

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF COMMERCE
MASTER OF MARKETING MANAGEMENT PROGRAMME**

**RELATIONSHIP MARKETING PRACTICES AND CUSTOMER
LOYALTY AT YOUNG INSURANCE IN YANGON**

**KYAW ZAW WIN
MMM - 18
MMM 3rd BATCH**

JUNE, 2025

**RELATIONSHIP MARKETING PRACTICES AND CUSTOMER
LOYALTY AT YOUNG INSURANCE IN YANGON,**

A Thesis submitted as a partial fulfilment towards the requirements for the
degree of Master of Marketing Management (MMM)

Supervised By:

Dr. Thynn Thynn Myint
Professor and Head
Department of Commerce
Yangon University of Economics

Submitted By:

Kyaw Zaw Win
MMM – 18
MMM 3rd Batch

JUNE, 2025

ACCEPTANCE

Accepted by the Board of Examiners of the Department of Commerce, Yangon University of Economics in partial fulfillment for the requirements of the Master Degree, Master of Marketing Management.

BOARD OF EXAMINERS

.....
(Chairperson)

Prof. Dr. Tin Tin Htwe

Rector

Yangon University of Economics

.....
(Supervisor)

Prof. Dr. Thynn Thynn Myint

Professor and Head

Department of Commerce

Yangon University of Economics

.....
(Examiner)

Prof. Dr. Aye Thanda Soe

Professor

Department of Commerce

Yangon University of Economics

.....
(Examiner)

Prof. Dr. May Su Myat Htway Aung

Professor

Department of Commerce

Yangon University of Economics

.....
(Examiner)

Dr. Phu Pwint Nyo Win Aung

Associate Professor

Department of Commerce

Yangon University of Economics

JUNE, 2025

ABSTRACT

This study investigates the effect of relationship marketing practices on customer loyalty at Young Insurance Co., Ltd. in Yangon, Myanmar. Focusing specifically on motor vehicle insurance policyholders during the 2023–2024 period, the research aims to identify how key relationship marketing dimensions trust, commitment, communication, competence, and conflict handling influence customers' long-term loyalty. A structured questionnaire was distributed to 301 policyholders using a five-point Likert scale, and the data were analyzed using descriptive statistics, correlation, and regression analysis. The findings reveal that all five dimensions have a significant and positive impact on customer loyalty, with conflict handling emerging as the most influential factor, followed by competence and commitment. The model demonstrated a high explanatory power, with an adjusted R-squared value of 0.807, indicating that relationship marketing practices collectively account for over 80% of the variance in customer loyalty. The study recommends that Young Insurance strengthen its conflict resolution strategies, maintain clear communication, and foster long-term customer engagement to enhance loyalty. These insights offer practical implications for insurance service providers seeking to retain customers in a competitive market. Future research may benefit from including other types of insurance products and exploring longitudinal data to assess long-term loyalty trends.

ACKNOWLEDGEMENTS

First, I wish to express my heartfelt gratitude to Prof. Thynn Thynn Myint, Professor and Head of the Department of Commerce at Yangon University of Economics for allowing me to pursue this academic program. Their unwavering dedication to promoting knowledge and professional development has been a genuine inspiration throughout my academic journey.

I am profoundly grateful to my supervisor, Prof. Dr. Thynn Thynn Myint, for her invaluable guidance, constructive advice, and encouragement throughout the preparation and writing of this thesis. Her expertise and insightful feedback have played a pivotal role in the successful completion of this research.

My sincere appreciation also goes to Prof. Dr. Aye Thu Htun, Program Director of the Master of Marketing Management Program, Department of Commerce, for her exceptional leadership and support during my studies.

I would also like to express my deepest gratitude to the esteemed professors and lecturers of Yangon University of Economics for imparting their knowledge and wisdom throughout my academic journey. Their mentorship and dedication to teaching have significantly enriched my understanding and broadened my perspective.

I am especially thankful to my fellow students and friends for their moral support, collaboration, and encouragement, which have motivated and inspired me throughout this process.

A special acknowledgment goes to U Tin Aung Hein + Daw Hnin Yi Lwin, for their kind support in conducting this research. And, I am also deeply grateful to the staff of Young Insurance for their cooperation and willingness to provide insightful responses to the survey, which was integral to this study.

Lastly, I extend my heartfelt appreciation to all individuals who contributed in various ways to the successful completion of this thesis. Your support, guidance, and encouragement have been invaluable, and I deeply value every effort made to assist me in this endeavor.

TABLE OF CONTENTS

	Pages
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
CHAPTER I INTRODUCTION	1
1.1 Rationale of the Study	2
1.2 Objectives of the Study	3
1.3 Scope and Method of the Study	3
1.4 Organization of the Study	4
CHAPTER II THEORETICAL BACKGROUND	5
2.1 Concept of Relationship Marketing	5
2.2 Relationship Marketing Practices	7
2.3 Customer Loyalty	7
2.4 Related Theory	9
2.5 Previous Studies	10
2.6 Conceptual Frame Work of The Study	11
CHAPTER III RELATIONSHIP MARKETING PRACTICES AND CUSTOMER LOYALTY AT YOUNG INSURANCE IN YANGON	15
3.1 Profile of Young Insurance Co., Ltd	15
3.2 Relationship Marketing Practice of Young Insurance	17
CHAPTER IV ANALYSIS OF RELATIONSHIP MARKETING PRACTICES AND CUSTOMER LOYALTY AT YOUNG INSURANCE IN YANGON	27
4.1 Research Design	27
4.2 Interpretation Mean Scale	28

4.3	Profile of Respondent	29
4.4	Reliability Test for Variables	32
4.5	Descriptive Analysis of Relationship Marketing Practices	33
4.6	Correlation Analysis of Relationship Marketing Practices on Customer Loyalty	43
CHAPTER V	CONCLUSION	45
5.1	Findings and Discussions	45
5.2	Suggestions and Recommendations	46
5.3	Needs for Further Study	47
REFERENCES		
APPENDIX		

LIST OF TABLES

Tables	Pages
4.1 Interpretation Mean Scale	29
4.2 Profile of Respondent	30
4.3 Reliability Test for Variables	32
4.4 Mean Score of Trust	34
4.5 Mean Score of Commitment	35
4.6 Mean Score of Communication	36
4.7 Mean Score of Conflict Handling	38
4.8 Mean Score of Competence	39
4.9 Mean Score of Customer Loyalty	40
4.10 Summary Table for Variables	41
4.11 Correlation Analysis of Relationship Marketing Practices on Customer Loyalty	42
4.12 Analysis of Relationship Marketing Practices on Customer Loyalty	43

LIST OF FIGURES

Figures		Pages
2.1	The Impact of Customer Relationship Marketing on Customer Loyalty: Evidence from the Banking Sector	10
2.2	The impact of relationship marketing on customer loyalty enhancement (Case study: Kerman Iran insurance company)	11
2.3	Conceptual Frame work of the study	12
3.1	Organization Structure of Young Insurance Co., Ltd.	17

CHAPTER I

INTRODUCTION

Today's competitive service environment makes client retention crucial for long-term business success, especially in insurance. Insurance services are intangible and entail long-term customer-provider relationships. Relationship marketing is essential to consumer pleasure and loyalty. Relationship marketing involves giving constant value, trust, and personalised involvement to build, maintain, and improve customer relationships. It cultivates clients to boost loyalty and lifetime value.

Relationship marketing has various characteristics that affect consumer perceptions and behaviour. Trust, dedication, communication, and dispute resolution stand out. Trust is the customer's trust in the company's dependability and integrity, while commitment is their emotional and psychological relationship to the brand. Communication is open, unambiguous, and timely company-customer information exchange. Firms must be able to handle conflicts and discontent. These characteristics are interrelated and shape consumer loyalty, especially in service industries with continuing and outcome-based client contacts.

Young Insurance Co., Ltd., an FRD-licensed private general insurance firm, has operated in Myanmar since 2013. The company offers a variety of general insurance services, with motor vehicle insurance being one of its core products. In recent years, Young Insurance has adopted relationship marketing practices to enhance customer engagement, including the use of in-house claim teams for faster response, customer service hotlines, and digital communication platforms. However, despite these efforts, customer feedback has highlighted growing concerns about inconsistent communication, delays in claim settlements, and insufficient follow-up support all of which may be contributing to a decline in customer loyalty.

This study is motivated by the need to explore the extent to which relationship marketing practices impact customer loyalty within the specific context of motor vehicle insurance policyholders at Young Insurance in Yangon. The selection of this population is appropriate, as motor insurance policies involve repeated renewals, frequent service interactions, and potential claims—all of which are influenced by the company's relationship management approach. By evaluating how trust, commitment, communication, and conflict handling are perceived and experienced by

policyholders, the study aims to assess whether these practices effectively contribute to customer loyalty or whether gaps in implementation exist.

This study should help Young Insurance and other insurance companies. Insurance businesses may create customer-focused strategies that go beyond policy sales to build long-term engagement and retention by understanding relationship marketing. This research adds to Myanmar's service marketing literature, which lacks studies on relationship marketing and loyalty in the insurance business. This research addresses relationship marketing difficulties to increase customer experience, customer relationships, and corporate performance.

1.1 Rationale of the Study

In an increasingly service driven and customer centric economy, understanding the determinants of customer loyalty has become essential for the long-term sustainability of insurance companies. Among the most widely recognized approaches to customer retention is relationship marketing, which emphasizes building trust, maintaining commitment, ensuring open communication, and effectively managing conflicts. Unlike transactional marketing strategies that focus on immediate sales, relationship marketing prioritizes long-term engagement and value co-creation (Berry, 1983). Given the highly competitive nature of the insurance industry in Myanmar, particularly in urban centers such as Yangon, firms must adopt relationship marketing strategies to differentiate themselves and retain their customer base.

Motor vehicle insurance is one of the most frequently purchased types of insurance in Myanmar, with policyholders typically engaging with their insurer on an annual or semi-annual basis for renewals, claims, and service requests. This frequent interaction makes relationship marketing particularly relevant. The ongoing nature of motor insurance policies provides an ideal platform for insurers to build and maintain strong relationships with customers. However, a noticeable decline in customer satisfaction and loyalty evidenced by complaints, negative reviews, and client turnover suggests that these relationship marketing efforts may not be effectively implemented or maintained by some providers, including Young Insurance.

Young Insurance Co., Ltd., a private general insurer operating in Yangon since 2013, has positioned itself as a customer-focused company offering general insurance products including motor vehicle insurance. Despite its growth and efforts

to serve a broad customer base, the company has faced challenges related to service responsiveness, communication delays, and inconsistent claims management. These operational gaps may indicate weaknesses in core relationship marketing practices such as trust-building and conflict handling. This study is therefore necessary to investigate whether shortcomings in relationship marketing are contributing to a decline in customer loyalty, particularly among motor policyholders who represent a substantial portion of the company's clients.

