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Effect of Relationship Management on Customer Satisfaction: A study of some Selected Nigeria Insurance Firms in FCT, Abuja

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Abstract

Despite several relationship management measures adopted by various insurance firms such as shared values, communication and trust aimed at influencing consumer interests, they are still not satisfied with the activities of the insurance firms. The study thus investigates the effect of relationship management (RM) on customer satisfaction using survey research design and Kruskal-Wallis (KW) statistical tool. Structured questionnaires were administered to the 276 customers to generate data meant for the empirical analysis. Findings from the study revealed that trust has a significant effect on customer satisfaction of insurance services. In addition, communication was found to have a significant influence on customer satisfaction with insurance services. Lastly, shared value was found to have a positive and significant effect on customer satisfaction of insurance services. Based on these findings, the study recommends that insurance firms should enhance the process and procedures of communicating directly with the customers which can foster RM and customer satisfaction. This would help sustain the trust customers have with the services of insurance firms. In order to enhance customer satisfaction and decreasing customer loss, the firm should focus on sustaining an effective communication that aim to seek, gather, and store the right information; validated and share it through the entire organization levels; in order to create unique experience and deliver quality services. There is a need for organizations, especially insurance firms, to have a sustainable and effective shared value services with their customers, so as to sustain their satisfaction with the firm's services and obtain competitive advantage.

Keywords: Trust, Shared values, Communications, Customer satisfaction and CRM

INTRODUCTION

Companies are facing their toughest competition ever; and to win customers and encourage them to stay loyal or repurchase the service, most companies have resorted to meeting and satisfying customer needs by not being only reactive but proactive. They are also interested in finding new ways and means to satisfy the customer. Most companies are aiming for good customer relationship which means better service to the customer thereby preventing the customer from being promiscuous (Chen, & Popovich, 2013). A lot of companies are not just attracting customers but are working at building long term relationships with customers (both local and foreign customers), suppliers, employees, distributors and the general public. These companies are striving to satisfy the maximized expectations of each stakeholder group. Based on the nature of marketing, it involves voluntary "exchange" relationship where both sides must be willing parties. The parties must be able to communicate which could be through different instruments.

In today's highly competitive environment, businesses need better understanding of their customers. This understanding meets different channels of which one is customer relationship management. CRM helps companies make sense of customer needs, manage these relationships more intelligently and help predict the future (Dominici and Guzzo, 2010).

Consequently, customer relationship management (CRM) is a concept for managing a company's interactions with customers, clients, and sales prospects through trust, shared values, communications, empathy and bonding (Long,2013). Parvatiyar and Sheth (2012) sees CRM as a comprehensive strategy that includes the process of acquiring certain customers, keeping them and cooperating with them through bonding, empathy, shared values, communicating and trust to create a distinguished value for both the company and the customer. The objectives of CRM are to enhance income, customer satisfaction and profitability. To attain CRM, many organizations use set of tools, technologies, and procedures to support the relationship with the customer to enhance sales.

Customer satisfaction is a business philosophy which tends to the creation of value for customers, anticipating and managing their expectations, and demonstrating ability and responsibility to satisfy their needs, (Dominici and Guzzo, 2010). Qualities of service and customer satisfaction are critical factors for the success of any business (Gronoos, 2015). As Valdani (2009) points out: enterprises exist because they have a customer to serve. The key to achieve sustainable advantage lies in delivering high quality service that results in satisfied customers (Shemwell, 1998).

In recent times, insurance companies have had to device different relationship management strategies due to the increased competition posed by the emergence and growth of new financial institutions in Nigeria and the changing needs of customers. Others include: the changing economic and business environment that followed the expansion of business, the high percentage of money outside the banking system and the low level of public awareness. Effective relationship management is thus becoming important in the insurance industry because if an insurance company develops and sustains a long-term relationship with its customers, its competitors cannot easily poach them. This therefore offers sustained competitive advantage (Gruen et al., 2015).

Nigerian insurance firms are also re-strategizing to meet current customers' expectations and where possible exceed such expectations through robust customer relationship management (CRM) policies and program to remain in business. However, despite several relationship management measures utilized by various insurance firms such as empathy, responsiveness, shared values, communication and trust aimed at influencing consumer interests, they are still not satisfied with the activities of the insurance firms. This is a problem this research aims to investigate and to find out why.

Most studies on relationship management and consumer satisfaction as Kolis & Jirinova (2013); Vasiliu (2012); Feinberg and Kadam (2002); Wang and Lo (2004) dwelt only on manufacturing industry and banking industries. This study seeks to fill this research gap identified in the previous studies by paying attentions to how relationship management influences consumer satisfaction in the insurance industry through shared values, communication and trust.
Hence, it is imperative for this study to investigate the effect of CRM on customer satisfaction in Nigeria using some selected insurance firms in Abuja as a study.

Based on the above stated problem, the following questions were raised:

i. What effect does trust have on customer satisfaction with insurance services?
ii. What influence does communication have on customer satisfaction with insurance services?
iii. How has shared values impacted on customer satisfaction with insurance services?

