact, target marketing, customer service delivery, and loyalty programs) relate to the dependent variable (consumer loyalty).

2.6 Conceptual Framework of the Study

This study's conceptual framework was created using concepts from related theories and earlier research. This study makes use of the conceptual framework shown in Figure (2.6). Five independent factors on customer satisfaction and its impact on customer loyalty are the subject of this study.

Figure (2.5) Conceptual Framework of the Study



Source: Own Compilation (2025)

Figure (2.6) shows this study's conceptual framework from Boateng (2016), Seid (2017), Neetu Andotra, Deepti Abrol (2016), and Author (2022). This conceptual framework uses independent factors like competence, communication, commitment, trust-building, and conflict resolution and dependent variables like customer satisfaction and loyalty to achieve the study's aims. The theories show that consumer pleasure affects customer loyalty, although older conceptual frameworks could not account for this. Based on the argument preceding it, this conceptual framework hypothesizes that consumer satisfaction and loyalty are related.

The model is designed to investigate how customer happiness and loyalty are affected by customer relationship management strategies, which include competence, communication, commitment, trust-building, and dispute resolution. Next, according to the model, GGI Tokio Marine General Insurance Co., Ltd. will examine how customer pleasure affects customer loyalty.

Working Definitions

Trust Building: Trust-building is a fundamental pillar for GGI Tokio Marine Clients place their confidence in the insurer to safeguard their assets, employees, and operations, particularly in times of loss or crisis.

Commitment: GGI Tokio Marine, fostering employee commitment to specific courses of action is indeed critical for achieving organizational goals, and GGI Tokio Marine recognize the importance of this approach. By ensuring employees are fully aligned with the company's objectives and values, they can work with a sense of purpose and dedication, driving overall performance.

Communication: GGI Tokio Marine, the quality and success of communication are determined by the efficiency of its core elements such as clear communication with right time.

Conflict Handling: By prioritizing proactive and constructive conflict resolution, GGI Tokio Marine seeks to address customer concerns effectively, fostering stronger relationships and reinforcing its commitment to service excellence.

Competence: From the perspective of resource-based theory, the company's competencies stem from its internal resources, which are valuable, non-substitutable, and challenging for competitors. Together, these attributes solidify GGI Tokio Marine status as a trusted and reliable insurance provider.

Customer Satisfaction: At GGI Tokio Marine, customer satisfaction is at the heart of our mission to deliver exceptional insurance services. Our approach focuses on understanding customer needs, exceeding expectations, and creating a seamless experience at every touchpoint.

Customer Loyalty: Customer loyalty is a strategic priority that ensures sustainable growth and long-term success. We believe that loyalty is not just about repeated transactions but also about building emotional connections, trust, and mutual value with our customers.

CHAPTER 3

PROFILE AND CUSTOMER RELATIONSHIP MANAGEMENT PRACTICES OF GGI TOKIO MARINE INSURANCE

This chapter's goal is to provide an overview of Grand Guardian Tokio Marine Insurance (GGI Tokio Marine), including its history, goals, organizational structure, vision, and mission. The profile of GGI Tokio Marine (GGITM) and its services are presented in the first section of this chapter, while the CRM procedures of that insurance provider are covered in the second.

3.1 Profile of GGI Tokio Marine General Insurance Co., Ltd.

Grand Guardian Insurance firm Limited (GGI), a public insurance firm founded on December 11, 2012, under the Myanmar Companies Act, aims to provide dependable insurance products and enhanced client services as a one-stop shop. GGI formally opens for business on June 12, 2013. Its goal is to safeguard Myanmar's citizens' and businesses' financial stability by offering improved insurance plans and value-added services. In 2019, our partnership with Tokio Marine, Japan's top general insurance company, was established. to work with a business of their level. to launch a new range of high-end general insurance plans in Myanmar by fusing Tokio Marine's vast global expertise with GGI's in-depth understanding of the nation's citizens. GGI is committed to providing premium insurance policies that protect people's most prized assets and provide them the courage to achieve their goals. Grand Guardian was established with the intention of boosting the professionalism of Myanmar's insurance industry, expanding value-added services, and upgrading insurance options.

As stated in its Memorandum of Association, the firm's goals include borrowing funds for commercial purposes from any person, corporation, bank, or financial institution in any manner the company thinks suitable. Furthermore, the firm plans to handle insurance in compliance with the relevant Ministry's Insurance Laws and Rules as well as periodic notifications provided with government permission.

Grand Guardian Insurance's mission is to create the best possible conditions for the development and defense of assets and people. Grand Guardian Insurance's mission is to enhance customer satisfaction, provide value-added services, and elevate industry standards of professionalism. Grand Guardian Insurance also has the honesty to win over their clients' trust. They do this by being straightforward, treating clients like friends, and consistently offering the best plan for their needs. Grand-Guardian Insurance Company adopted the

slogan "Securing Your Future" to reflect its commitment to creating insurance policies that meet the needs of the people of Myanmar. This statement encapsulates the company's mission and vision.

Eventually, GGI expanded into new markets to form a joint venture with international insurance providers. In order to provide the Myanmar market with a new range of premium general insurance policies, it teamed up with Tokio Marine, the top general insurance provider in Japan, in 2019. Grand Guardian Tokio Marine General Insurance Co. Ltd., the joint venture, was given the go-ahead to begin operations following Tokio Marine Holdings' acquisition of 15% of the venture's shares. GGI Tokio Marine introduces a new range of high-end general insurance products to the Myanmar market, leveraging Tokio Marine's worldwide experience and GGI's in-depth understanding of the country's population. The company maintains offices in 38 countries around the world and has over two hundred claims offices globally, demonstrating its extensive international reach and specialized knowledge. GGI Tokio Marine prospers presently due to its exceptional clientele, which includes business professionals, farmers, merchants, and others. This entails round-the-clock telephone assistance, easily understandable and open policies, and highly skilled personnel prepared to assist customers throughout their insurance experience.

In order to cater to the diverse needs of individuals and businesses in Myanmar, GGI Tokio Marine offers a comprehensive selection of insurance products, including life insurance and general insurance, amongst others. The organization is dedicated to gaining an understanding of the requirements and goals of the people of Myanmar and to developing insurance policies that accurately reflect those requirements. There is a wide variety of insurance policies offered by GGI Tokio Marine, each of which is tailored to meet the particular requirements of the general population in Myanmar. This category includes plans including auto insurance, fidelity insurance, fire insurance, cash in transit insurance, cash in safe insurance, marine cargo insurance, overseas marine cargo insurance, marine hull insurance, and personal accident insurance. With a commitment to transparency, efficiency, and attentiveness, they take pride in their exceptional customer service and wide selection of products. GGI Tokio Marine places a strong emphasis on the significance of actively listening to the requirements of its customers and giving them top priority in its business activities. The company operates multiple branches throughout Myanmar, staffed by proficient professionals who are prepared to provide customers with assistance in their insurance requirements. GGI Tokio Marine stresses its dedication to offering protection to both businesses and individuals and is backed by a sizable network of seasoned

professionals.

3.2 Organization Structure of Grand Guardian Tokio Marine

Grand Guardian Tokio Marine General Insurance Co., Ltd. was founded with the necessary co-ventural strength. The organization, enhance internal control, and lower insurance risk are the driving forces behind GGI's structure. This Organization Structure are amended during 2019 because they have become joint venture company and also they have One Head Office and 27 Branches around Myanmar.

Grand Guardian Tokio Marine Insurance (GGI Tokio Marine) has an organizational structure that is intended to guarantee efficient operations and competent leadership. The Chief Executive Officer (CEO) is in charge, with assistance from the Deputy Chief Executive Officer (DyCEO). The Chief Risk Management Officer (CRMO) is responsible for managing risk assessment and mitigation techniques, whereas the Chief Operating Officer (COO) is in charge of day-to-day operations. Financial oversight is the responsibility of the Chief Financial Officer (CFO), and the Chief Supporting Officer (CSO) handles administrative and support functions. The Chief Insurance Business Officer (CBO) oversees insurance-related operations, while the Chief Marketing Officer (CMO) leads marketing and customer engagement initiatives. GGI Tokio Marine utilizes a structured hierarchy to effectively maintain an efficient and adaptable organization that can meet market demands and provide exceptional service.

Under the leadership of Senior Management, GGI Tokio Marine operates through several key divisions: Finance, Insurance Business Selling, Information Technology, Business Support, Corporate and Dealer, Risk Management, Underwriting, and Claims. Each division plays a critical role in delivering the comprehensive services and support needed to serve their customers effectively. This well-organized departmental structure aligns seamlessly with the company's business nature and functional requirements. The detailed layout of these operational divisions is illustrated in Appendix-C.

3.3 Customer Relationship Management Practices of GGI Tokio Marine

Insurance companies must balance deposits and loans, meet consumer needs, reduce profit margins, and adopt new technology. Subsequently, GGI Tokio Marine Insurance is seeing the value of customer relationship management (CRM) as it can be used to successfully retain current clients and attract new ones.