This research is significant because it aims to provide actionable insights into the specific relationship marketing dimensions trust, commitment, communication, and conflict handling that influence customer loyalty in the context of Myanmar's insurance sector. By identifying which practices are effective and which require improvement, Young Insurance and similar firms can realign their strategies to better meet customer expectations and enhance satisfaction. Furthermore, understanding the gaps between relationship marketing theory and its practical application in the local context will support more informed decision-making by company management.

Finally, this study fills a Myanmar insurance sector academic research deficit. There is little study on relationship marketing in emerging countries like Myanmar, despite its widespread use in wealthier nations. This study will add to Southeast Asian service marketing literature by demonstrating the power of relationship marketing to build client loyalty. It will also guide future researchers and insurance practitioners seeking to retain clients through sustainable relationships.

1.2 Objectives of the Study

The main objectives of this study are as follow:

1. To identify relationship marketing practices of Young Insurance Co., Ltd.
2. To examine the effect of relationship marketing practices on customer Loyalty at Young Insurance.

1.3 Scope and Method of the Study

This study focuses on examining the effect of relationship marketing on customer loyalty among Motor Vehicle Insurance policyholders at Young Insurance during the period of 2023–2024 by Calander year. In the insurance industry, maintaining customer loyalty is essential for long-term profitability and competitiveness, especially in motor insurance, which is one of the most frequently

purchased and renewed services. The study explores how key relationship marketing practices such as trust, commitment, communication, competence, and conflict handling contribute to the loyalty of individual policyholders, who rely on consistent service, clear communication, and timely support from their insurance providers.

The scope of this research is limited to a specific geographic area, focusing on individual customers in Yangon who have interacted with Young Insurance within the last 12 months. The study excludes other types of insurance such as life, health, or corporate coverage, ensuring a concentrated analysis on motor vehicle insurance policies. Yamane's sampling formula is a simplified method used to determine sample size from a large population when the confidence level and margin of error are known. It was developed by Taro Yamane in 1967 and is commonly used in survey research. Select approximately 301 respondents from the 1216 total customers for respondent. The questionnaire uses a 5-point Likert scale to measure relationship marketing, including trust, communication, commitment, competence and conflict handling their direct influence on consumer loyalty.

1.4 Organization of the Study

This study is organised into five chapters to convey the research procedure and outcomes logically. Chapter One introduces the research background, problem statement, objectives, research questions, significance, scope, limitations, and rationale, laying the groundwork for studying how relationship marketing practices like trust, commitment, communication, and conflict handling affect customer loyalty in the motor vehicle insurance sector, specifically Young Insurance Co., Ltd. in Yangon. Chapter Two explores literature, theories, and empirical research on relationship marketing and consumer loyalty and creates the study's conceptual framework. Chapter Three describes the research design, target population, sampling, data collecting, and analytical methodologies utilised to meet research objectives. Chapter Four offers the data analysis, statistical findings, and explanation of how relationship marketing strategies affect client loyalty. Chapter Five summarises the primary findings, draws conclusions, makes practical suggestions for Young Insurance, and suggests further study on Myanmar's insurance business.

CHAPTER II

THEORETICAL BACKGROUND

This chapter presents relationship marketing, relationship marketing practice and customer loyalty. This study examines the relationship marketing practices of Young Insurance Company.

2.1 Concept of Relationship Marketing

Relationship marketing prioritizes long-term involvement and loyalty over short-term sales. It involves creating, nurturing, and maintaining lasting relationships with customers by delivering continuous value, building trust, and encouraging mutual commitment (Berry, 1995). Unlike transactional marketing, which centers on discrete exchanges, relationship marketing emphasizes ongoing interactions and customer satisfaction as the foundation for repeat business and customer retention. In service industries such as insurance, where products are intangible and risk is a central concern, relationship marketing becomes particularly relevant. It enables companies to differentiate themselves by offering personalized service, consistent communication, and effective problem resolution, thereby strengthening emotional and psychological bonds with customers (Morgan, R. M., & Hunt, S. D., 1994). This concept forms the theoretical basis of the present study, which investigates how relationship marketing practices influence customer loyalty among motor insurance policyholders at Young Insurance in Yangon.

2.1.1 Trust

Trust is widely recognized as the foundation of relationship marketing and refers to the customer's belief in the reliability, integrity, and honesty of the company (Morgan, R. M., & Hunt, S. D., 1994). In the insurance industry, trust is crucial because customers rely on insurers to deliver promised benefits, particularly during claim settlements. When trust is established, customers feel confident that the company will act in their best interest, which reduces uncertainty and enhances loyalty (Doney, P. M., & Cannon, J. P., 1997).

2.1.2 Communication

Commitment reflects the enduring desire of a customer to maintain a valued relationship with a company (Moorman, C., Zaltman, G., & Deshpandé, R, 1992). It indicates a willingness to invest in the relationship despite available alternatives. In the context of insurance, commitment involves a customer's psychological attachment to an insurer, often reinforced through personalized service, loyalty programs, and consistent support. High commitment levels reduce customer switching and foster long-term retention (Morgan & Hunt, 1994).

2.1.3 Commitment

Commitment reflects the enduring desire of a customer to maintain a valued relationship with a company (Moorman, C., Zaltman, G., & Deshpandé, R, 1992). It indicates a willingness to invest in the relationship despite available alternatives. In the context of insurance, commitment involves a customer's psychological attachment to an insurer, often reinforced through personalized service, loyalty programs, and consistent support. High commitment levels reduce customer switching and foster long-term retention (Morgan, R. M., & Hunt, S. D., 1994).

2.1.4 Competence

Competence refers to the ability of a company to deliver services efficiently and professionally, including knowledgeable staff, prompt claim processing, and accurate information provision (Moorman, C., Zaltman, G., & Deshpandé, R, 1992). Perceived competence reassures customers about the insurer's capability to meet their needs, which in turn fosters trust and loyalty. Competent service delivery is essential in insurance, where customers expect reliable and hassle-free support during critical situations (Palmatier et al., 2006).

2.1.5 Conflict handling

Conflict handling is the organization's capacity to manage and resolve disputes fairly and satisfactorily (Gwinner, K. P., Gremler, D. D., & Bitner, M. J., 1998). In the insurance sector, where disagreements over claims and policy terms are common, effective conflict resolution can prevent dissatisfaction from escalating into lost customers. Fair, timely, and empathetic conflict handling strengthens customer

trust and loyalty by demonstrating the company's commitment to customer welfare even in adverse situations (Homburg, C., Müller, M., & Klarmann, M, 2011).

2.2 Relationship Marketing Practices

Relationship marketing practices refer to the specific strategies and activities that organizations implement to build and sustain long-term relationships with their customers. These practices are designed to go beyond individual transactions and focus on nurturing customer engagement, satisfaction, and loyalty over time. Key relationship marketing practices commonly include building trust, encouraging commitment, maintaining effective communication, ensuring competence, and handling conflicts efficiently. In the insurance industry, these practices are particularly significant, as customers rely on providers not only for financial protection but also for responsive, dependable service during critical moments such as claims or renewals. When insurers actively demonstrate integrity, fulfill their promises, communicate clearly, and address customer concerns promptly, they strengthen the emotional and behavioral ties with policyholders (Morgan, R. M., & Hunt, S. D., 1994); Therefore, the effective implementation of these relationship marketing practices plays a crucial role in enhancing customer satisfaction and promoting long-term loyalty.

2.3 Customer Loyalty

Customer loyalty is a psychological and behavioral construct that develops over time through repeated interactions with a brand or service. (Chestnut, 1978) define loyalty as a “biased behavioral response,” emphasizing that it is not merely a consequence of satisfaction, but also stems from emotional attachment and trust. This definition highlights the dual nature of loyalty, comprising both attitudinal and behavioral elements (Chestnut, 1978).

According to (Hennig-Thurau, 2001), loyalty is influenced by factors such as satisfaction and emotional attachment, which contribute to long-term commitment to a brand or service. (Schertzer, 2004), emotional attachment plays a key role in fostering a sense of belonging, which strengthens loyalty. Moreover, (Bowden, 2011), engagement initiatives, such as personalized experiences and interactive opportunities, are critical for developing and maintaining customer loyalty.

Theoretical perspectives suggest that customer loyalty is a multidimensional construct, shaped by satisfaction, emotional connection, and continuous engagement. These factors interact to reinforce repeat behavior and brand commitment, forming the foundation for sustained customer relationships.

Customer loyalty is a central concept in marketing and consumer behavior, described as a consumer's consistent preference for a brand or service over time. (Jacoby, 1978) defined loyalty as a "biased behavioral response," suggesting that loyalty is not only the result of repeated purchases but also stems from positive emotional attachment and trust in a brand. Loyalty is often seen as a multidimensional construct, encompassing both attitudinal and behavioral components. Attitudinal loyalty refers to the positive attitude a consumer holds towards a brand, while behavioral loyalty reflects the consumer's repeated actions, such as continued purchase behavior. These two elements are closely linked: a favorable attitude towards a brand tends to result in repeat behavior, and repeated behavior strengthens the consumer's positive attitude (Chestnut, 1978).

The role of satisfaction and emotional attachment in fostering loyalty has been widely explored. (Hennig-Thurau, 2001) suggested that customer satisfaction is a key driver of loyalty, as satisfied customers are more likely to develop a positive attitude towards a brand and remain loyal over time. Furthermore, (Schertzer, 2004), the importance of emotional attachment, noting that when consumers feel emotionally connected to a brand, their loyalty is further strengthened. Emotional attachment is built through consistent, positive interactions and the development of trust, which fosters a sense of belonging and commitment to the brand. This emotional bond can lead to loyalty even in the face of competitive offerings or price changes (Kotler, P., & Keller, K. L., 2016).

In addition to satisfaction and emotional attachment, customer engagement is also critical in sustaining loyalty. According to (Bowden, 2011), the importance of customer engagement in the loyalty process, proposing that personalized interactions and meaningful engagement foster a deeper connection with the brand. Engagement involves active participation, which goes beyond mere satisfaction to build a long-term relationship with the brand. Loyalty programs, personalized experiences, and customer-centric initiatives are examples of engagement strategies that reinforce customer commitment.

Finally, the process of customer loyalty is cyclical. As customers become more loyal, their continued engagement with the brand reinforces their emotional attachment, creating a feedback loop that strengthens loyalty over time. Loyal customers are more likely to recommend the brand to others, contributing to new customer acquisition through positive word-of-mouth, further enhancing the brand's reputation (Hennig-Thurau, 2001). This dynamic process highlights the ongoing nature of loyalty, driven by repeated positive interactions, emotional connections, and trust.