In line with the research questions, the following hypothesis were tested:
H01: Trust has no significant effect on customer satisfaction with insurance services
H02: Communication has no significant influence on customer satisfaction with insurance services
H03: Shared values has no significant effect on customer satisfaction with insurance services

LITERATURE REVIEW

Conceptual Framework

Concept of Customer Relationship Management (CRM): As a logical result of the appearance of the concept ''Relationship Management'' since the 1920s, the concept "Customer Relationship Management" (CRM) has been brought to attention in late nineties, especially among the academics and partitions (Chen & Popovich, 2013). The new concept has directed attention towards various vital aspects, including the necessity of direct relationship between customers and markets, the importance of keeping current customer, as well as the inevitability building long-term relationships with customers instead of the customer-oriented transaction method in order to augment the profitable of the institutions, especially in today's increasingly competitive economy (Jayachandran & et. al, 2015). Therefore, the organization have directed their attention to CRM by abundantly investing in the necessary infrastructure, with special concern on the advancement of information technology. Some considered, therefore, that improving the performance could be achieved through directing more attention to CRM (Malmi et. al, 2014). Now, CRM is considered one of the most important targets in about 60% of the projects around the world. Great advancement in technology helps to better divide market territories, therefore enhancing communications with customers by providing an environment rich with information so as to contribute in improving efficient strategies to deal with customers.

Parvatiyar and Sheth (2012) mentioned that CRM is a comprehensive strategy that includes the process of acquiring certain customers, keeping them and cooperating with them to create a distinguished value for both the company and the customer. As it shows, this definition regards CRM as a strategy with a main goal of delivering a distinguished value to the customers through improving the marketing productivity and satisfaction.

On the other hand, Payne and Frow (2016) demonstrated that there are various points of view related to the concept of CRM. Whereas, some points of view were in favor of regarding CRM as correspondence in direct mail, a diagram for customer satisfaction and loyalty programs or databases, other points of view regarded it as an assistant office work or a call center. Still, some considered it data storage or taking care of data search and processing.

Finally, some considered it gaining the systems that make it able to perform e-commerce Payne and Frow (2016) mentioned that the obvious lack of accepted and appropriate definition of CRM may lead to the failure of the project of CRM, particularly if organizations adopt the limited point of view, which is related to specific technology (the technological dimension). Therefore, the two researchers tried to put a more comprehensive definition which pays attention to the strategy point of view. Lindgrin (2015) defined CRM as a strategic method related to creating a distinguished value for the contributors through improving good relationships with the main customer's categories, as it (CRM) seeks to unify the strategies of marketing using relationships and information technology to create profitable, long-term relations with customer and other parties. This value is created through providing good chances to use data information to understand customers and provide them with value. Consequently, this requires the integration of customers, individuals and management abilities, which happens through information, technology and applications.

Kumar & Reinartz (2016) agree with the above definition that CRM is merely a strategic process by which the institution's more profitable customers are chosen, and interactions between this institution and customers are determined, in order to achieve the goal of maximizing the present and future values for customers. Unlike other researchers, Ramaseshan (2016) defined CRM from the employment point of view as a process of reaching agreement with each customer or their own, using all the available means to know the quantitative expected response of that customer as a result of practicing marketing activities to the degree that maximize the general profitability of the organization.

Brink (2016) defined CRM as a definite marketing activity by which the institution prepares its customers to use its resources to produce and market a valuable product for them. CRM aims at two goals: supporting the cause and improving the marketing performance. In an attempt to summarize the most important concepts of CRM, Zablah (2014) demonstrated that there are five proxies for CRM and they are trust, bonding, empathy, communication, responsiveness and shared values.

Concept of Customer Satisfaction: Satisfaction is derived from the Latin satis (enough) and facere (to do or make). Thus, satisfying products and services have the capacity to provide what is being sought to the point of being enough. Two related words are satiation, which loosely means enough up to the point of excess, and satiety, which can mean a surfeit or too much of enough, as if to say that too much is necessarily undesirable. These terms illustrate the point that satisfaction implies a filling or fulfillment (Masrujeh, 2009).

Customer satisfaction is a statement to the buyer about the appropriateness of the reward, received in exchange for the service experienced. Every firm tries to fulfill customers' needs, desires, wants, aims and expectations as customer are assumed to be the king. Therefore, production and marketing department collaboratively produce economic utility for customers. Customer satisfaction is generally understood as the pleasure of using product and service. Customer satisfaction is the voice of customer that will differ from person to person. It is an appraisal of how products and services of a company meet up or exceed customer anticipation which is achieved through research findings of the customers' needs and wants at affordable price and at the door step of the customer.

Clearly, defining and understanding customer satisfaction can help any company identify opportunities for product and service innovation and also serve as a basis for performance appraisal and reward systems. It can also serve as the basis for a customer satisfaction surveying program that can ensure that quality improvement efforts are properly focused on issues that are most important to the customer (Li, 2012).