To sustain the degree of client satisfaction and loyalty, GGI Tokio Marine uses customer relationship management techniques including competence, communication, commitment, trust-building, and dispute resolution.

3.3.1 Trust-Building

Customers' financial information is always kept private by GGI Tokio Marine insurance. IT systems are rigorously maintained using robust procedures. After surviving the financial crisis in 2003, the insurance has remained on the market for more than 12 years. Additionally, GGI Tokio Marine is a publicly traded insurance company that is well-structured with shares held by the general public. Therefore, the establishment of trust between the insurance company and its clients began in 1992 and continues to this day.

3.3.2 Commitment

The staff of GGI Tokio Marine is highly skilled and knowledgeable about the company's goods and services. As a result, GGI Tokio Marine's front-line staff and back offices offer consumers highly competent services and complete transactions quickly, easily, and accurately. Additionally, GGI Tokio Marine consistently fulfills its commitments to clients regarding its goods and services, including quick trade payment, loan approval, remittance, and cash withdrawal.

3.3.3 Communication

GGI Tokio Marine's relationship managers and marketing managers create the communication plan to interact with consumers in order to increase their involvement with the insurance. They also do research on the demands of customers, their past and present actions, and their future plans. They then consult with department managers, forecast future client behavior and preferences, and develop new goods and services depending on customer wants, all based on the data and information gathered. Additionally, they share the information with the staff, which enables them to promptly address the concerns and questions of the clients, comprehend their needs, and deliver critical messages on time.

3.3.4 Conflict Handling

GGI Tokio Marine has a training facility where staff members may get instruction on the company's goods and services as well as their individual duties and responsibilities.

The instructors consistently give thorough knowledge about the various GGI Tokio Marine goods and services. As a result, the staff members are aware of their limitations and possess a thorough understanding of their goods and services. Additionally, GGI Tokio Marine's customer care team is able to resolve client disputes because they know how to address issues that arise when consumers utilize their goods or services. Additionally, GGI Tokio Marine has a call center open around-the-clock. As a result, the center's customer support staff can promptly and effectively resolve disputes that arise between clients and insurers. Additionally, this might assist the insurance company win over its clients' confidence.

3.3.5 Competence

The staff members of GGI Tokio Marine are capable of doing their jobs at a high standard. They possess adequate product and service knowledge and expertise. so they can clearly explain and have a smooth conversation with the clients. Their skills enable them to overcome unforeseen obstacles and issues. Even if the requested services are outside of their scope of work, the employees' competence allows them to deliver them to the clients.

Additionally, a technical support staff assists the insurance company in analyzing the latest technological trends and determining the ideal locations for its offices. The management can make a decision based on their needs once this team reports any requirements, such as the need to modernize the system or locate a branch. GGI Tokio Marine's ability to successfully and efficiently use the CRM system may benefit the insurance industry by improving customer service, facilitating cross-selling, and streamlining marketing and sales procedures. Additionally, they may retain their current clientele, increase customer satisfaction and loyalty, and convince potential new clients to become loyal, long-term clients.

CHAPTER (4)

ANALYSIS OF CUSTOMER RELATIONSHIP MANAGEMENT PRACTICES, CUSTOMER SATISFACTION AND CUSTOMER LOYALTY

This chapter presents the findings and discussion of the study, starting with an overview of the research design and the demographic characteristics of the respondents. To ensure the reliability of the measurement scale, Cronbach's alpha is employed to assess the internal consistency of the studied variables. The chapter offers a detailed examination of essential customer relationship management (CRM) strategies, encompassing trust-building, commitment, communication, dispute resolution, and competence, in conjunction with customer satisfaction and loyalty. Correlation and multiple regression studies are performed to evaluate the impact of CRM activities on customer satisfaction, determining the strength and significance of these associations. Additionally, the impact of customer satisfaction on customer loyalty is examined to ascertain the degree to which satisfaction affects long-term consumer allegiance. The findings provide insights into enhancing customer retention at GGI Tokio Marine General Insurance Co., Ltd.

4.1 Research Design

This study used a quantitative research methodology to investigate the impact of customer relationship management techniques on customer satisfaction and the influence of customer satisfaction on customer loyalty at GGI Tokio Marine General Insurance Co., Ltd. The study aims to comprehensively evaluate the correlation between essential elements of customer relationship management, such as trust, commitment, communication, dispute resolution, and competence, and their impact on customer satisfaction and loyalty.

A cross-sectional survey method is used to collect primary data from policyholders across the Head Office and four major branches in Yangon: Kamayut, Botahtaung, Aung Mingalar, Bayintnaung, and Junction (8). These branches are selected based on their large customer base and high transaction volume. The study collects data from 90 corporate policyholders using a structured questionnaire. A simple random sampling method is applied to ensure a fair representation of the target population.

The structured questionnaire is employed to gather the necessary data. The organized questionnaire comprises four components. Section I encompasses demographic variables like age, gender, educational attainment, employment, income, and the categories of insurance policies acquired from GGI Tokio Marine General Insurance. Section II evaluates perceived customer relationship management strategies, encompassing trust, commitment, communication, dispute resolution, and competence. Section III focuses on customer satisfaction, while Section IV examines customer loyalty. Sections II and IV are measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

The measuring scale's reliability and validity are evaluated by Cronbach's alpha to confirm internal consistency. Descriptive statistics are employed to examine the demographic attributes of respondents and the practices of customer relationship management. Correlation and multiple regression studies are used to assess the strength and significance of the links among customer relationship management strategies, customer satisfaction, and customer loyalty.

4.2 Reliability Analysis

To ensure the reliability and validity of the data collected, a reliability analysis was conducted to evaluate the effectiveness of the questionnaire items in measuring key variables related to relationship marketing practices, customer satisfaction, and customer loyalty. Cronbach's alpha values were calculated to assess the internal consistency of each variable. A higher Cronbach's alpha indicates stronger correlations between the items within each variable, confirming that the questionnaire consistently measures the intended constructs. This step is vital for ensuring that the data is reliable and suitable for subsequent analysis, enabling accurate interpretation of the relationships among the variables. Table (4.) presents the Cronbach's alpha values for the key variables in this study, demonstrating the internal consistency and reliability of each construct.

Table (4.1) Cronbach's Alpha Values for Variable Consistency

Variable	No. of Items	Cronbach's Alpha
Trust Building	6	0.842
Commitment	6	0.704
Communication	6	0.885
Conflict Handling	6	0.865
Competence	6	0.723
Customer Satisfaction	6	0.768
Customer Loyalty	6	0.856

Source: Survey Data (2025)

Table (4.1) illustrates the study's dependability and the Cronbach's alpha coefficient. Reliability is assessed using Cronbach's alpha coefficient, which is the prevalent standard for measuring reliability and evaluating the internal consistency of an instrument. Theoretically, the Cronbach's alpha value should range from 0.0 to 1.0. A dependability score of 0.70 or above is deemed satisfactory. Table (4.1) indicates that the reliability test results for each variable exceed 0.70, demonstrating that all variables in this questionnaire exhibit consistency and stability.

4.3 Demographic Data of Respondents

This section presents the demographic profile of the selected customers who are the policy holders of the branches in GGI Tokio Marine. It includes key characteristics such as age, gender, education level, occupation, monthly income, and the types of insurance policies purchased from GGI Tokio Marine. The data collected from the questionnaires were analyzed and summarized using frequency and percentage distributions. The demographic characteristics of the respondents were examined through frequency counts and their corresponding percentages.

Table (4.2) Demographic Data of Respondents

Description		No. of Respondents	Percentage (%)
Age	18-24	-	-
	25-34	20	22.2
	35-44	42	46.7
	45-54	24	26.7
	55 and above	4	4.4
Gender	Male	36	40.0
	Female	54	60.0
Education Level	Bachelor's Degree	42	46.7
	Master's Degree	48	53.3
Position	Business Owner	24	26.7
	Company employee	54	60.0
	Government employee	12	13.3
Monthly Income	300,001 to 500,000 MMK	12	13.3
	500,001 to 1,000,000 MMK	12	13.3
	1,000,001 to 1,500,000 MMK	12	13.3
	Above 1,500,000 MMK	54	60.0
Type of Policy	Fire Insurance	24	26.7
	Marine Cargo Insurance	6	6.7
	Motor Insurance	60	66.7
Total		90	100.0

Source: Survey Data, (2025)

The respondents were classified into five age groups to analyze the age distribution within the selected general insurance companies. Table 4.2 presents the frequency and percentage distribution of respondents based on their age. According to the Table (4.2), the majority of respondents fall within the 35–44 age group, accounting for 46.7% of the total sample, followed by the 45–54 age group at 26.7%. The 25–34 age group comprises 22.2% of respondents, while those aged 55 and above represent 4.4%. There were no respondents in the 18–24 age group. These findings suggest that most policyholders in GGI Tokio Marine are middle-aged individuals, reflecting a customer base primarily composed of working professionals and established income earners.