2.4 Related Theory

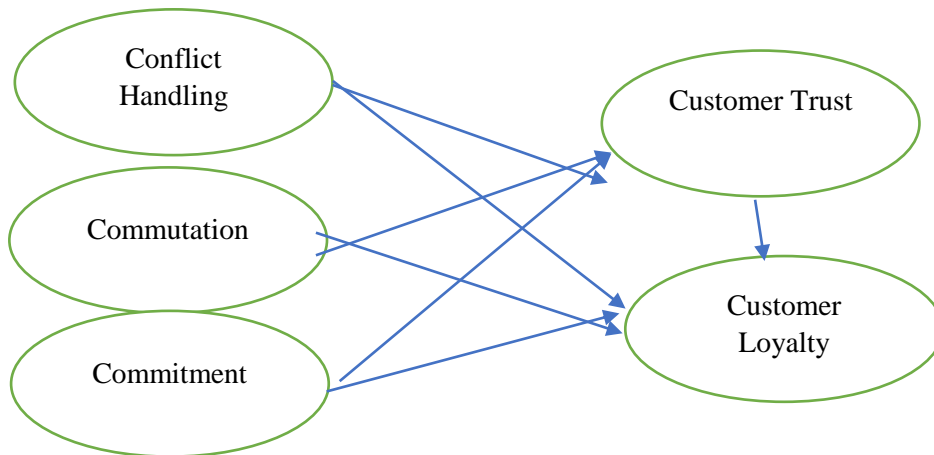
According to the Expectation-Confirmation Theory (ECT), consumer satisfaction and loyalty are primarily impacted by pre- and post-purchase expectations and experiences (Oliver R. L., 1980). Policyholders demand service quality, communication, trust, and claim support from motor vehicle insurers. Customers are happier and more loyal to the insurer when these expectations are met or surpassed, especially through successful relationship marketing techniques including timely communication, fair dispute resolution, and shown commitment. When service falls short, discontent weakens loyalty and increases the risk of switching suppliers. ECT provides a methodology for assessing Young Insurance's relationship marketing tactics' customer loyalty effects.

(i) Expectation-Confirmation Theory

Expectation-Confirmation Theory (ECT), developed by Oliver R. L. (1980), is frequently used to understand consumer satisfaction and loyalty. The idea states that buyers establish initial expectations about a product or service before buying then compare their actual experiences to these expectations. Performing well confirms client happiness and increases the possibility of repeat purchases or loyalty. Dissatisfaction and defection arise from disconfirmation if performance falls short. ECT suggests that policyholders who perceive consistent fulfilment of service promises like timely claims processing, transparent communication, and effective conflict resolution are more loyal to their insurer in the context of relationship marketing. Thus, recognising and managing client expectations and delivering service that exceeds them are essential to long-term partnerships and retention.

2.5 Previous Studies

Figure 2.1 The Impact of Customer Relationship Marketing on Customer Loyalty: Evidence from the Banking Sector



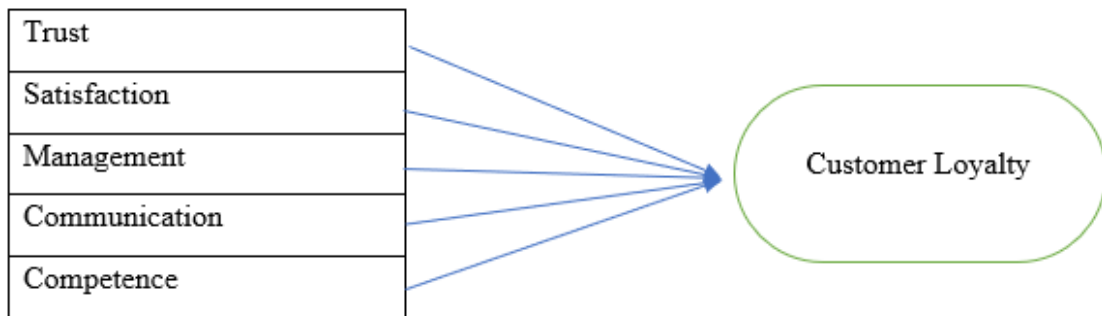
Source: Florinda Zegullaj, Jusuf Zeqiri, Nail Reshidi, Hyrije Abazi-Alili (2023)

The research shows that CRM increases bank client loyalty, validating all hypotheses. The study also demonstrated that trust mediates CRM factors.

The Impact of Relationship Marketing on Customer Loyalty Enhancement (Case study: Kerman Iran insurance company)

Relationship marketing and client loyalty in Kerman Iran's insurance business are examined by Abtin and Pouramiri (2016). The study examined how relationship marketing trust, satisfaction, management, communication, and competence impact customer loyalty. All these elements substantially and positively affect client loyalty. The survey collected data from 155 clients using a standardized questionnaire. Pearson correlation showed a strong association between independent factors and customer loyalty.

Figure 2.2 The Impact of Relationship Marketing on Customer Loyalty Enhancement (Case study: Kerman Iran insurance company)



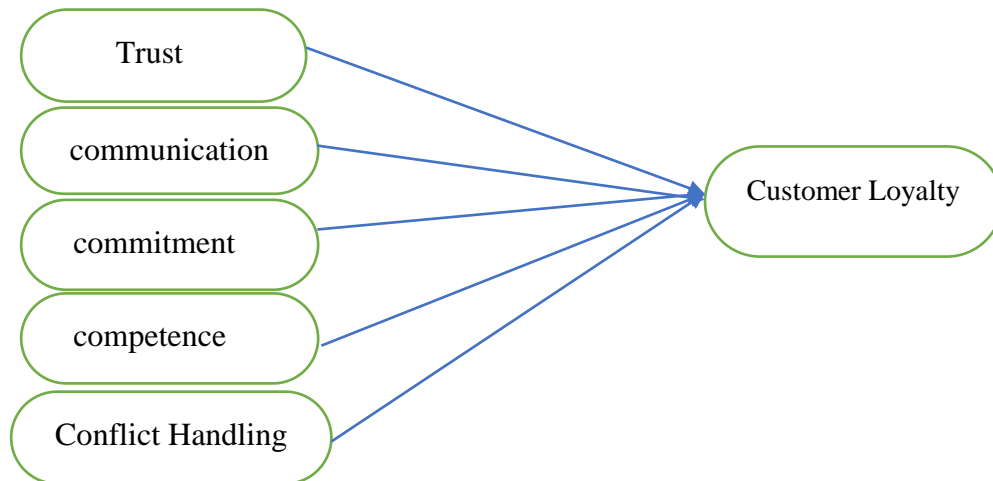
Source: Abdolaziz Abtin, Mostafa Pouramiri (2016)

These findings imply that improving trust, communication, and service quality can boost insurance client loyalty. (Oluwabiyi ,Asikhia, Egwuonwu,, 2022)

2.6 Conceptual Frame Work of The Study

This study's conceptual framework analyses how relationship marketing factors affect client loyalty. Five factors—trust, communication, commitment, competence, and conflict handling—directly affect consumer loyalty. These elements are key relationship marketing factors that affect an insurance company's client connection. Trust signifies the customer's confidence in the insurer's reliability, while communication refers to the clarity and frequency of information exchange. Commitment captures the ongoing dedication of both parties to maintain the relationship. Competence reflects the insurer's ability to deliver promised services effectively, and conflict handling represents the firm's capacity to resolve disputes fairly. Together, these factors form the foundation for understanding how relationship marketing practices influence the loyalty of motor vehicle insurance policyholders, thereby providing a comprehensive framework for empirical investigation in this study.

Figure 2.3 Conceptual Frame work of the study



Source: Own Compilation (2025)

Figure 2.4 shows the link between link Marketing and Customer Loyalty in the insurance market, using Young Insurance in Yangon, Myanmar as a case study. Customer loyalty is influenced by Trust, Communication, Customer Satisfaction, Commitment, and Competence in relationship marketing. Below is a full description of each variable and its framework role:

Working Definition

2.6.1 Trust

Trust is operationally defined as the motor vehicle policyholder's firm belief in the insurer's honesty, transparency, and reliability, as evidenced by the company's consistent fulfillment of promises, accuracy of information (including terms and conditions), fair handling of claims, and a demonstrated commitment to acting in the customer's best interest, ultimately instilling a sense of security during all interactions, particularly in times of need.

2.6.1 Communication:

Communication is operationally defined as the clarity, effectiveness, and responsiveness of information exchange between the company and its customers. This includes clearly explaining insurance products and complex terms, providing quick responses to inquiries, effectively communicating policy changes and status updates, acknowledging and addressing feedback, and ultimately ensuring that all communication facilitates informed decision-making for the policyholder.

2.6.3 Commitment

Commitment is operationally defined as the dedication Young Insurance demonstrates towards fostering long-term relationships and ensuring the well-being and satisfaction of its motor vehicle policyholders. This is observed through proactive consideration of customer needs, personalized care that goes beyond mere transactions, efforts to make customers feel valued, and a genuine dedication to promptly resolving any issues that arise, thereby solidifying the policyholder's enduring desire to maintain their relationship with the company.

2.6.4 Competence

Competence is operationally defined as the demonstrated ability of the company and its staff to deliver services efficiently, professionally, and with expertise. This encompasses staff members' knowledge and skill in addressing customer queries, their capability to handle complex insurance needs, the professionalism exhibited during the claims process, the overall efficiency of operations, and the justifiable confidence policyholders have in Young Insurance's insurance expertise.

2.6.5 Conflict Handling

Conflict Handling is operationally defined as the organization's capacity to manage and resolve disputes or disagreements with motor vehicle policyholders in a fair, timely, and satisfactory manner. This includes the processes and approaches used when policyholders raise concerns or disagreements regarding policy terms or claim outcomes, with the aim of preventing dissatisfaction, restoring trust, and strengthening the customer relationship even during challenging situations.

2.6.6 Relationship Marketing and Customer Loyalty

Relationship marketing, in the context of Young Insurance in Yangon, represents a strategic and long-term approach aimed at cultivating enduring engagement and loyalty among its motor vehicle policyholders, rather than merely focusing on individual policy sales. This involves a continuous effort to create, nurture, and maintain robust relationships with customers by consistently delivering value, building profound trust, and fostering mutual commitment. Unlike traditional transactional marketing that emphasizes discrete exchanges, Young Insurance's

relationship marketing practices for motor vehicle insurance prioritize ongoing interactions, personalized service, and proactive customer satisfaction as the bedrock for repeat policy renewals and sustained customer retention. Given the intangible nature of insurance products and the inherent risk concerns associated with motor vehicle coverage, effective relationship marketing allows Young Insurance to differentiate itself by offering tailored services, consistent and clear communication, and efficient problem resolution, thereby strengthening both the emotional and psychological bonds with its policyholders in Myanmar.

The ultimate objective of these relationship marketing practices at Young Insurance is to cultivate strong customer loyalty among its motor vehicle policyholders. Customer loyalty, in this setting, is a multifaceted construct encompassing both a policyholder's consistent preference for Young Insurance and their deep emotional attachment to the company over time. It extends beyond simply renewing a policy; it signifies a biased behavioral response rooted in positive experiences, trust, and a sense of belonging. For Young Insurance, fostering loyalty means that motor vehicle policyholders are not only satisfied with their coverage and service but also feel a strong psychological connection, making them less susceptible to competitive offers. This sustained loyalty, driven by effective relationship marketing, translates into long-term customer retention, positive word-of-mouth referrals, and a stable customer base, all of which are crucial for the continued success and growth of Young Insurance in the Yangon motor vehicle insurance market.

CHAPTER III

PROFILE AND RELATIONSHIP MARKETING PRACTICES OF YOUNG INSURANCE

This chapter covers Young Insurance Co., Ltd.'s profile and how relationship marketing affects client loyalty. The firm purpose and insurance services are highlighted. It explores how these methods boost revenue, profit, resource operating efficiency, and Young Insurance's long-term performance in Myanmar.

3.1 Profile of Young Insurance Co., Ltd

Founded in 2013, Young Insurance Co., Ltd. has established a strong presence in Myanmar's insurance sector for over a decade. Operating as a privately owned entity, the company is fully licensed by the Financial Regulatory Department (FRD) to offer general insurance services. With an investment of 40 billion kyats, the firm has met all the capital requirements necessary to secure its general insurance license.

Young Insurance is devoted to offering dependable and innovative insurance products. Its success is anchored in values such as trust, integrity, and dependability qualities that have earned it a reputable standing in the market. The company's core mission is to simplify the complexities of insurance and financial services, empowering clients to make well-informed decisions. This vision is encapsulated in the motto: "Decisions simplified. Lives enhanced." This reflects the organization's pledge to support customers in safeguarding their future through transparent and dependable service. With a digital-first and customer-oriented mindset, Young Insurance evolves alongside changing consumer demands, continually seeking innovation in a dynamic insurance landscape.

The firm offers Fire and Perils, Motor Vehicle, Marine Hull, Marine Cargo, Inland Transit Cargo, Fidelity, and Industrial All-Risk (IAR) Insurance. Fire and Perils Insurance protects property from fire and associated perils. After fires damage buildings, personal goods, and important equipment, it helps clients recover financially.

Motor Vehicle Insurance covers a broad spectrum of risks such as accidents, theft, vandalism, natural disasters, and fire. It offers greater protection than standard

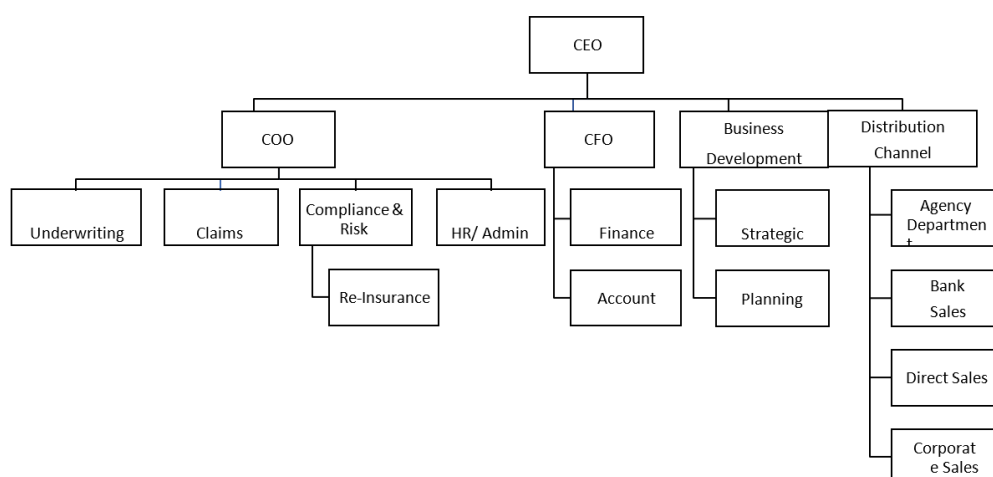
liability coverage, ensuring compensation for the insured vehicle as well as third-party damages. This policy is applicable to privately owned cars, taxis, and utility vehicles registered with the Road Transport Administration Department. Marine Hull Insurance is tailored to protect the structure and machinery of vessels from physical damage or loss. It serves ship owners and operators, covering risks encountered while navigating seas or inland waterways.

Marine Cargo Insurance safeguards goods and merchandise while being transported over water or by air. It compensates for losses or damages that may occur during transit from the shipping origin to the delivery destination. Similarly, Inland Transit Cargo Insurance offers coverage for goods transported overland within Myanmar. Fidelity Insurance protects businesses from financial loss due to employee dishonesty or fraudulent acts. Complementary policies such as Cash-in-Safe and Cash-in-Transit Insurance secure cash kept in safes or during movement from one location to another.

Industrial All-Risk (IAR) Insurance is a comprehensive product providing extensive protection against a variety of physical and financial risks. It covers losses due to fire, theft, accidental damage, and other man-made or natural disruptions. The policy is ideal for businesses, ensuring protection for buildings, equipment, stock, and other assets while helping minimize operational interruptions.

The company's main office is located in Mayangone Township, Yangon, and its nationwide presence includes seven branches: Sule (Yangon), Mandalay, Naypyitaw, Patheingyi, and Pyawbwe. Young Insurance employs more than 198 skilled professionals who work diligently to provide high-quality service and maintain solid relationships with customer. As a client-centered and innovation-driven insurer, Young Insurance continues to expand its reach and deepen partnerships with its stakeholders. The company remains dedicated to enhancing lives and simplifying financial decisions, reaffirming its position as a reliable player in Myanmar's insurance landscape. Figure (3.1) presents the company's organizational structure.

Figure (3.1) Organization Structure of Young Insurance Co., Ltd.



Source: Young Insurance Company (2024)

Young Insurance Co., Ltd. has numerous main divisions that enable effective management and service delivery. The Underwriting Department vets insurance applications for risk and ensures policies follow corporate and industry standards. Claims Department processes all claims, guaranteeing equitable settlement and combating fraud. The Compliance and Risk Department enforces industry rules and reduces financial and operational risks. The Reinsurance Department secures high-value claim reinsurance to decrease financial risks. The HR and Administration Department handles hiring, training, performance evaluation, and corporate operations. Our Finance Department manages financial planning, budgeting, and regulatory compliance. Business Development finds strategic development possibilities and creates products to boost market share. Finally, the Distribution Department handles agency, bank, direct, and corporate sales. These divisions work together to ensure Young Insurance provides high-quality services, comply with regulations, and stays competitive.

3.2 Relationship Marketing practice of Young Insurance

Young Insurance Myanmar's focus on relationship marketing aims to transform customers from one-time buyers into long-term partners. By integrating trust, communication, commitment, competence, and effective conflict handling, the company creates a comprehensive customer experience that goes beyond transactional interactions. Customers feel valued and supported, which increases their emotional

attachment to the brand and encourages repeat business. This approach also generates positive word-of-mouth, attracting new customers through recommendations.

Furthermore, the company prioritizes competence by training its staff to provide accurate advice, manage complex insurance inquiries, and execute services efficiently, reinforcing its professional image. Conflict handling is another critical area where the company demonstrates responsiveness and fairness, especially in managing disputes and addressing customer complaints. Overall, these practices are designed to enhance customer satisfaction and loyalty, especially in a competitive insurance market where service quality and relationship depth often determine customer retention. The company's consistent application of these relationship marketing strategies plays a central role in maintaining its reputation and growing its client base in Yangon.

3.2.1 Customer Trust Building

In the context of Young Insurance, trust represents the belief that the company consistently acts in the best interest of its policyholders. Trust is essential in the insurance industry, where customers rely on the insurer's integrity, especially during claim settlements. At Young Insurance, trust is cultivated through honest communication of policy terms, transparent premium structures, and the fulfillment of service promises. The company's efforts to handle claims fairly and provide accurate information strengthen policyholders' confidence in its services. Trust-building practices enhance not only customer satisfaction but also reduce perceived risk, which is particularly critical in developing insurance markets like Myanmar.

3.2.2 Communication in Young Insurance

Commitment at Young Insurance refers to the firm's dedication to maintaining long-term relationships with its customers. The company demonstrates this through personalized attention, consistent follow-up, and the introduction of retention initiatives such as loyalty-based policy renewals and customer recognition programs. These actions indicate that the organization prioritizes enduring customer bonds over short-term gains. Commitment also manifests in the proactive identification of customer needs and the willingness to go beyond transactional interactions. This strategic focus on relationship longevity helps build emotional attachment and increases the likelihood of continued patronage.

3.2.3 Young Insurance in Commitment

Effective communication is one of Young Insurance's most valued relationship marketing tools. The company maintains regular and transparent communication through phone calls, emails, brochures, and in-person consultations. These communications clarify complex insurance terms, inform customers of policy updates, and provide timely feedback on queries or claims. Clear and honest communication not only supports informed decision-making but also reduces misunderstandings that could lead to dissatisfaction. In a sector where miscommunication can severely impact customer trust, Young Insurance's emphasis on proactive and responsive communication has positioned it favorably among its policyholders.

3.2.4 Competence at Young Insurance

Competence at Young Insurance is reflected in the company's ability to deliver services efficiently, accurately, and professionally. Trained staff, streamlined operations, and technological integration contribute to the company's reputation for capable service delivery. Customers expect knowledgeable employees who can guide them through policy selection, clarify terms and conditions, and facilitate claims processing. By demonstrating competence, Young Insurance strengthens customers' belief in its operational reliability. This not only enhances customer confidence but also fosters loyalty in a market where expertise and speed of service are highly valued.

3.2.5 Conflict Handling in Young Insurance

Conflict handling refers to how well Young Insurance resolves disputes, complaints, or service failures. The company approaches this by ensuring quick, respectful, and fair resolution mechanisms, particularly in the claims management process a critical touchpoint for most customers. Young Insurance emphasizes listening to customer concerns, offering reasonable solutions, and maintaining professionalism in challenging situations. Effective conflict resolution reassures customers of the company's integrity and customer-first values. As revealed in the study, this variable has the strongest impact on customer loyalty, underscoring its importance in service recovery and relationship repair.

CHAPTER IV

ANALYSIS EFFECT OF RELATIONSHIP MARKETING PRACTICES AND CUSTOMER LOYALTY AT YOUNG INSURANCE IN YANGON

This chapter analyses and interprets statistics on relationship marketing and client loyalty at Yangon-based Young Insurance. The main goal is to assess how relationship marketing factors like trust, commitment, communication, and dispute resolution impact client loyalty.

4.1 Research Design

This study adopts a quantitative research design to examine the effect of relationship marketing on customer loyalty among motor insurance policyholders in the insurance industry during the period of 2023 to 2024 calendar year. The focus is limited to individual customers who have engaged with insurance companies within the last 12 months. The research scope excludes other service sectors, corporate clients, and insurance products beyond motor policies, such as life or health insurance. Geographically, the study concentrates on selected regions where Young Insurance operates in Yangon.

The study examines how trust, communication, commitment, competence, and conflict handling affect client loyalty in relationship marketing. This will be tested using a standardised questionnaire using a five-point Likert scale from “strongly disagree” to “strongly agree.” The quiz seeks respondents' opinions on how the insurer's relationship marketing affects loyalty.