The respondents in this study include both male and female participants. Table (4.3)

illustrates the gender distribution of the respondents. From the Table (4.2), it is evident that a higher proportion of female respondents (60%) participated in the survey compared to male respondents, who accounted for 40%. This suggests a relatively greater female representation among the customer base of GGI Tokio Marine indicating that women may play a significant role in purchasing insurance policies from the company. From the table it is evident that a higher proportion of female respondents (60%) participated in the survey compared to male respondents, who accounted for 40%. This suggests a relatively greater female representation among the customer base of GGI Tokio Marine, indicating that women may play a significant role in purchasing insurance policies from the company.

The educational background of the respondents is an important factor in understanding the profile of GGI Tokio Marine General Insurance Co., Ltd.'s customer base. The distribution of respondents according to their education level. As the result of the majority of respondents hold a Master's degree, accounting for 53.3% of the sample, while 46.7% have completed a Bachelor's degree. This indicates that the customer base of GGI Tokio Marine is predominantly composed of individuals with higher educational qualifications, suggesting a well-educated clientele that may be more likely to engage in purchasing insurance products.

Analyzing the respondents' employment status helps to better understand their potential needs and interactions with insurance products and services. The table presents the distribution of respondents according to their occupation or position, offering valuable insights into the professional background of GGI Tokio Marine customer base. As a result of the data reveals that the majority of respondents are company employees, making up 60.0% of the total sample. Business owners account for 26.7%, while government employees represent 13.3%. This suggests that GGI Tokio Marine primarily serves a customer base composed of individuals employed in the private sector, with a smaller portion being government workers and business owners.

The monthly income distribution of respondents provides important insights into the financial profile of GGI Tokio Marine customers. The distribution of respondents based on their monthly income, providing a clearer understanding of the income levels within the customer base of GGI Tokio Marine. This information is essential for evaluating the financial capacity of customers and their ability to purchase and maintain insurance products. The majority of respondents (60%) earn above 1,500,000 MMK per month, suggesting that GGI Tokio Marine's customer base predominantly consists of higher-income individuals. The remaining respondents are evenly distributed across income ranges of 300,001 to 500,000

MMK, 500,001 to 1,000,000 MMK, and 1,000,001 to 1,500,000 MMK, each group representing 13.3% of the total. These findings highlight a customer base with diverse income levels, with a significant proportion of high earners who are likely to invest in higher-value insurance products.

The distribution of respondents by the type of insurance policies purchased provides a valuable understanding of the most popular products among GGI Tokio Marine customers. This information is crucial for identifying the preferences and needs of the customer base. The distribution of respondents by the type of insurance policies purchased is shown in table The data in table shows that the majority of respondents (66.7%) hold motor insurance policies, making it the most common type of insurance purchased. Fire insurance is the second most popular, with 26.7% of respondents selecting this policy. Only 6.7% of respondents have marine cargo insurance, indicating it is a less frequently chosen product. These findings suggest that motor insurance is the primary focus for the customer base, followed by fire insurance, with marine cargo insurance being relatively less significant.

4.4 Descriptive Statistics of CRM Practices, Customer Satisfaction and Customer Loyalty

CRM strategies, including trust-building, commitment, communication, dispute resolution, and competence, are crucial for CRM success and subsequently influence customer satisfaction and loyalty levels. This study used the Statistical Package for the Social Sciences (SPSS) to evaluate data acquired via reliability tests, descriptive analysis, and regression analysis. The average score range is presented in Table 4.3.

Table (4.3) Mean Score Interpretation

No.	Mean Score Range	Interpretation of Agreement Level
1	1.00-1.80	Strongly Disagree or Very Low Level
2	1.81-2.60	Disagree or Low Level
3	2.61-3.40	Neutral or Moderate or Average Level
4	3.41-4.20	Agree or High Level
5	4.21-5.00	Strongly Agree or Very High Level

Source: Wrmbrod, J. R. (2014)

The study used the mean score interpretation of Wrmbrod, J.R. (2014) to analyze the primary data gathered via the structured questionnaire utilizing a five-point Likert scale. This

technique elucidates the significance of each aspect affecting customer satisfaction and the impact of customer loyalty at GGI Tokio Marine.

4.4.1 Respondent Perception on Trust Building

This subsection presents the descriptive analysis of trust building, one of the key relationship management practices employed by GGI Tokio Marine General Insurance Co., Ltd. The analysis is based on six statements related to the trustworthiness of the company, with responses measured on a five-point Likert scale. The mean and standard deviation for each statement is calculated to assess the overall level of trust that customers have in the company. Table (4.4) presents the mean scores and standard deviations for the various statements related to trust-building practices at GGI Tokio Marine General Insurance Co., Ltd.

Table (4.4) Mean Scores of Trust Building

No.	Descriptions	Mean	Std. Deviation
1	Being honest and transparent in dealings with customers	3.83	.944
2	Being trusted to fulfill promises and commitments	4.33	.924
3	Maintaining confidentiality and protecting personal information	4.13	.902
4	Having a good reputation in the market	3.97	.922
5	Being confident to handle claims fairly and efficiently.	4.20	.737
6	Being trusted to provide honest and transparent communication about policy and coverage.	4.16	.923
Overall Mean Scores		4.10	

Source: Survey Data, (2025)

The results in Table (4.4) show that the mean scores for individual statements range from 3.83 to 4.33, indicating a generally positive perception of trust in the company. The statement GGI Tokio Marine General Insurance to fulfill its promises and commitments received the highest mean score of 4.33, reflecting a strong sense of trust in the company's reliability. Similarly, the statement "GGI Tokio Marine General Insurance maintains confidentiality and protects my personal information scored 4.13, suggesting that customers feel confident in the company's ability to safeguard their personal data. The lowest mean score, 3.83, was recorded for "GGI Tokio Marine General Insurance is honest and transparent

in its dealings with customers," although it still indicates a relatively positive perception of the company's honesty and transparency.

The standard deviations for the statements vary from 0.737 to 0.944, suggesting that the responses are fairly consistent, with the lowest variability in the statement that GGI Tokio Marine General Insurance will handle my claims fairly and efficiently" (0.737). Overall, the total average score for trust building is 4.10, with a standard deviation of 0.58, indicating that, on average, customers have a strong level of trust in the company's practices, though there is some variability in individual responses. This suggests that GGI Tokio Marine is perceived positively in terms of trust, with most respondents agreeing on the company's reliability and transparency.

4.4.2 Respondent Perception on Commitment

This subcategory presents the descriptive analysis of commitment, one of the key relationship management practices at GGI Tokio Marine. The analysis includes six statements that assess the company's commitment to its customers, with responses measured on a five-point Likert scale. The mean and standard deviation for each statement is provided to understand the overall perception of commitment among customers. Table (4.5) presents the mean scores and standard deviations for the various statements related commitment practices at GGI Tokio Marine.

Table (4.5) Mean Scores of Commitment

No.	Descriptions	Mean	Std. Deviation
1	Being consistent in actions and decisions in GGI Tokio Marine.	3.87	.824
2	Being confident in GGI Tokio Marine acting in my best interest during challenging situations.	3.98	.960
3	Being clear and understandable in providing information about its products and services, GGI Tokio Marine ensures transparency.	3.16	.453
4	Being consistent in delivering on its promises, GGI Tokio Marine reinforces trust in its services.	3.83	.903
5	Being transparent in all communications, GGI Tokio Marine keeps me well-informed about policy and coverage.	3.71	.997
6	Being clear in explaining policy terms and conditions, GGI Tokio Marine makes it easy for to understand benefits.	3.81	.927
	Overall Mean Scores		3.73

Source: Survey Data (2025)

As a result of Table (4.5), the mean scores for the statements range from 3.16 to 3.98. The highest mean score of 3.98 was recorded that GGI Tokio Marine General Insurance will act in my best interest during challenging situations," indicating that customers generally feel the company will act in their best interest during difficult times. The second-highest score of 3.87 was given to "GGI Tokio Marine General Insurance demonstrates consistency in its actions and decisions in the company," suggesting that respondents perceive the company as consistent and reliable. However, the statement "GGI Tokio Marine General Insurance provides clear and understandable information about its products and services" received the lowest mean score of 3.16, indicating that a significant number of respondents feel that the company may not consistently provide clear or understandable information. This suggests a potential area for improvement in terms of communication and clarity.

The standard deviations for the statements range from 0.453 to 0.997, indicating varying levels of consistency in the responses. The lowest standard deviation of 0.453 was recorded for "GGI Tokio Marine provides clear and understandable information about its products and services," indicating that respondents' views on this statement were relatively uniform, though still somewhat critical. In contrast, the highest standard deviation of 0.997 was seen in the statement "GGI Tokio Marine ensures transparency in all communications, keeping me well-informed about my policy and coverage," which suggests more variability in how customers perceive the transparency of communications.

The overall average score for commitment is 3.73, with a standard deviation of 0.67. This indicates that, while customers generally perceive the company, there is noticeable variability in their views, particularly in areas such as communication and the clarity of information. Despite this, the results suggest that GGI Tokio Marine is perceived as relatively consistent and trustworthy in fulfilling its commitments, though opportunities exist to enhance communication transparency and the clarity of product information.

4.4.3 Respondent Perception on Communication

This subcategory presents the descriptive analysis of communication practices at GGI Tokio Marine General Insurance Co., Ltd. The analysis focuses on six statements related to the company's communication with its customers, assessed using a five-point Likert scale. The mean and standard deviation for each statement is provided to understand customer perceptions of the company's communication effectiveness. Table (4.6) illustrates the descriptive statistics for the communication practices at GGI Tokio Marine General

Table (4.6) Mean Scores of Communication

No.	Descriptions	Mean	Std. Deviation
1	Being consistent in its actions and decisions, GGI Tokio Marine General Insurance maintains reliability within the company.	4.04	.860
2	Being confident that GGI Tokio Marine General Insurance will act in my best interest during challenging situations.	4.10	.949
3	Being clear and understandable in its communication, GGI Tokio Marine General Insurance provides information about its products and services.	3.59	.904
4	Being personalized in its communication, GGI Tokio Marine General Insurance tailors its messages to my needs and preferences.	3.90	.990
5	Being timely in its reminders and updates, GGI Tokio Marine General Insurance keeps me informed about policy renewals, payments, and important deadlines.	3.97	.942
6	Being simple and easy in its methods, GGI Tokio Marine General Insurance ensures clear communication.	3.97	.975
	Overall Mean Scores		3.92

Source: Survey Data (2025)

According to the Table (4.6), the mean scores for the individual statements range from 3.59 to 4.10. The highest mean score of 4.10 was recorded for "I find GGI Tokio Marine General Insurance's communication channels (e.g., email, phone, SMS) effective and convenient," suggesting that customers find the company's communication methods to be accessible and user-friendly. Similarly, "GGI Tokio Marine General Insurance communicates with me regularly and keeps me informed about updates or changes" received a mean score of 4.04, indicating that respondents generally feel that the company keeps them well-informed about relevant updates. The lowest mean score of 3.59 was recorded for "GGI Tokio Marine listens to my concerns and responds to my queries promptly." This suggests that there may be room for improvement in the company's responsiveness to customer inquiries and concerns.

The standard deviations for the statements range from 0.860 to 0.975, suggesting a moderate level of variability in the responses. The lowest standard deviation of 0.860 was recorded for "GGI Tokio Marine General Insurance communicates with me regularly and

keeps me informed about updates or changes," indicating that respondents' views on the company's communication frequency are relatively consistent. The highest standard deviation of 0.990 was observed for "GGI Tokio Marine General Insurance provides personalized communication tailored to my needs and preferences," reflecting some variability in how customers perceive the level of personalization in the communication they receive.

The overall average score for communication is 3.92, with a standard deviation of 0.80, indicating that, on average, customers perceive GGI Tokio Marine's communication practices positively. While the company is generally viewed as effective in keeping customers informed, there is a need to improve in areas such as responsiveness and providing personalized communication.

4.4.4 Respondents Perception on Conflict Handling

In this section, presents the descriptive analysis of conflict handling at GGI Tokio Marine General Insurance Co., Ltd. The analysis evaluates six statements related to how effectively the company manages customer complaints, inquiries, and issue resolution. Responses were measured using a five-point Likert scale, with the mean and standard deviation calculated for each statement. Table (4.7) shows the descriptive analysis for the conflict handling practices at GGI Tokio Marine General Insurance Co., Ltd.

Table (4.7) Mean Scores of Conflict Handling

No.	Descriptions	Mean	Std. Dev
1	Being quick in responding to inquiries or complaints.	4.28	.912
2	Being proactive in taking immediate action to resolve any issues.	4.06	.976
3	Being proactive in following up with customer.	4.07	.761
4	Being available to assist customer.	4.01	.922
5	Being urgent and prioritizing the resolution of issues, avoids unnecessary delays.	4.18	.997
6	Being clear in providing timelines, ensures the resolution of complaints or inquiries.	3.91	.242
	Overall Mean Scores		4.08

Source: Survey Data (2025)

As a result of Table (4.7), the mean scores for conflict handling range from 3.91 to 4.28. The highest mean score of 4.28 was recorded for "GGI Tokio Marine General Insurance company responds quickly to my inquiries or complaints," indicating that customers generally

perceive the company's response time as efficient. Additionally, the statement "GGI Tokio Marine General Insurance demonstrates a sense of urgency and prioritizes resolving my issues without unnecessary delays" received a mean score of 4.18, suggesting that customers feel their concerns are taken seriously. The lowest mean score of 3.91 was observed for "GGI Tokio Marine General Insurance provides clear timelines for resolving complaints or inquiries." This suggests that while the company is generally effective in handling conflicts, there is room for improvement in setting clear expectations for customers regarding resolution timelines.

The standard deviations for the statements range from 0.242 to 0.997, indicating varying levels of response consistency. The lowest standard deviation (0.242) was found in the statement about providing clear timelines for resolution, suggesting that most respondents shared a similar perspective on this aspect. Conversely, the highest standard deviation (0.997) was recorded for the urgency and prioritization of issue resolution, indicating a broader range of customer opinions on this matter.

The overall average score for conflict handling is 4.08, with a standard deviation of 0.78. These results suggest that, on average, customers perceive GGI Tokio Marine General Insurance as responsive and proactive in addressing their concerns. However, improvements in providing clear resolution timelines could further enhance customer satisfaction in this area.

4.4.5 Respondents Perception on Competence

This section presents the descriptive analysis of competence at GGI Tokio Marine General Insurance Co., Ltd. The analysis evaluates six statements that measure the company's expertise, professionalism, and ability to meet customer needs effectively. Responses were rated on a five-point Likert scale, and the mean and standard deviation were calculated for each statement. Table (4.8) shows the descriptive analysis for competence practices at GGI Tokio Marine General Insurance Co., Ltd.

Table (4.8) Mean Scores of Competence

No.	Descriptions	Mean	Std. Dev
1	Being expert in its approach, GGI Tokio Marine offers high-quality products and services tailored to specific needs.	3.79	.893
2	Being expert and professional, GGI Tokio Marine recognizes as a valued customer and provides personalized service.	3.92	.915
3	Being attentive to individual requirements and preferences, GGI Tokio Marine provides recommendations.	3.83	.877
4	Being knowledgeable about the industry, GGI Tokio Marine understands unique needs and expectations.	3.92	.974
5	Being attentive needs, GGI Tokio Marine offers customized solutions that enhance overall experience.	4.07	.761
6	Being proactive, GGI Tokio Marine anticipates needs and offers suggestions or solutions	4.11	.965
	Overall Mean Scores	3.94	

Source: Survey Data (2025)

Base on the result of Table (4.8), the mean scores for competence range from 3.79 to 4.11. The highest mean score of 4.11 was recorded for "GGI Tokio Marine General Insurance anticipates my needs and offers proactive suggestions or solutions before I even ask," indicating that customers generally recognize the company's ability to provide proactive support. Additionally, "GGI Tokio Marine General Insurance offers customized solutions that enhance my overall experience" received a mean score of 4.07, suggesting that customers appreciate the company's tailored approach to service delivery. The lowest mean score of 3.79 was observed for "GGI Tokio Marine General Insurance demonstrates expertise by offering high-quality products and services tailored to my specific needs." While still relatively high, this suggests that some customers feel there is room for improvement in how well the company adapts its offerings to individual preferences.

The standard deviations for the statements range from 0.761 to 0.974, indicating varying levels of agreement among respondents. The lowest standard deviation (0.761) was found in the statement about offering customized solutions, implying a relatively consistent perception among customers. In contrast, the highest standard deviation (0.974) was associated with industry knowledge and understanding customer needs, suggesting more diverse opinions on this aspect.

The overall average score for competence is 3.94, with a standard deviation of 0.58. These results suggest that customers generally view GGI Tokio Marine General Insurance as knowledgeable and competent, particularly in providing personalized recommendations and proactive service. However, continued improvements in tailoring products and services to specific customer needs could further strengthen perceptions of the company's expertise.

Table (4.9) Overall Mean Value

No.	Description	Mean
1	Trust-Building	4.10
2	Commitment	3.73
3	Communication	3.92
4	Conflict Handling	4.08
5	Competence	3.94

Source: Survey Data (2025)

All the activities listed in Table 4.9 are essential for the business to provide optimal CRM experiences to its consumers. In CRM practices, dedication scores 3.73, communication scores 3.92, and competence scores 3.94, all of which are below the mean score of other practices. Concerning trust-building and commitment, GGI Tokio Marine achieved a high mean score, indicating that its performance in these domains is more beneficial for consumers, who are cognizant of these practices.

4.4.6 Consumer Perception on Customer Satisfaction

To investigate customer satisfaction resulting from the CRM procedures of GGI Tokio Marine, four structured questions were designed, and data were randomly gathered from 125 consumers across five distinct branches of GGI Tokio Marine.