The survey included 1,216 automobile insurance consumers. The sample size was determined using Yamane's formula (1967). Surveys use this method to determine a representative sample depending on population size, confidence level, and margin of error. This strategy picked 301 respondents to provide enough representation and reliability in the study.

Data collection conduct through self-administers questionnaires distribute to the selected respondents. The survey includes both demographic questions and items related to the five relationship marketing dimensions and customer loyalty.

Descriptive statistics summaries demographic data, including correlation and regression analysis to determine variable strengths and directions.

This study strategy allows for a controlled and impartial assessment of insurance client loyalty and relationship marketing techniques. The technique follows research principles and might provide insights for relationship management in a competitive insurance market.

4.2 Interpretation Mean Scale

The interpretation of mean scores in this study is guided by the classification system proposed by (Best, 1977), which provides a structured framework for analyzing responses collected through Likert-scale instruments. This method divides the five-point scale into specific intervals that reflect varying levels of agreement or perception. It enables researchers to translate numerical averages into meaningful qualitative categories, allowing for a more nuanced understanding of respondents' views.

According to (Best, 1977) interpretation model, mean scores ranging from 4.21 to 5.00 are considered to indicate a very high level of agreement or perception. Scores between 3.41 and 4.20 are interpreted as high, suggesting a generally positive but less intense response. Mean values from 2.61 to 3.40 fall into the moderate category, reflecting a neutral or mixed perception. Scores between 1.81 and 2.60 are considered low, and those from 1.00 to 1.80 are categorized as very low, indicating strong disagreement or dissatisfaction.

This classification system is essential for interpreting the central tendencies of responses in a standardized and academically sound manner. It supports consistent evaluation across different constructs, such as trust, communication, or loyalty, and enhances the clarity of the results. By applying (Best, 1977)'s mean scale interpretation, this study ensures that the data analysis reflects both statistical accuracy and practical relevance in understanding customer perceptions and behaviors.

Table 4.1 Interpretation Mean Scale

No.	Score Range	Mean Rating
1	1.00 – 1.80	Very Low
2	1.81 – 2.60	Low
3	2.61 – 3.40	Average
4	3.41 – 4.20	High
5	4.21 – 5.00	Very High

Source: Best,1977

Table 4.4 displays the findings from the survey, applying the five-point mean rating scale originally proposed by (Best, 1977). Under this scheme, mean scores are divided into five predetermined categories, each corresponding to a specific level of response intensity. By employing these intervals, the data can be interpreted in a consistent and systematic manner, thereby offering detailed insights into how respondents evaluated each survey item.

4.3 Profile of Respondent

This section lists research participants' demographics. To study insurance client loyalty and relationship marketing, 301 motor insurance consumers were questioned. The analysis includes gender, age group, occupation, and monthly income level, providing a clearer understanding of the background of the individuals whose perceptions were measured.

Table 4.2 Profile of Respondent

Gender	Number of Respondents	Percentage
Female	211	70.1
Male	86	28.6
Other	4	1.3
Age (years)	Number of Respondents	Percentage
21 -30 years	84	27.9
31 – 40 years	143	47.5
41 – 50 years	59	19.6
Over 50	15	5.0
Education Level	Number of Respondents	Percentage
High school or below	13	4
Bachelor’s degree	112	37
Master’s Degree or above	114	3
PhD	35	12
Other	27	9
Occupation	Number of Respondents	Percentage
Business Owner	102	34
Employed	160	53
Retired	12	4
Student	22	7
Other	5	1
Duration	Number of Respondents	Percentage
Less Than 1 year	72	24
1 – 3 years	84	28
4 – 6 years	72	24
More than 6 years	73	24
Total	301	100

Source: Survey Data,

Table 4.2 present the demographic characteristics of the respondents who participated in the study. The total number of participants was three hundred and one, comprising individual motor insurance policyholders. Their profile provides

meaningful context for analyzing the relationship between marketing practices and customer loyalty in the insurance sector.

In terms of gender, the majority of respondents were female, representing just over two-thirds of the sample. Male respondents accounted for slightly more than one-quarter of the participants. A very small percentage identified as other, indicating a diverse, yet predominantly female, respondent base. With respect to age, nearly half of the respondents were within the thirty-one to forty age group, followed by those aged twenty-one to thirty. A smaller portion of participants fell into the forty-one to fifty age range, and the remaining few were aged above fifty. This distribution suggests that most respondents are within the working-age population, likely to be actively engaged in financial planning and insurance decisions.

In terms of educational attainment, most respondents held a bachelor's degree or a master's degree. A smaller segment of the group reported having completed high school or lower levels of education. There was also a notable group of doctorate degree holders, as well as respondents with other qualifications. This indicates that the customer base is generally well-educated, which may influence their expectations and engagement with service providers. Regarding occupation, the largest portion of respondents were employed, followed by a significant number who identified as business owners. Smaller proportions of the sample consisted of students, retirees, and others. This occupational mix reflects a largely economically active group, capable of making informed decisions about insurance services.

In terms of the duration of their relationship with the insurance company, respondents were fairly evenly distributed. A considerable share had been with the insurer for one to three years, while equal proportions had been customers for less than one year, four to six years, or more than six years. This diversity in customer tenure allows for insights across both newer and more experienced policyholders.

In summary, the respondent profile reveals a varied and representative customer base in terms of gender, age, education, occupation, and customer relationship duration. These characteristics enhance the reliability of the findings and provide a strong foundation for assessing relationship marketing and customer loyalty.

4.4 Reliability Test for Variables

To guarantee data accuracy and consistency, the measuring scales used to assess trust, commitment, communication, and conflict handling were extensively examined in this section. The study's conclusions depend on validating the measuring instruments' internal consistency since these constructs are crucial to assessing their impact on customer loyalty.

Whether items selected to measure each component yield stable and consistent outcomes depends on reliability testing. Internal consistency, the extent to which scale items are connected and assess the same conceptual dimension—was the main focus of this investigation. Social science research requires accurate operationalization of abstract constructions like trust and communication, making this method crucial.

The dependability of trust, commitment, communication, and conflict handling was examined using Cronbach's alpha, a commonly used statistical measure of internal consistency. Cronbach's alpha scores at or over 0.70 suggest that each construct's components are trustworthy and acceptable for study. Table 4.3 shows that these reliability tests show that this study's assessment instruments are statistically sound and suitable for studying how relationship marketing techniques affect insurance client loyalty.

Table 4.3 Reliability Test for Variables

No	Scale	Cronbach Alpha	No. of Item
1	Trust	.886	7
2	Commitment	.892	7
3	Communication	.802	7
4	Competence	.903	7
5	Conflict Handling	.902	7
7	Customer Loyalty	.916	10

Source: Survey Data,

The Cronbach's Alpha coefficients for all constructs tested in this study show strong internal consistency, validating the measuring instruments' reliability (Table 4.3). Trust, commitment, communication, conflict handling, and customer loyalty all

have alpha values over 0.70, indicating that the items used to assess each construct are closely connected and represent the desired dimensions. The Cronbach's Alpha for trust was 0.886, commitment 0.892, communication 0.802, and conflict control 0.903. Customer loyalty had the highest internal consistency (0.916). These findings show that each scale's items measure the same idea. These reliability ratings demonstrate the data's reliability and the scales' suitability for statistical analysis.

4.5 Descriptive Analysis of Relationship Marketing Practices

This section describes relationship marketing methods. This section includes mean trust, commitment, communication, conflict resolution, competency, and customer loyalty scores.

4.5.1 Mean Score of Trust

The mean score analysis for the trust dimension provides insights into how policyholders perceive the reliability, honesty, and integrity of Young Insurance. Trust is a foundational element in relationship marketing, particularly in the insurance industry where customers rely on providers to act in their best interest, especially during critical times such as claims processing. This section evaluates the extent to which customers feel secure, believe the information provided is accurate, and perceive the company as dependable. The following table summarizes respondents' evaluations of trust-related statements, offering a clearer understanding of the overall level of trust customers place in the company.

Table 4.4 Mean Score of Trust

Sr.No	Statement	Mean	St. D
1	Young Insurance policy is honest and transparent with its customers	3.42	.799
2	Young Insurance is trusted to keep its promises	3.48	.896
3	The information provided by Young Insurance is accurate and reliable such as term and condition.	3.51	.908
4	A sense of security is experienced when dealing with Young Insurance.	3.42	.930
5	The company is perceived to act in the best interest of its customers.	3.63	.767
6	Claims are handled fairly by Young Insurance."	3.46	.943
7	The company can be relied upon during times of need such as claim service	3.50	.866
Average Mean		3.67	

Source: Survey Data,

Table 4.4 presents the mean scores related to the trust dimension in relationship marketing, based on responses from three hundred and one participants. The average mean score for trust is 3.67, which falls within the "high" interpretation range based on (Best, 1977) scale. This indicates that, overall, respondents have a favorable perception of trust in their interactions with Young Insurance.

The highest mean score (3.63) is associated with the statement that the company is perceived to act in the best interest of its customers. This suggests that many policyholders view Young Insurance as a customer-centered organization, which positively contributes to trust. In contrast, the lowest mean scores (3.42) were recorded for two items: perceptions of honesty and transparency in the company's policies, and the sense of security experienced when dealing with the insurer. These lower scores may point to areas where customer perceptions are less strong and where additional efforts could be made to enhance transparency and customer assurance.

4.5.2 Mean score of commitment

The analysis of the commitment dimension focuses on how dedicated customers perceive Young Insurance to be in maintaining long-term relationships. Commitment reflects the psychological attachment and willingness of a customer to remain with a service provider, even in the presence of alternatives. In the context of insurance services, high levels of commitment may indicate a sense of assurance, continued preference, and customer retention. This section evaluates the degree to which policyholders recognize the company's ongoing efforts to build lasting relationships, fulfill obligations, and prioritize customer welfare. The following analysis summarizes the mean scores of statements measuring customer perceptions of commitment.

Table 4.5 Mean Score of Commitment

Sr.No	Statement	Mean	St. D
1	Young Insurance shows a strong commitment to customer satisfaction	3.42	.979
2	Efforts are made to build long-term relationships with customers.	3.69	.801
3	Customer needs are proactively taken into account by the company	3.79	.803
4	Service provided goes beyond transactional interactions	3.48	.900
5	Customers are treated with care and made to feel valued.	3.68	.871
6	The company is dedicated to resolving issues in a timely manner	3.65	.952
7	The well-being of customers is genuinely considered	3.51	.863
Average Mean		3.54	

Source: Survey Data,

Table 4.5 presents the mean scores for the commitment dimension, based on responses from three hundred and one policyholders. The overall average mean score is 3.54, which falls within the "high" range according to (Best, 1977) interpretation scale. This suggests that customers generally perceive Young Insurance as demonstrating a good level of commitment in its relationship with clients.

The highest mean score (3.79) is associated with the statement that the company proactively considers customer needs. This indicates that respondents recognize efforts by Young Insurance to understand and address customer expectations, which is a key aspect of relationship commitment. In contrast, the lowest mean score (3.42) relates to the company's commitment to customer satisfaction. Although this score still falls within the high range, it suggests a relatively weaker perception in comparison to other areas of commitment. Overall, the results reflect a positive customer perception regarding Young Insurance's commitment practices, with particular strength in anticipating customer needs, while also identifying an area for potential improvement in ensuring consistent satisfaction.

4.5.3 Mean Score of Communication

The communication dimension assesses how effectively Young Insurance shares information with its customers and maintains open, clear, and timely interactions. In relationship marketing, communication plays a vital role in building trust, managing expectations, and sustaining long-term customer engagement. It includes the clarity, transparency, and responsiveness of the information provided, particularly in areas such as policy details, service updates, and claims procedures. This section analyzes the mean scores of statements related to communication, offering insights into how policyholders perceive the company's communication practices.

Table 4.6 Mean Score of Communication

Sr.No	Statement	Mean	St. D
1	Young Insurance communicates clearly about its insurance product.	3.50	.751
2	Complicated terms are explained in an easy-to-understand manner.	3.64	.936
3	Inquiries and concerns are responded to quickly by the company.	3.51	.989
4	Changes in policy or coverage are communicated effectively.	3.53	.719
5	Timely updates regarding policy status and changes are provided.	3.67	.907
6	Feedback and concerns are acknowledged and addressed appropriately.	3.44	.800
7	Communication from the company supports informed decision-making.	3.50	.937
Average Mean		3.60	

Source: Survey Data,

Table 4.5 presents the mean scores for the communication dimension, based on responses from three hundred and one policyholders. The overall average mean score is 3.60, which indicates a high level of agreement according to (Best, 1977) interpretation scale. This suggests that customers generally perceive the communication practices of Young Insurance as effective and supportive of their decision-making processes.

The highest mean score (3.67) is associated with the statement that timely updates regarding policy status and changes are provided. This indicates that respondents feel well-informed about important developments related to their insurance policies, which contributes to transparency and trust. In contrast, the lowest mean score (3.44) relates to the company's acknowledgment and response to customer feedback and concerns. Although still within the high range, this suggests an area where customers may perceive room for improvement in responsiveness and engagement.

Overall, the communication practices of Young Insurance are viewed positively by policyholders, especially in terms of clarity and timeliness, though there remains potential to enhance how customer feedback is addressed.

4.5.4 Mean Score of Conflict Handling

The conflict handling dimension examines how well Young Insurance manages and resolves issues, disputes, or misunderstandings that may arise during customer interactions. Effective conflict handling is a crucial aspect of relationship marketing, as it directly influences customer satisfaction, trust, and long-term loyalty. It involves fairness, responsiveness, and a willingness to listen to customer concerns and provide timely solutions. This section analyzes the mean scores of statements related to conflict handling, offering insight into how policyholders evaluate the company's ability to address and resolve conflicts in a constructive and customer-focused manner.

Table 4.7 Mean Score of Conflict Handling

Sr.No	Statement	Mean	St. D
1	Staff members at Young Insurance demonstrate knowledge and skill	3.49	.760
2	Customer queries are addressed effectively	3.53	.750
3	Complex insurance needs are handled with competence	3.55	.830
4	The claims process is managed professionally	3.57	.966
5	Operations are conducted efficiently by the company	3.58	.882
6	The level of service reflects strong professional capability	3.61	.922
7	Confidence in the company's insurance expertise is justified	3.58	.893
Average Mean		3.51	

Source: Survey Data,

Table 4.6 presents the mean scores for the conflict handling dimension based on the responses of three hundred and one policyholders. The overall average mean score is 3.51, which indicates a high level of agreement according to (Best, 1977) scale. This suggests that customers generally view Young Insurance as competent in addressing and resolving issues that may arise during service encounters.

The highest mean score (3.61) corresponds to the statement that the level of service reflects strong professional capability. This reflects the perception among respondents that the company demonstrates expertise and professionalism, especially in situations that require conflict resolution or corrective action. Similarly, relatively high mean values are observed in operational efficiency and confidence in the company's expertise, both scoring 3.58.

The lowest mean score (3.49) was given to the statement that staff members demonstrate knowledge and skill. Although this score still reflects a positive perception, it suggests a slightly lower confidence in frontline staff competence compared to other areas of conflict handling.

Overall, the results indicate that Young Insurance is generally regarded as effective in managing conflicts, with strengths in operational execution and professional service delivery. However, slight improvements in frontline staff training and consistency may further enhance perceptions of the company's conflict resolution capabilities.

4.5.5 Respondent Perception on Competence

The competence dimension refers to the ability of Young Insurance to deliver services effectively and professionally, demonstrating the knowledge, skills, and expertise expected by customers. In the context of insurance services, competence encompasses accurate information delivery, efficient claims processing, and well-informed staff capable of addressing customer needs. High competence contributes significantly to customer confidence and loyalty. This section evaluates how policyholders perceive the competence of Young Insurance based on various service-related interactions, as reflected in the mean scores of relevant statements.

Table 4.8 Mean Score of Competence

Sr.No	Statement	Mean	St. D
1	Staff members at Young Insurance demonstrate knowledge and skill.	3.59	.900
2	Customer queries are addressed effectively.	3.58	.855
3	Complex insurance needs are handled with competence.	3.57	1.026
4	The claims process is managed professionally.	3.33	.974
5	Operations are conducted efficiently by the company.	3.58	.958
6	The level of service reflects strong professional capability.	3.43	.848
7	Confidence in the company's insurance expertise is justified.	3.51	.978
Average Mean		3.58	

Source: Survey Data,

Table 4.7 presents the mean scores related to the competence dimension, based on feedback from three hundred and one respondents. The average mean score of 3.56 falls within the "high" interpretation range according to (Best, 1977) scale, indicating that policyholders generally hold favorable views about the competence of Young Insurance in delivering its services.

The highest mean score (3.59) was given to the statement regarding staff demonstrating knowledge and skill, suggesting that customers perceive front-line employees as well-trained and capable. Other closely rated items, such as the effective handling of customer queries and efficient operational performance, also received relatively high scores, reflecting positively on the company's service proficiency.

On the other hand, the lowest mean score (3.33) was observed in the statement related to the management of the claims process. While this score still indicates a moderately favorable perception, it reveals that customers may see the claims procedure as less consistent or professionally executed compared to other areas. In general, the competence dimension is rated positively, with particular strengths in staff expertise and service efficiency, though the claims handling process appears to be an area where improvements could further enhance customer confidence.

4.5.6 Respondent Perception on Customer Loyalty

The customer loyalty dimension captures the extent to which policyholders are willing to maintain their relationship with Young Insurance over time. Loyalty reflects favorable attitudes such as repeat purchase intentions, positive word-of-mouth, and a strong preference for the company despite competitive alternatives. In the insurance industry, customer loyalty is particularly valuable, as it contributes to client retention and long-term business sustainability. This section presents the mean scores for statements related to customer loyalty, providing a clearer understanding of how committed and connected customers feel toward Young Insurance based on their experiences.

Table 4.9 Mean Score of Customer Loyalty

Sr.No	Statement	Mean	St. D
1	Long-term use of Young Insurance is intended.	3.31	.868
2	The company would be recommended to others.	3.42	.871
3	Switching to another insurance provider is rarely considered.	3.52	.862
4	A strong emotional connection exists with Young Insurance.	3.41	.907
5	Continued use of services is likely even with a slight price increase.	3.38	1.017
6	A high level of loyalty is shown toward the company.	3.48	.893
7	Positive opinions about the company are shared with others.	3.34	.979
8	Young Insurance is preferred over other providers.	3.55	.888
9	Policy renewal has occurred multiple times with Young Insurance.	3.46	1.011
10	Young Insurance is the preferred choice for future insurance needs.	3.35	.960
Average Mean		3.56	

Source: Survey Data,

Table 4.8 displays the mean scores for the customer loyalty dimension, based on the responses of three hundred and one policyholders. The overall average mean score is 3.56, which falls within the "high" interpretation category according to (Best, 1977) scale. This indicates that customers generally express a favorable level of loyalty toward Young Insurance.

The highest mean score (3.55) is associated with the statement that Young Insurance is preferred over other providers, suggesting that many customers see the company as their first choice among alternatives. Other relatively high scores were observed for customers' intention to remain loyal despite potential price increases and a strong tendency to avoid switching to other providers.

In contrast, the lowest mean score (3.31) corresponds to the intention of using Young Insurance in the long term. Although still within a positive range, this suggests that a segment of the respondents may be uncertain about their continued commitment, possibly due to price sensitivity, competition, or service expectations.

Overall, the customer loyalty findings that most policyholders have a strong and favorable disposition toward Young Insurance, particularly in terms of preference and recommendation behavior. However, enhancing long-term assurance strategies and reinforcing emotional connection could further strengthen customer retention.

Table 4.10 Summary Table for Variables

Statement	Overall Mean
Trust	3.48
Commitment	3.54
Communication	3.60
Competence	3.51
Conflict Handling	3.56
Customer Loyalty	3.41

Source: Survey Data,

Table (4.12) presents a summary of the overall mean scores for each of the key variables assessed in the study. Among the relationship marketing dimensions, communication recorded the highest mean score of 3.60, indicating that respondents perceive Young Insurance as generally effective in providing clear, timely, and supportive information. This is followed closely by conflict handling and

commitment, with mean scores of 3.56 and 3.54 respectively, reflecting favorable views of the company's responsiveness to issues and dedication to long-term customer relationships.

Competence and trust yielded slightly lower mean scores of 3.51 and 3.48, suggesting that while customers recognize the professionalism and reliability of the company, these areas offer room for enhancement. Customer loyalty recorded the lowest mean score at 3.41, indicating that although policyholders display positive attitudes toward Young Insurance, their continued commitment may be influenced by factors such as service consistency, emotional connection, or competitive offerings.

4.6 Correlation Analysis of Relationship Marketing Practices on Customer Loyalty

The correlation study below examines the degree and direction of the links between trust, commitment, communication, competence, conflict handling, and customer loyalty. Correlation analysis measures how two variables move together statistically. This study examines if relationship marketing enhancements promote client loyalty. The results reveal which relationship marketing elements most influence Young Insurance policyholder loyalty. The linear link between each independent variable and customer loyalty was assessed using Pearson's correlation coefficient. This table summarizes the findings.