Table (4.10) Mean Scores of Customer Satisfaction

No.	Descriptions	Mean	Std. Deviation
1	Being satisfied with the overall quality of services, GGI Tokio Marine is providing.	4.32	.747
2	Being committed to excellence, GGI Tokio Marine meets or exceeds expectations in terms of service delivery.	3.74	.901
3	Being satisfied with the value receiving from GGI Tokio Marine products and services.	3.83	.753
4	Being satisfied with the relationship, building with based on experiences.	4.27	.747
5	Being satisfied that GGI Tokio Marine is genuinely caring about satisfaction and well-being.	3.82	.902
6	Being intent on continuing with GGI Tokio Marine in the future.	4.19	.806
Overall Mean Scores		4.03	

Source: Survey Data (2025)

As a result of Table (4.10), the results indicate a strong level of satisfaction, with the highest mean score of 4.32 reflecting positive perceptions of service quality. Additionally, the relationship experience with the company is rated favorably, with a mean score of 4.27, suggesting that customers generally have a positive engagement with GGI Tokio Marine General Insurance. The intention to continue using the company's services also scores highly at 4.19, indicating customer loyalty and trust in the brand.

However, the lowest mean score of 3.74 suggests that there is still room for improvement in exceeding customer expectations in service delivery. While overall satisfaction remains high, enhancing service efficiency and personalized customer interactions could further strengthen customer perceptions.

With an overall average satisfaction score of 4.03 (SD = 0.58), the findings highlight the company's success in maintaining high service standards while also identifying areas where improvements can be made to further enhance customer satisfaction.

4.4.7 Consumer Perception on Customer Loyalty

Customer loyalty is a key indicator of long-term engagement and commitment to GGI Tokio Marine. This analysis explores the extent to which customers prefer the company over competitors, their likelihood of renewing policies, their connection to the brand, and their willingness to recommend the company to others. Responses were measured on a five-

point Likert scale, ranging from "strongly disagree" to "strongly agree," to assess overall loyalty levels. Table (4.11) shows the descriptive analysis of customer satisfaction of GGI Toko Marine.

Table (4.11) Mean Scores of Customer Loyalty

No.	Descriptions	Mean	Std. Deviation
1	Being loyal to GGI Tokio Marine rather than competitors.	4.29	.902
2	Renewing policies with GGI Tokio Marine.	3.98	.901
3	Being connected with GGI Tokio Marine.	4.32	.858
4	Being confident in decision to the choice GGI Tokio Marine.	3.88	.992
5	Being confident in positive experiences with GGI Tokio.	3.47	.939
6	Being trust and loyal, a strong connection to GGI Tokio Marine.	4.09	.830
Overall Mean Scores		4.00	

Source: Survey Data (2025)

The results in Table (4.11) suggest a strong sense of loyalty among respondents, with the highest mean score of 4.32 reflecting a strong emotional connection with the brand. Additionally, customers demonstrate a high preference for the company over competitors, with a mean score of 4.29, indicating brand preference and satisfaction. Trust and loyalty are also evident, as reflected in a score of 4.09, showing customers' confidence in maintaining their relationship with the company.

However, the willingness to recommend the company to others has the lowest mean score of 3.47, suggesting that while customers are satisfied. This indicates an opportunity for GGI Tokio Marine General Insurance to strengthen its referral programs or customer engagement strategies to encourage word-of-mouth promotion.

With an overall average loyalty score of 4.00 (SD = 0.74), the findings highlight that customers generally remain committed to the company. Strengthening customer engagement initiatives and reinforcing trust through consistent service excellence could further enhance loyalty and advocacy.

4.5 Relationship between CRM Practices on Customer Satisfaction

This section examines the relationship between relationship management practices and customer satisfaction among the customers of GGI Tokio Marine General Insurance in

Myanmar. Table (4.12) presents the results of the correlation analysis conducted to evaluate the connections between various relationship marketing practices and customer satisfaction. The table outlines the strength and significance of these associations, focusing on practices such as trust-building, commitment, communication, conflict handling, and competence, and their impact on customer satisfaction. Pearson correlation coefficients were computed to assess both the direction and magnitude of these relationships, with statistical significance determined at the 0.01 level. The following section provides a detailed interpretation of these results.

Table (4.12) Relationship between CRM Practices on Customer Satisfaction

Relationship Management Practices		Customer Satisfaction
Trust Building	Pearson Correlation	0.808**
	Sig. (2-tailed)	.000
Commitment	Pearson Correlation	0.783**
	Sig. (2-tailed)	.000
Communication	Pearson Correlation	0.822**
	Sig. (2-tailed)	.000
Conflict Handling	Pearson Correlation	0.712**
	Sig. (2-tailed)	.000
Competence	Pearson Correlation	0.662**
	Sig. (2-tailed)	.000

Source: Survey Data (2025)

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

Table (4.12) presents the findings of the correlation analysis investigating the association between different relationship management techniques and customer satisfaction at GGI Tokio Marine General Insurance. The investigation demonstrates robust positive correlations among the five principal relationship management practices: trust building, commitment, communication, conflict resolution, and competence, in connection to customer happiness. Trust building exhibits the strongest link with customer satisfaction ($r = 0.808$, $p < 0.01$), indicating that cultivating trust significantly influences the enhancement of customer pleasure. Communication exhibits a robust positive association ($r = 0.822$, $p < 0.01$), suggesting that efficient communication is essential for enhancing customer satisfaction. Commitment demonstrates a significant link ($r = 0.783$, $p < 0.01$), underscoring the necessity of exhibiting consistency and attention to consumer requirements. Conflict resolution ($r = 0.712$, $p < 0.01$) and proficiency ($r = 0.662$, $p < 0.01$) exhibit strong, albeit marginally lesser, positive associations with customer satisfaction. All associations are statistically significant

at the 0.01 level, emphasizing the essential significance of relationship management techniques in influencing customer satisfaction within the organization.

4.6 The Effect of CRM Practices on Customer Satisfaction

This section analyzes the impact of relationship marketing techniques on customer satisfaction at GGI Tokio Marine General Insurance with a multiple linear regression model. The aim is to determine whether relationship management methods substantially affect customer satisfaction and elucidate the variance in this critical result. This model enables the evaluation of the impact of trust building, commitment, communication, dispute resolution, and competence on customer satisfaction, while controlling for other variables. The results of the multiple linear regression analysis are encapsulated in Table (4.18), elucidating the relative relevance and impact of each activity on customer satisfaction.

Table (4.13) Regression Analysis of the Effect of CRM Practices on Customer Satisfaction

Relationship Management Practices	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.053	.224		4.708	.000	
Trust Building	.339***	.106	.416	3.186	.002	4.979
Commitment	.260***	.082	.303	3.168	.002	3.214
Communication	.280***	.085	.388	3.283	.001	4.920
Conflict Handling	.173*	.091	.234	1.910	.060	4.276
Competence	.056	.081	.056	.695	.489	2.321
N=90, adjusted R ² = .747, F = 53.477 (p-value = 0.000)						

Source: Survey Data (2025)

Table (4.13) displays the outcomes of the multiple regression analysis evaluating the impact of relationship management methods on customer satisfaction at GGI Tokio Marine General Insurance. The table presents the unstandardized and standardized coefficients, t-values, significance levels, and variance inflation factors (VIF) for every independent variable.

The results reveal that trust building ($B = 0.339$, $p = 0.002$), commitment ($B = 0.260$, $p = 0.002$), and communication ($B = 0.280$, $p = 0.001$) significantly positively influence customer satisfaction, as their p-values are below 0.05. These activities significantly improve customer satisfaction, with communication exhibiting the greatest standardized coefficient (Beta = 0.388), followed by trust building (Beta = 0.416) and commitment (Beta = 0.303).

Conversely, conflict handling ($B = 0.173$, $p = 0.060$) and competence ($B = 0.056$, $p = 0.489$) do not exhibit statistically significant effects on customer satisfaction, given that their p-values exceed the 0.05 barrier. This indicates that, although they may have some relevance, their impact on consumer satisfaction is somewhat diminished or negligible in this environment.

The model is statistically significant, evidenced by an F-statistic of 53.477 (p -value = 0.000) and an adjusted R^2 of 0.747, indicating that around 74.7% of the variance in customer satisfaction is accounted for by the relationship management techniques used in the model. The variance inflation factors (VIF) are within acceptable thresholds, signifying the absence of multicollinearity among the predictors.

4.7 The Effect of Customer Satisfaction on Customer Loyalty

This section explores the effect of customer satisfaction on customer loyalty in the general insurance sector. To assess these effect, multiple regression techniques are employed.

To examine the effect of customer satisfaction on customer loyalty, a simple linear regression analysis was conducted. This analysis aims to determine the extent to which variations in customer satisfaction can explain changes in customer loyalty. By using this model, we can assess the predictive power of customer satisfaction in influencing customers' long-term commitment and their likelihood to remain loyal to the general insurance provider. The results from the simple linear regression analysis are presented in Table (4.19), offering insights into the strength and direction of the relationship between customer satisfaction and loyalty.

Table (4.14) Regression Analysis of the Effect of Customer Satisfaction on Customer Loyalty

Independent variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.495	.273		1.813	.073
Customer Satisfaction	1.117	.067	.871	16.631	.000
N=90, R ² = .759, F = 276.595 (p-value = 0.000)					

Source: Survey Data (2025)

Table (4.14) displays the findings of a simple linear regression study investigating the impact of customer satisfaction on customer loyalty. The model demonstrates that customer satisfaction exerts a substantial and robust influence on customer loyalty, as indicated by the positive unstandardized coefficient (B = 1.117) and the elevated standardized coefficient (Beta = 0.871). This indicates that for each unit rise in customer satisfaction, customer loyalty is anticipated to improve by 1.117 units.

The t-value of 16.631 and the associated p-value of 0.000 demonstrate that the correlation between customer happiness and customer loyalty is highly statistically significant, suggesting that this result is improbable to have arisen by coincidence.

An R-squared score of 0.759 indicates that customer happiness accounts for roughly 75.9% of the variance in customer loyalty, signifying a robust model fit. The F-statistic of 276.595, accompanied by a p-value of 0.000, reinforces the model's overall importance.

The regression study indicates that customer satisfaction is a crucial determinant of customer loyalty at GGI Tokio Marine General Insurance, demonstrating a robust and substantial predictive correlation between the two variables.

CHAPTER 5

CONCLUSION

This chapter is divided into three pieces based on the analysis from earlier chapters. For those who want to learn more about the insurance company's customer relationship management procedures and how they affect customer happiness and loyalty, there are results, conversations, recommendations, and the need for more research.

5.1 Findings and Discussions

The information supplied by GGI Tokio Marine's clients is used to assess how satisfied they are with CRM procedures, how loyal they are to the insurer for goods and services, and how satisfied they are overall. The aim of this research is to assess how CRM practices affect customer satisfaction and loyalty, and then examine how customer satisfaction affects customer loyalty. Selected corporate clients from Head Office and four branches are targeted in order to accomplish the goal. By responding to the structured questionnaire, every respondent took an active part in this study. SPSS software is then used to examine the data.

The findings show that among customer relationship management techniques, competence, communication, and conflict resolution have good mean values, while trust-building and commitment have high mean values. Customers concur that GGI Tokio Marine is a reliable insurance provider that consistently offers high-quality services, according to the report. After that, it is discovered that GGI Tokio Marine values its relationships with clients and fulfills its commitments about goods and services. Additionally, it is discovered that GGI Tokio Marine has excellent customer service skills and is aware of their needs. It may be said that the insurance staff makes a concerted effort to address the concerns and employs a variety of strategies to resolve the issues. Customers concur that the staff members are competent, capable of handling unforeseen issues and hurdles, and able to conveniently offer a wide range of services.

According to customer satisfaction studies, most CRM actions improve customer happiness. The results suggest that trust-building, commitment, communication, and dispute resolution improve customer happiness.

According to the survey, GGI Tokio Marine insurance rigorously protected the clients' financial and personal data using robust protocols in order to foster confidence. Customers have a great deal of faith in this insurance as a result. As a result, the study

shows that customers and insurance companies may successfully develop trust.

Accordingly, the outcome shows that GGI Tokio Marine insurance staff members are capable of resolving client issues with vigor and employing a variety of dispute resolution techniques. Because they have received adequate training, the staff members are able to reduce the negative and evident effects of any confrontations. Furthermore, because they know how to resolve disputes and issues that arise when utilizing the products and services, GGI Tokio Marine's customer care team is very skilled at resolving disagreements.

The outcome shows that GGI Tokio Marine staff members are capable of performing their jobs exceptionally well. They possess adequate product and service knowledge and expertise. As a result, they are able to confidently explain and converse with consumers. Their skills enable them to overcome unforeseen obstacles and issues. Even if the requested services are outside of their scope of work, employees are skilled enough to give them to consumers. Additionally, it reveals that the technical support staff may assist the insurance company in examining the most recent technological trends and determining the ideal site for its branch openings.

5.2 Suggestions and Recommendations

The study's conclusions are leading to pertinent recommendations and proposals for GGI Tokio Marine. Customer relationship management has become crucial for all insurance companies due to the fierce rivalry between domestic and international insurance providers. The finance and insurance sectors cannot do without CRM methods. Therefore, in order to thrive in Myanmar's fiercely competitive insurance market, it is critical to comprehend how CRM techniques affect client happiness and loyalty.

Among all of the CRM procedures carried out by the insurance company, procedures like communication, commitment, trust-building, and dispute resolution may have a major and favorable impact on customer satisfaction and loyalty. GGI Tokio Marine Insurance should improve CRM processes, notably dispute handling and competence, to satisfy customers. Conflict resolution is the key to excellence, so GGI Tokio Marine should improve its conflict resolution processes and try to reduce the likelihood of conflicts by monitoring the workplace, closing gaps, and trying to find a win-win solution when a dispute arises. A committed individual from each department should be assigned by GGI Tokio Marine to maintain records and hear client complaints. This is crucial because, with everyone preoccupied with their tasks and obligations, it may occasionally be challenging to hear the

complaints made by customers regarding the staff. As a result, designating a dedicated individual will be highly beneficial for both the insurance and the clients as the clients may express their feelings or experiences while utilizing the insurance's services, and the insurance can then quickly determine what needs to be changed or improved.

Once more, it is advised that clients already have a great deal of faith in GGI Tokio Marine, and the insurance company should continue to look for methods to maintain this confidence going forward. However, the insurance company should use caution and take competence into account. Employees at GGI Tokio Marine Insurance should receive efficient training to increase their awareness and competency. After motivating the staff, the insurance company should set up the facilities and activities that will make the workers happy. In order for staff members to voluntarily and actively serve their clients. In terms of location, the insurance company should carefully think through its approach and choose areas that are convenient for its clients to visit.

Although one CRM activity does not significantly affect customer happiness, the results show that four practices—trust-building, commitment, communication, and conflict resolution—have a considerable impact on customer satisfaction. Customer satisfaction is significantly improved by these four approaches. These areas continue to be significant for GGI Tokio Marine, and the insurance company should concentrate on improving its present procedures more and more since satisfied consumers are more likely to become devoted GGI Tokio Marine customers.

Regarding communication, which improves customer loyalty but has no influence on customer happiness, the insurance company should attempt to adjust its communication approach to better suit its clients. The insurance's words should then be understandable and significant to each and every client. Furthermore, GGI Tokio Marine should concentrate more on its marketing and advertising strategy because it is hard to convince new consumers and keep existing ones if they are unaware of the insurance's name, address, offerings, and services. Then, GGI Tokio Marine insurance should refrain from giving clients too much information since this may be confusing and can cause them to overlook crucial details. Because giving clients irrelevant or misused information might increase customer loyalty, the information that the insurance company provides should be both appealing and helpful to them. In terms of dedication, GGI Tokio Marine should continue to fulfill its commitments about its goods and services, put more effort into making transactions easy and accurate, and concentrate on creating qualified services.

Additionally, consumer loyalty is influenced by customer satisfaction. It may be inferred that the insurance industry has to concentrate more on CRM strategies that enhance customer happiness, which in turn boosts the number of devoted clients. Gaining customer satisfaction is a significant consequence of using CRM techniques with clients. This, in turn, influences the insurance industry's growth, increasing its market share and profitability. Additionally, it can support both economic growth and the expansion of the insurance industry.

5.3 Needs for Further Research

This research evaluates how GGI Tokio Marine's CRM tactics affect customer loyalty and satisfaction. This analysis excludes some CRM tactics that might affect customer loyalty or customer pleasure. Due to time and resource constraints, the survey data were only collected from the five branches in Yangon that were chosen for this study. As a result, the interpretation cannot be applied to other insurance providers and financial institutions. Therefore, in order to conduct any additional research study and gain a deeper knowledge of the impact of CRM practices on customer satisfaction and customer loyalty, it would be fantastic if a larger sample size was employed and if certain CRM practices were included. This study will provide as a starting point for people who are keen to learn more about the subject and conduct related research in order to examine the insurance sector as a whole.