Table 4.11 Correlation Analysis of Relationship Marketing Practices on Customer Loyalty

No	No Description	Person Correlation Coefficient	P-Value
1	Trust	.826**	000
2	Commitment	.839**	000
3	Communication	.780**	000
4	Competence	.841**	000
5	Conflict Handling	.873**	000

Source: Survey Data

** . The correlation is notable at the 0.01 significance level (2-tailed).

The Pearson correlation coefficients between customer loyalty and five relationship marketing practices—trust, commitment, communication, competence,

and conflict handling—are shown in the table. All five factors have a 0.826 correlation value, indicating a significant positive association with customer loyalty. Each relationship marketing activity develops or strengthens; consumer loyalty increases dramatically. The p-values for all correlations are 0.000, indicating statistical significance at 1% ($p < 0.01$). Thus, these high relationships are unlikely by accident. This strongly suggests that the observed correlations are true and dependable.

4.7 Analysis of Relationship Marketing Practices on Customer Loyalty

This section shows the regression study of relationship marketing's effect on consumer loyalty. Trust, commitment, communication, competence, and conflict management are fundamental relationship marketing techniques that affect client loyalty in a competitive corporate environment. This study uses regression analysis to assess how much each practice explains consumer loyalty. The results will help companies focus on long-term client connections by revealing which criteria matter most.

Table 4.12 Analysis of Relationship Marketing Practices on Customer Loyalty

Variable	Unstandardized Coefficient		Standardized Coefficient	t	Sig.	VIF
	B	St. Error	Beta			
(Constant)	.189	.102		1.844	.066	
Trust	.116*	.043	.117	2.701	.007	2.876
Commitment	.331***	.047	.334	7.022	.000	3.474
Communication	.171**	.040	.179	4.260	.000	2.725
Competence	.335***	.042	.372	7.973	.000	3.434
Conflict Handling	.908***	.030	.873	30.674	.000	1
R Square				.807		
Adjusted R Square				.807		
F Value				310.196***		

Source: Survey Data

**. The correlation is notable at the 0.01 significance level (2-tailed).

The regression study shows that relationship marketing techniques explain 80.7% of customer loyalty variation, as evidenced by the corrected R-squared value of 0.807. A statistically significant model (F-value = 310.196, $p < 0.001$) indicates that these factors effectively predict consumer loyalty.

Individually, trust, dedication, communication, competence, and conflict handling boost consumer loyalty. Resolving disagreements efficiently is the biggest predictor of customer loyalty, evidenced by the highest standardized coefficient ($\beta = 0.873$). Competence and commitment also exhibit significant effects, with standardized coefficients of 0.372 and 0.334, demonstrating that consumers value the company's reliability and commitment to relationships. Positive correlations between communication ($\beta = 0.179$) and trust ($\beta = 0.117$) emphasize the significance of straightforward communication and client confidence.

Overall, these findings emphasize that companies aiming to improve customer loyalty should prioritize strong conflict management, demonstrate competence, and foster commitment, while also maintaining transparent communication and building trust with their customers.

CHAPTER V

CONCLUSION

Introduction

This chapter has provided a comprehensive analysis of the impact of relationship marketing practices on customer loyalty at Young Insurance, based on data collected from 301 motor insurance policyholders in Yangon. By employing quantitative methods including descriptive statistics, correlation analysis, and multiple regression the study assessed how trust, commitment, communication, competence, and conflict handling contribute to sustaining long-term customer relationships. The analysis offers empirical insights into the effectiveness of Young Insurance's relationship marketing efforts and their implications for customer retention strategies.

5.1 Findings and Discussions

The findings of this study demonstrate that relationship marketing practices such as trust, commitment, communication, competence, and conflict handling have a significant influence on customer loyalty among motor vehicle insurance policyholders at Young Insurance in Yangon. Through regression analysis, it was discovered that these five factors together explain in customer loyalty, indicating a strong and meaningful relationship. Among them, conflict handling emerged as the most influential factor, suggesting that customers place high importance on how their concerns and issues are managed. This highlights the critical role of responsive service recovery in the insurance sector, where the resolution of claims and customer complaints can greatly shape the client's overall experience and loyalty.

In addition to the regression analysis, descriptive statistics revealed high mean scores for each of the relationship marketing variables, particularly communication, which was rated most favorably. Customers showed appreciation for timely updates, clear explanations, and transparent information from the company. Commitment and competence also received strong evaluations, reflecting the perception that Young Insurance is dedicated to building long-term relationships and has the ability to deliver services professionally. However, customer loyalty received a comparatively lower average score, although it still remained within the high range. This suggests

that while customers are generally satisfied, there may be some hesitation or room for improvement in strengthening long-term emotional bonds and loyalty intentions.

Furthermore, the correlation analysis confirmed strong positive associations between each of the relationship marketing dimensions and customer loyalty. All five variables were statistically significant and strongly correlated with loyalty outcomes. These findings suggest that when Young Insurance invests in trustworthy, communicative, and competent service especially in how it handles customer conflicts customers respond with higher loyalty. Therefore, these practices not only help retain current customers but also potentially encourage word-of-mouth promotion and brand preference. This underlines the importance of continuously improving relationship-focused strategies to foster long-term success in a competitive insurance market.

5.2 Suggestions and Recommendations

Based on the findings, it is recommended that Young Insurance intensify its conflict handling strategies, as this factor had the strongest influence on customer loyalty. The company should prioritize quick and fair resolution of disputes, improve claims processing transparency, and train frontline staff in empathetic conflict resolution techniques. Given that conflict handling reflects customers' final impressions during critical service moments, improving this area can significantly boost trust and long-term loyalty. Developing a customer grievance redressal system with real-time tracking and feedback mechanisms would enhance customer satisfaction and reinforce the perception of reliability.

Secondly, while communication was rated highly, efforts must be sustained and refined to maintain this strength. Clear and proactive communication about policy terms, updates, and claim statuses can prevent misunderstandings and reduce dissatisfaction. Young Insurance should implement multi-channel communication strategies, including SMS alerts, personalized emails, and chatbot services to increase accessibility and real-time interaction. Additionally, the company could benefit from gathering and acting on customer feedback more visibly, thereby fostering a culture of openness and responsiveness that further strengthens relationships.

Finally, the relatively lower score for customer loyalty suggests that, despite strong marketing practices, customers may still be susceptible to competitive alternatives. Therefore, Young Insurance should design loyalty programs that reward long-term clients with incentives such as premium discounts, faster claim approvals,

or value-added services. Emotional engagement should also be deepened through brand storytelling, social responsibility initiatives, and personalized experiences. These efforts will reinforce the psychological bond between customers and the brand, converting satisfaction into enduring loyalty in the competitive insurance landscape.

5.3 Needs for Further Study

Although this study provides valuable insights into how relationship marketing practices influence customer loyalty at Young Insurance, it is limited in scope to motor vehicle insurance policyholders within Yangon. Future research could expand the geographical coverage to include other regions of Myanmar or compare urban and rural customer perspectives. Such broader studies could offer a more generalizable understanding of relationship marketing dynamics across diverse populations and cultural contexts within the country.

Additionally, this study focused primarily on individual policyholders and excluded corporate clients or users of other insurance products such as health, life, or property insurance. Future researchers could explore whether relationship marketing practices have similar or different effects across various types of insurance services and customer segments. This would enable insurance companies to tailor marketing strategies based on product lines and customer demographics, thereby improving customer-centric decision-making.

Lastly, the study employed a quantitative research design, which, while effective in identifying relationships between variables, may not capture deeper emotional or psychological factors behind customer loyalty. Further research using qualitative or mixed methods approaches such as interviews or focus groups could provide richer insights into customer expectations, emotional bonds, or service experiences that drive loyalty. This would allow future studies to explore not only what influences loyalty but also why and how customers form long-term relationships with insurance providers.

REFERENCES

- Abtin and Pouramiri . (2016).
- Adams, J. S. (1965). Inequity in social exchange. *Advances in Experimental Social Psychology*, 2,, 267–299.
- Aung, T., & Htay, S. (2022). Enhancing transparency and trust in Myanmar's insurance sector: Challenges and opportunities. . *Myanmar Insurance Journal*, 12(3),, 45-62.
- Ball, D., Coelho, P. S., & Machás. (2004). The role of communication and trust in explaining customer loyalty: An extension to the ECSI model. *European Journal of Marketing*, 1272–1293.
- Berry, L. L. (1995). Relationship marketing of services—growing interest, emerging perspectives. *Journal of the Academy of Marketing Science*, 23(4), 236-245.
- Best, J. W. (1977). *Research in Education* (3rd ed.). Englewood Cliffs.
- Boulding, W. K. (1993). A dynamic process model of service quality: From expectations to behavioral intentions. *Journal of Marketing Research*, 30(1), 7-27.
- Bowden, J. L.-H. (2011). Engaging the student as a customer: A relationship marketing approach. . *Marketing Education Review*,, 21(3), 211-228.
- Browne, M. J., & Kim, K. (2020). Factors influencing insurance purchase decisions in emerging markets: A behavioral perspective. . *Journal of Risk and Insurance*, 87(4), , 1023-1045.
- Browne, M. J., & Kim, K. (2020). Factors influencing insurance purchase decisions in emerging markets: A behavioral perspective. . *Journal of Risk and Insurance*, 87(4), , 1023-1045.
- Cheng, X., & Zhang, Y. (2021). The impact of relationship marketing on customer loyalty in the insurance industry. *International Journal of Service Marketing*, 78-92.
- Chestnut, J. &. (1978). *Brand loyalty, Measurement and management*. Wiley.
- Chou, S. R., Hsu, C. L., & Chen, M. C. (2017). The effect of perceived risk and trust on customer purchase intention in the insurance industry. . *Journal of Financial Services Marketing*, 22(1),, 20-29.
- Churchill, G. A. (1982). An investigation into the determinants of customer satisfaction. *Journal of Marketing Research*, 19(4), 491–504.

- Doney, P. M., & Cannon, J. P. (1997). An examination of the nature of trust in buyer–seller relationships. *Journal of Marketing*, 61(2), 35–51.
- Firdaus, A. (2006). Measuring service quality in higher education: HEDPERF versus SERVPERF. *Marketing Intelligence & Planning*, 24(1), 31-47.
- Florinda Zegullaj, Jusuf Zeqiri, Nail Reshidi, Hyrije Abazi-Alili . (2023). *The Impact of Customer Relationship Marketing on Customer Loyalty: Evidence from the Banking Sector* .
- Grönroos, C. (1984). A service quality model and its marketing implications. *European Journal of Marketing*, 18(4), 36-44.
- Gronroos, C. (1984). A service quality model and its marketing implications. . *European Journal of Marketing*, 18(4), , 36-44.
- Gwinner, K. P. (1998). Relational benefits in services industries: The customer's perspective. *Journal of the Academy of Marketing Science*, 101–114.
- Gwinner, K. P., Gremler, D. D., & Bitner, M. J. (1998). Relational benefits in services industries: The customer's perspective. *Journal of the Academy of Marketing Science*, 101–114.
- Hennig-Thurau, T. L. (2001). Modeling and managing student loyalty: An approach based on the relationship quality perspective. *Journal of Service Research*, 3(4), 331-344.
- Homburg, C., Müller, M., & Klarmann, M. (2011). When should the customer really be king? On the optimum level of salesperson customer orientation in sales encounters. *Journal of Marketing*, , 55–74.
- Jacoby, J. &. (1978). Brand loyalty: Measurement and management. In *Wiley-Interscience*.
- Kotler, P., & Keller, K. L. (2016). *Marketing management (15th ed.)*. . Pearson.
- L. L. Berry, G. L. Shostack, & G. Upah (Eds.). (1983). *Emerging perspectives on services marketing*. American Marketing Association.
- Moorman, C., Zaltman, G., & Deshpandé, R. (1992). Relationships between providers and users of market research. *Journal of Marketing Research*, 29(3), 314–328.
- Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, 58(3), 20-38.
- Myanmar Business Guide. ((2025). *Insurance companies in Myanmar*.
- Myanmar Yellow Pages. (2025). *Young Insurance - Myanmar*.