REFERENCE

- Boateng, H. (2016). Customer Knowledge Management Practices on a Social Media Platform: A Case Study of MTN Ghana and Vodafone Ghana. *Journal of Information Development, 32*(3), 440-451.
- Buttle, F. (2004). *Customer Relationship Management: Concepts and Tools*. Oxford, UK: Elsevier Butterworth Heinemann.
- Barney, J. (1991). Criteria for competencies as sources of sustained competitive advantage.
- Cronin Jr, J. J., & Taylor, S. A. (1992). Measuring Service Quality: A Reexamination and Extension. *Journal of Marketing, 56*(3), 55-68.
- Dimitriadis, S. (2011). Customers' Relationship Expectations and Costs as Segmentation Variables: Preliminary Evidence from insurance. *Journal of Services Marketing, 25*(4), 294-308.
- Dwyer, F. R., Schurr, P. H., & Oh, S. (1987). Developing Buyer-Seller Relationships. *Journal of Marketing, 51*(2), 11-27.
- Fornell, C. (1992). A National Customer Satisfaction Barometer: The Swedish Experience. *Journal of Marketing, 56*(1), 6-21.
- Fornell, C., Johnson, M. D., Anderson, E. W., Cha, J., & Bryant, B. E. (1996). The American Customer Satisfaction Index: Nature, Purpose, and Findings. *Journal of Marketing, 60*(4), 7-18.
- Foss, N. & Knudsen, C. (1996). *The Emerging Competence Perspective, in 'Towards a Competence Theory of the Firm'*. London, UK: Routledge Publishing.
- Ganiyu, R. A., Uche, I. I., & Elizabeth, A. O. (2012). The Building Blocks of Total Quality Management: Processes, People, Performance Measurement, and Management Systems. *Interdisciplinary Journal of Contemporary Research in Business, 4*(7), 629-640.
- Hamel, G., & Prahalad, C. K. (1994). Competing for the Future. *Harvard Business Review, 72*(4), 122-128.
- Hansemark, O. C, and Albinson, M., (2004). Customer Satisfaction and Retention: The Experiences of Individual Employees. *Journal of Managing Service Quality, 14*(1), 40-57.

- Jugovic, T., Petrovic, D., & Kostic-Stankovic, M. (2015). Customer Relationship Management as a Source of Competitiveness of Companies in Changing Environment. *Journal of Marketing*, 46(4), 285-296.
- Kandampully, J., & Suhartanto, D. (2000). Customer Loyalty in the Hotel Industry: The Role of Customer Satisfaction and Image. *International Journal of Contemporary Hospitality Management*, 12(6), 346-351.
- Keyton, J. (2011). *Communication and Organizational Culture: A Key to Understanding Work Experience*. Thousand Oaks, CA: Sage Publishing.
- Kim, S. C. (2012). A Study on Efficiently Designing Customer Rewards Programs. *The Journal*.
- Kim, H. J., & Park, J. W. (2010). An Empirical Study on the Effect of CRM System on the Performance of Pharmaceutical Companies. *Journal of Intelligence and Information Systems*, 16(4), 43-65.
- Kotler, P. (2000). *Marketing Management: The Millennium Edition*. Upper Saddle River, NJ: Prentice Hall.
- Kumar, V. & Shah, D. (2004). Building and Sustaining Profitable Customer Loyalty for the 21st Century. *Journal of Retailing*, 80(4), 317-329.
- Lewis, J. D., & Weigert, A. (1985). Trust as a Social Reality. *Journal of Social forces*, 63(4), 967-985.
- Meyer, J. P., & Allen, N. J. (1991). Three-component model of organizational commitment: Affective, continuance, and normative commitment.
- Mishra, A. K. (1996). Organizational Responses to Crisis. *Trust in Organizations: Frontiers of Theory and Research*, 1(1), 261-287.
- Mithas, S., Krishnan, M. S., & Fornell, C. (2005). Why Do Customer Relationship Management Applications Affect Customer Satisfaction? *Journal of Marketing*, 69(4), 201-209.
- Mohr, J., & Nevin, J. R. (1990). Communication Strategies in Marketing Channels: A Theoretical Perspective. *Journal of Marketing*, 54(4), 36-51.
- Neetu Andotra, Deepti Abrol (2016) Assessing the impact of Customer Relationship Management Practices on Customer Loyalty in Insurance Sector

- Nadler, D. A., & Tushman, M. (1999). The Organization of the Future: Strategic Imperatives and Core Competencies for the 21st Century. *Journal of Organizational Dynamics*, 27(1), 45-45.
- Parvatiyar, A., & Sheth, J. N. (2001). Customer Relationship Management: Emerging Practice, Process, and Discipline. *Journal of Economic and Social Research*, 3(2), 1-34.
- Salancik, G. R. (1977). Commitment is Too Easy! *Journal of Organizational Dynamics*, 6(1), 62-80.
- Schneer, J. A., & Chanin, M. N. (1987). Manifest Needs as Personality Predispositions to Conflict-Handling Behavior. *Journal of Human Relations*, 40(9), 575-590.
- Seid, A. E. (2017). *The Effect of Customer Relationship Management on Customer Loyalty* (Master dissertation, Addis Ababa University). Retrieved from:
- Triznova, M., Maťova, H., Dvoracek, J., & Sadek, S. (2015). Customer Relationship Management Based on Employees and Corporate Culture. *Procedia Economics and Finance*, 26, 953-959.
- Thompson, E. (2004). Definition and understanding of customer relationship management (CRM).
- Uncles, M. D., Dowling, G. R., & Hammond, K. (2003). *Customer loyalty and customer loyalty programs*. *Journal of Consumer Marketing*, 20(4), 294-316

APPENDIX - A

QUESTIONNAIRE

Investigation on Competitive Strategies and Performance of Insurance Companies in Myanmar

This questionnaire is designed to obtain the effect of competitive strategies on performance of insurance Companies in Myanmar. It is a part of the data collection for Master of Insurance Programme, Yangon University of Economics. The questionnaire consists of two parts which are demographic information and measurement of variables.

Please give me some few minutes of your time to answer this questionnaire. Your information will be treated confidentially and it will be used for academic purpose only. I would like to thank you for your kindly cooperation in completing this questionnaire.

Part 1: Demographic Factors of Respondents

Age (Years)*

- 18 - 24
- 25 - 34
- 35 - 44
- 45 - 54
- 55 and above

Gender *

- Male
- Female

Education Level*

- High School or Below
- Diploma / Certificate
- Bachelor's Degree
- Master's Degree
- Ph.D or Higher

Occupation*

- Student
- Self-employed
- Government employee
- Company employee
- Business Owner
- Retired
- Un-employed

Income *

< 500,000 MMK

500,001 - 1,000,000 MMK

1,000,001 - 2,000,000 MMK

2,000,001 - 3,000,000 MMK

3,000,001 and above

Types of Insurance Policies Purchased from GGI Tokio Marine Insurance*

Motor Insurance

Fire Insurance

Marine Cargo Insurance

Inland-transit Insurance

Part 2: Measurement of Variables

In this section, please indicate the extent to which you agree or disagree with each of the following statements. You may indicate your answer by placing a click in the selected box, using the scale.

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

Trust Building

No.	Particular	1	2	3	4	5
1	Being honest and transparent in dealings with customers					
2	Being trusted to fulfill promises and commitments					
3	Maintaining confidentiality and protecting personal information					
4	Having a good reputation in the market					
5	Being confident to handle claims fairly and efficiently.					
6	Being trusted to provide honest and transparent communication about policy and coverage.					

Commitment

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

No.	Particular	1	2	3	4	5
1	Being consistent in actions and decisions in GGI Tokio Marine.					
2	Being confident in GGI Tokio Marine acting in my best interest during challenging situations.					
3	Being clear and understandable in providing information about its products and services, GGI Tokio Marine ensures transparency.					
4	Being consistent in delivering on its promises, GGI Tokio Marine reinforces trust in its services.					
5	Being transparent in all communications, GGI Tokio Marine keeps me well-informed about policy and coverage.					
6	Being clear in explaining policy terms and conditions, GGI Tokio Marine makes it easy for to understand benefits.					

Communication

1=strongly Disagree, 2=Disagree, 3=Moderate, 4=Agree, 5=Strongly Agree

No.	Particular	1	2	3	4	5
1	Being consistent in its actions and decisions, GGI Tokio Marine General Insurance maintains reliability within the company.					
2	Being confident that GGI Tokio Marine General Insurance will act in my best interest during challenging situations.					
3	Being clear and understandable in its communication, GGI Tokio Marine General Insurance provides information about its products and services.					
4	Being personalized in its communication, GGI Tokio Marine General Insurance tailors its messages to my needs and preferences.					
5	Being timely in its reminders and updates, GGI Tokio Marine General Insurance keeps me informed about policy renewals, payments, and important deadlines.					

6	Being simple and easy in its methods, GGI Tokio Marine General Insurance ensures clear communication.					
----------	---	--	--	--	--	--

Conflict Handling

1=strongly Disagree, 2=Disagree, 3=Moderate, 4=Agree, 5=Strongly Agree

No.	Particular	1	2	3	4	5
1	Being quick in responding to inquiries or complaints.					
2	Being proactive in taking immediate action to resolve any issues.					
3	Being proactive in following up with customer.					
4	Being available to assist customer.					
5	Being urgent and prioritizing the resolution of issues, avoids unnecessary delays.					
6	Being clear in providing timelines, ensures the resolution of complaints or inquiries.					

Competence

1=strongly Disagree, 2=Disagree, 3=Moderate, 4=Agree, 5=Strongly Agree

No.	Particular	1	2	3	4	5
1	Being expert in its approach, GGI Tokio Marine offers high-quality products and services tailored to specific needs.					
2	Being expert and professional, GGI Tokio Marine recognizes as a valued customer and provides personalized service.					
3	Being attentive to individual requirements and preferences, GGI Tokio Marine provides recommendations.					
4	Being knowledgeable about the industry, GGI Tokio Marine understands unique needs and expectations.					
5	Being attentive needs, GGI Tokio Marine offers customized solutions that enhance overall experience.					
6	Being proactive, GGI Tokio Marine anticipates needs and offers suggestions or solutions					

APPENDIX - B

Frequencies

Frequency Table

Age (Years)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-34	20	22.2	22.2	22.2
	35 – 44	42	46.7	46.7	68.9
	45 - 54	24	26.7	26.7	95.6
	55 and above	4	4.4	4.4	100.0
	Total	90	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	54	60.0	60.0	60.0
	Male	36	40.0	40.0	100.0
	Total	90	100.0	100.0	

Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's Degree	42	46.7	46.7	46.7
	Master's Degree	48	53.3	53.3	100.0
	Total	90	100.0	100.0	

Occupation

		Frequency	Percent	Valid Percent	Cumulative Percent
--	--	-----------	---------	---------------	--------------------

Valid	Business Owner	24	26.7	26.7	26.7
	Company employee	54	60.0	60.0	86.7
	Government employee	12	13.3	13.3	100.0
	Total	90	100.0	100.0	

Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,000,001 to 1,500,000 MMK	12	13.3	13.3	13.3
	300,001 to 500,000 MMK	12	13.3	13.3	26.7
	500,001 to 1,000,000 MMK	12	13.3	13.3	40.0
	Above 1,500,000 MMK	54	60.0	60.0	100.0
	Total	90	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	60	66.7	66.7	66.7
	Single	30	33.3	33.3	100.0
	Total	90	100.0	100.0	

Types of Insurance Policies Purchased from GGI Tokio Marine Insurance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fire Insurance	24	26.7	26.7	26.7
	Marine Cargo Insurance	6	6.7	6.7	33.3
	Motor Insurance	60	66.7	66.7	100.0
	Total	90	100.0	100.0	

Reliability

Scale: Trust Building

Case Processing Summary

		N	%
Cases	Valid	90	100.0
	Excluded ^a	0	.0
	Total	90	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.842	6

Reliability

Scale: Commitment

Case Processing Summary

		N	%
Cases	Valid	90	100.0
	Excluded ^a	0	.0
	Total	90	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.704	6

Reliability

Scale: Communication

Case Processing Summary

		N	%
Cases	Valid	90	100.0
	Excluded ^a	0	.0
	Total	90	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.885	6

Reliability

Scale: Conflict Handling

Case Processing Summary

		N	%
Cases	Valid	90	100.0
	Excluded ^a	0	.0
	Total	90	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.865	6

Reliability

Scale: Competence

Case Processing Summary

		N	%
Cases	Valid	90	100.0
	Excluded ^a	0	.0
	Total	90	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.723	6

Reliability

Scale: Satisfaction

Case Processing Summary

		N	%
Cases	Valid	90	100.0
	Excluded ^a	0	.0
	Total	90	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.768	6

Reliability

Scale: Loyalty

Case Processing Summary

		N	%
Cases	Valid	90	100.0
	Excluded ^a	0	.0
	Total	90	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.856	6

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Trust Building 1	90	1	5	3.83	.944
Trust Building 2	90	1	5	4.33	.924
Trust Building 3	90	2	5	4.13	.902
Trust Building 4	90	2	5	3.97	.922
Trust Building 5	90	2	5	4.20	.737
Trust Building 6	90	2	5	4.16	.923
Valid N (listwise)	90				

Descriptive

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Commitment 1	90	2	5	3.87	.824
Commitment 2	90	2	5	3.98	.960
Commitment 3	90	1	5	3.16	.453
Commitment 4	90	2	5	3.83	.903
Commitment 5	90	2	5	3.71	.997
Commitment 6	90	2	5	3.81	.927
Valid N (listwise)	90				

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Communication 1	90	2	5	4.04	.860
Communication 2	90	2	5	4.10	.949
Communication 3	90	2	5	3.59	.904
Communication 4	90	1	5	3.90	.990
Communication 5	90	1	5	3.97	.942
Communication 6	90	1	5	3.97	.975
Valid N (listwise)	90				

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Conflict Handling 1	90	1	5	4.28	.912
Conflict Handling 2	90	1	5	4.06	.976
Conflict Handling 3	90	2	5	4.07	.761
Conflict Handling 4	90	2	5	4.01	.922
Conflict Handling 5	90	1	5	4.18	.997

Conflict Handling 6	90	1	5	3.91	.242
Valid N (listwise)	90				

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Competence 1	90	2	5	3.79	.893
Competence 2	90	2	5	3.92	.915
Competence 3	90	2	5	3.83	.877
Competence 4	90	2	5	3.92	.974
Competence 5	90	2	5	4.07	.761
Competence 6	90	2	5	4.11	.965
Valid N (listwise)	90				

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Satisfaction 1	90	2	5	4.32	.747
Satisfaction 2	90	1	5	3.74	.901
Satisfaction 3	90	2	5	3.83	.753
Satisfaction 4	90	2	5	4.27	.747
Satisfaction 5	90	2	5	3.82	.902
Satisfaction 6	90	2	5	4.19	.806
Valid N (listwise)	90				

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Loyalty 1	90	1	5	4.29	.902
Loyalty 2	90	1	5	3.98	.901
Loyalty 3	90	1	5	4.32	.858

Loyalty 4	90	2	5	3.88	.992
Loyalty 5	90	2	5	3.47	.939
Loyalty 6	90	2	5	4.09	.830
Valid N (listwise)	90				

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
Satisfaction	4.0296	.57982	90
Trust Building	4.1037	.71044	90
Commitment	3.7259	.67472	90
Communication	3.9278	.80380	90
Conflict Handling	4.0833	.78303	90
Competence	3.9407	.58290	90

Correlations

		Satisfaction	Trust Building	Commitment	Communication	Conflict Handling	Competence
Pearson Correlation	Satisfaction	1.000	.808	.783	.822	.721	.662
	Trust Building	.808	1.000	.752	.860	.884	.654
	Commitment	.783	.752	1.000	.772	.742	.726
	Communication	.822	.860	.772	1.000	.839	.686
	Conflict Handling	.721	.884	.742	.839	1.000	.652
	Competence	.662	.654	.726	.686	.652	1.000
Sig. (1-tailed)	Satisfaction	.	.000	.000	.000	.000	.000
	Trust Building	.000	.	.000	.000	.000	.000
	Commitment	.000	.000	.	.000	.000	.000
	Communication	.000	.000	.000	.	.000	.000
	Conflict Handling	.000	.000	.000	.000	.	.000
	Competence	.000	.000	.000	.000	.000	.
N	Satisfaction	90	90	90	90	90	90

Trust Building	90	90	90	90	90	90
Commitment	90	90	90	90	90	90
Communication	90	90	90	90	90	90
Conflict Handling	90	90	90	90	90	90
Competence	90	90	90	90	90	90

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Competence, Conflict Handling, Commitment, Communication, Trust Building ^b	.	Enter

a. Dependent Variable: Satisfaction

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.872 ^a	.761	.747	.29181	1.755

a. Predictors: (Constant), Competence, Conflict Handling, Commitment, Communication, Trust Building

b. Dependent Variable: Satisfaction

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.768	5	4.554	53.477	.000 ^b
	Residual	7.153	84	.085		
	Total	29.921	89			

a. Dependent Variable: Satisfaction

b. Predictors: (Constant), Competence, Conflict Handling, Commitment, Communication, Trust Building

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.053	.224		4.708	.000		
Trust Building	.339	.106	.416	3.186	.002	.167	4.979
Commitment	.260	.082	.303	3.168	.002	.311	3.214
Communication	.280	.085	.388	3.283	.001	.203	4.920
Conflict Handling	-.173	.091	-.234	-1.910	.060	.190	4.276
Competence	.056	.081	.056	.695	.489	.431	2.321

a. Dependent Variable: Satisfaction

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	Trust Building	Commitment	Communication	Conflict Handling	Competence
1	1	5.948	1.000	.00	.00	.00	.00	.00	.00
	2	.025	15.314	.47	.01	.00	.05	.03	.02
	3	.011	23.646	.21	.05	.38	.00	.09	.19
	4	.007	30.135	.10	.00	.62	.09	.00	.65
	5	.006	31.817	.14	.01	.00	.74	.36	.13
	6	.003	41.543	.09	.93	.00	.10	.52	.01

a. Dependent Variable: Satisfaction

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.5008	4.8665	4.0296	.50579	90
Residual	-.94723	.47407	.00000	.28349	90
Std. Predicted Value	-3.023	1.655	.000	1.000	90
Std. Residual	-3.246	1.625	.000	.972	90

a. Dependent Variable: Satisfaction

APPENDIX - C