- Oliver, R. L. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*, 17(4), 460–469.
- Oliver, R. L. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*, 17(4), 460-469.
- Oluwabiyi ,Asikhia, Egwuonwu,. (2022). The influence of relationship marketing on customer perception of insurance in Lagos State, Nigeria. *International Journal of Business and Management*, 17(3),, 58-75.
- Oluwabiyi, O. E., Asikhia, O. U., & Egwuonwu, T. K. (2022). The Influence of Relationship Marketing on Customer Perception of Insurance in Lagos State, Nigeria. . *British Journal of Marketing Studies*, 10(6),, 37-54.
- Parasuraman, A. Z. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12-40.
- Payne, A., & Frow, P. (2005). A strategic framework for customer relationship management. . *Journal of Marketing*, 69(4), 167-176.
- Rahim, M. A. (2002). Toward a theory of managing organizational conflict. *The International Journal of Conflict Management*, 13(3), 206–235. Retrieved from The International Journal of Conflict Management,.
- Schertzer, C. B. (2004). Student satisfaction and retention: A conceptual model. . *Journal of Marketing for Higher Education*, 14(1), 79-91., 14(1), 79-91.
- Sharma, A., & Sahoo, D. (2020). Building customer trust through relationship marketing in financial services. . *International Journal of Marketing Studies*, 12(2), , 89-105.
- Tsinidou, M. G. (2010). Evaluation of the factors that determine quality in higher education: An empirical study. *Quality Assurance in Education*,, 18(3), 227-244.
- Win, T. K., & Kyaw, M. Z. (2022). The role of social influence in Myanmar’s insurance sector: A consumer behavior study.), . *Myanmar Economic Review*, 15(1), 56-74.
- Zaw, M. (2020). The role of financial literacy in insurance adoption in Myanmar. . *Yangon Economic Press*.
- Zhao, L., & Deng, X. (2020). The impact of relationship marketing on customer retention in the insurance sector. *Journal of Service Marketing*, 14(3), 112-128.

APPENDIX

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	211	70.1	70.1	70.1
	Male	86	28.6	28.6	98.7
	Other	4	1.3	1.3	100.0
	Total	301	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 -30 year	84	27.9	27.9	27.9
	31- 40 year	143	47.5	47.5	75.4
	41 - 50 year	59	19.6	19.6	95.0
	Over 50	15	5.0	5.0	100.0
	Total	301	100.0	100.0	

Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor Degree	112	37.2	37.2	37.2
	High School	13	4.3	4.3	41.5
	Master Degree	114	37.9	37.9	79.4
	Other	27	9.0	9.0	88.4
	PhD	35	11.6	11.6	100.0
	Total	301	100.0	100.0	

Occupation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business Owner	102	33.9	33.9	33.9
	Employed	160	53.2	53.2	87.0
	Other	5	1.7	1.7	88.7
	Retired	12	4.0	4.0	92.7
	Student	22	7.3	7.3	100.0
	Total	301	100.0	100.0	

Duration with Insurance Provider

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1- 3 years	84	27.9	27.9	27.9
	4- 6 years	72	23.9	23.9	51.8
	Less than 1 year	72	23.9	23.9	75.7
	More than 6 years	73	24.3	24.3	100.0
	Total	301	100.0	100.0	

Descriptive Statistics

	N	Mean	Std. Deviation
Trust	301	3.42	.799
Young Insurance ™s policy is honest and transparent with its customers			
Young Insurance is trusted to keep its promises	301	3.48	.896
The information provided by Young Insurance is accurate and reliable such as term and condition.	301	3.51	.908
A sense of security is experienced when dealing with Young Insurance.	301	3.42	.930
The company is perceived to act in the best interest of its customers.	301	3.63	.767
Claims are handled fairly by Young Insurance."	301	3.46	.943
The company can be relied upon during times of need such as claim service	301	3.50	.866
Valid N (listwise)	301		

Descriptive Statistics

	N	Mean	Std. Deviation
Young Insurance communicates clearly about its insurance product.	301	3.50	.751
Complicated terms are explained in an easy-to-understand manner.	301	3.64	.936
Inquiries and concerns are responded to quickly by the company.	301	3.51	.989
Changes in policy or coverage are communicated effectively	301	3.53	.719
Timely updates regarding policy status and changes are provided	301	3.67	.907
Feedback and concerns are acknowledged and addressed appropriately	301	3.44	.800
Communication from the company supports informed decision-making	301	3.50	.937
Valid N (listwise)	301		

Descriptive Statistics

	N	Mean	Std. Deviation
Young Insurance shows a strong commitment to customer satisfaction	301	3.42	.979
Efforts are made to build long-term relationships with customers.	301	3.69	.801
Customer needs are proactively taken into account by the company	301	3.79	.803
Service provided goes beyond transactional interactions	301	3.48	.900

Customers are treated with care and made to feel valued.	301	3.68	.871
The company is dedicated to resolving issues in a timely manner	301	3.65	.952
The well-being of customers is genuinely considered	301	3.51	.863
Valid N (listwise)	301		

Descriptive Statistics

	N	Mean	Std. Deviation
Staff members at Young Insurance demonstrate knowledge and skill	301	3.59	.900
Customer queries are addressed effectively.	301	3.58	.855
Complex insurance needs are handled with competence.	301	3.57	1.026
The claims process is managed professionally	301	3.33	.974
Operations are conducted efficiently by the company	301	3.58	.958
The level of service reflects strong professional capability.	301	3.43	.848
Confidence in the company's insurance expertise is justified	301	3.51	.978
Valid N (listwise)	301		

Descriptive Statistics

	N	Mean	Std. Deviation
Young Insurance listens carefully when I express my problems or complaints.	301	3.49	.760
The staff at Young Insurance make sincere efforts to resolve my issues fairly.	301	3.53	.750

Conflicts or misunderstandings are handled promptly by Young Insurance.	301	3.55	.830
Young Insurance explains the reasons behind their decisions clearly during a dispute.	301	3.57	.966
Customer feel respected and valued even when I raise a complaint with Young Insurance.	301	3.58	.882
Young Insurance offers acceptable solutions to resolve my concerns.	301	3.61	.922
The company follows up to ensure that my issue has been fully resolved.	301	3.58	.893
Valid N (listwise)	301		

Descriptive Statistics

	N	Mean	Std. Deviation
Customer Loyalty	301	3.31	.868
Long-term use of Young Insurance is intended.			
The company would be recommended to others.	301	3.42	.871
Switching to another insurance provider is rarely considered.	301	3.52	.862
A strong emotional connection exists with Young Insurance.	301	3.41	.907
Continued use of services is likely even with a slight price increase.	296	3.38	1.017
A high level of loyalty is shown toward the company.	301	3.48	.893

Positive opinions about the company are shared with others.	301	3.34	.979
Young Insurance is preferred over other providers.	301	3.55	.888
Policy renewal has occurred multiple times with Young Insurance.	301	3.46	1.011
Young Insurance is the preferred choice for future insurance needs	301	3.35	.960
Valid N (listwise)	296		

Reliability Statistics

Cronbach's	
Alpha	N of Items
.886	7

Reliability Statistics

Cronbach's	
Alpha	N of Items
.892	7

Reliability Statistics

Cronbach's	
Alpha	N of Items
.902	7

Reliability Statistics

Cronbach's	
Alpha	N of Items
.902	7

Reliability Statistics

Cronbach's	
Alpha	N of Items
.902	7

Reliability Statistics

Cronbach's	
Alpha	N of Items
.903	7

Reliability Statistics

Cronbach's	
Alpha	N of Items
.916	10

Correlations

		TT	TC	TCC	TCP	TCS	TCL
TT	Pearson Correlation	1	.774**	.550**	.706**	.737**	.826**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	Sum of Squares and Cross-products	136.359	105.763	78.104	106.447	99.861	115.925
	Covariance	.455	.353	.260	.355	.333	.393
	N	301	301	301	301	301	296
TC	Pearson Correlation	.774**	1	.701**	.732**	.822**	.839**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	Sum of Squares and Cross-products	105.763	137.005	99.633	110.610	111.736	118.145
	Covariance	.353	.457	.332	.369	.372	.400
	N	301	301	301	301	301	296
TCC	Pearson Correlation	.550**	.701**	1	.759**	.760**	.780**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	Sum of Squares and Cross-products	78.104	99.633	147.646	118.971	107.172	114.334
	Covariance	.260	.332	.492	.397	.357	.388
	N	301	301	301	301	301	296
TCP	Pearson Correlation	.706**	.732**	.759**	1	.835**	.841**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	Sum of Squares and Cross-products	106.447	110.610	118.971	166.501	125.087	131.015
	Covariance	.355	.369	.397	.555	.417	.444
	N	301	301	301	301	301	296
TCS	Pearson Correlation	.737**	.822**	.760**	.835**	1	.873**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	Sum of Squares and Cross-products	99.861	111.736	107.172	125.087	134.777	122.297
	Covariance	.333	.372	.357	.417	.449	.415
	N	301	301	301	301	301	296
TCL	Pearson Correlation	.826**	.839**	.780**	.841**	.873**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	Sum of Squares and Cross-products	115.925	118.145	114.334	131.015	122.297	145.779
	Covariance	.393	.400	.388	.444	.415	.494
	N	296	296	296	296	296	296

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

Descriptive Statistics

	N	Mean	Std. Deviation
TT	301	3.4893	.67419
TC	301	3.5420	.67578
TCC	301	3.6037	.70154
TCP	301	3.5135	.74499
TCS	301	3.5600	.67027
TCL	296	3.4132	.70297
Valid N (listwise)	296		

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		i. F
		B	Std. Error	Beta			Tolerance	VIF	
Model 1	(Constant)	.189	.102		1.844	.066			2.876 nge .000
	TT	.116	.043	.117	2.701	.007	.348	2.876	
	TC	.331	.047	.334	7.022	.000	.288	3.474	
	TCC	.171	.040	.179	4.260	.000	.367	2.725	
	TCP	.335	.042	.372	7.973	.000	.299	3.343	
	TCH	.873a	.762	.761	.34358	.762	940.923	1	