Jamal and Naser (2013) stated that if customers were satisfied with the services of the firm, they are more likely to give more credit to this firm if compared to those firms they were not satisfied with, hence less likely to engage in repeat purchases. Similarly, if the customers are satisfied with the services of the firm, then they will be more willing to engage in repeat purchases and develop their relationship with that firm. However, satisfying customers is not enough to retain them because even satisfied customers defect at a high rate in many industries, therefore companies must be ready to go extra mile to keep them. Customers Behavior is mainly shaped by their needs and expectations. The desired outcome of expectations is getting what one anticipates from a service encounter as a consumer. Needs focus on obtaining what one seeks from life as a person, therefore the firm should understand that people strive to satisfy core needs in life at a level more fundamental and compelling than meeting their expectations as consumers (Schneider, 1999).

Kotler (2009), defined satisfaction as a person feeling of pleasure or disappointment resulting from comparing a product perceived performance or outcome in relation to his or her expectation. Tse(2016) described satisfaction as " the consumers response to and evaluation of the perceived discrepancy between prior expectation (or some other norm of performance) and the actual performance of the product as perceived after its consumption". This implies that if services provided is better than what is expected, the customer is satisfied. However, if services provided is worse than the customer expectation, the customer is unsatisfied. While Hunt defined consumer satisfaction "as an evaluation rendered that the consumption experience was at least as good as it was supposed to be." Westbrook and Reilly (1983) defined satisfaction as not just a response but "an emotional response to the experiences provided by, associated with particular products or services purchased, retail outlets, or even molar patterns of behavior such as shopping and buyer behavior, as well as the overall marketplace."

Kumar (2016) defined consumer satisfaction as "the summary psychological state resulting when the emotion surrounding disconfirmed expectations is coupled with the consumer's prior feelings about the consumption experience".
Referring to the above definition, the concept of customer satisfaction is a pleasurable fulfillment response, while dissatisfaction is an unpleasurable fulfillment response. The experience of some parts of the component of the definitions allows the satisfaction evaluation to be directed at any or all elements of the customer's experiences. This can include product, service, process and any other component of the experiences.

The most common way of operational sizing satisfaction is to compare the customer's perception of an experience, or some part of it with their expectation. This in known as, the expectation disconfirmation model of customer satisfaction. Basically, the model suggests that if customers perceive their expectation to be met, they are satisfied. If their expectation is underperformed, this is negative disconfirmation and they will be dissatisfied. Positive disconfirmation occurs when perception exceeds expectation. The customers may pleasantly be surprised or even delighted. This model of customer satisfaction assumes that customers have expectations, and that they are able to judge performance.

Customer satisfaction is a state of mind that a customer has about a company when their expectations have been met or exceeded over the lifetime of the product or service. The achievement of customer satisfaction leads to company loyalty and product repurchase. However, customers who are merely satisfied are only at the first stage and they can easily switch to other companies. At most, customers range from being moderately satisfied to moderately dissatisfied, which means that most customer are essentially ambivalent in their loyalty to a particular business. These customers would likely defect in the presence of even a modest motivator; such as getting a better price or finding a more convenient store location (Masrujeh, 2009).

The company can make calls to her customers pretending to be another company. The company will now try to convince the customer to switch. If the customer insists on not switching, then the company will know that she is still winning the loyalty of the customer. The company needs to launch various campaigns to have more communication with their customers and provide services that reach their expectation which can upgrade the relationship to the next level and reach customer loyalty which consequently lead to more business performance.

Kotler (2009) pointed out that it is important to measure customer's satisfaction regularly through survey to determine customer's level of satisfaction. He said this is because firms may think that they are getting a sense of customer satisfaction through customer's complaints. However, in reality, 95 percent of dissatisfied customer's do not make any complaints, they just leave. As a result, it is important for firms to make it easy for the customers to complain. About 54 to 70 percent of dissatisfied customers who usually complain will continue to do business again with the organization, if their complaints are taken care of and resolved and may even be 95 percent if the complaints receive quick response and action (Kotler, 2009).

Unfulfilling customers expectation may be reflected to customer's willingness to pay which lead to insufficient revenue stream to cover the monthly expenses. Therefore, reaching customer's satisfaction considered to be the corner stone of any implementation means of customer acquisition and retention strategies.

The study thus utilizes the working definition of customer satisfaction given by Parvatiyar and Sheth (2012) which can be interpreted as an overall evaluation of service quality attributes which includes bonding, trust, communication, shared values and empathy.

EMPIRICAL STUDIES

Gilaninia (2011) studied the CRM application effect on customer satisfaction in financial and credit institutions. They adopted the descriptive method of study – analytical and causal analysis and statistical community is customers of financial and credit institutions in Iran (Guilan) and measurement tools is questionnaires. Regression analysis was run and found that the elements of CRM (quality of service, service features, and service availability and system complaints) have an effect on customer satisfaction.

Using chi-square statistical techniques, Srinivasan and Moorman (2015) researched if the investments in CRM influence customer satisfaction. The results of their research showed that if the firm was strategically committed to CRM, effects of the investment would prove to be positive on customer satisfaction.

Minghetti (2013) in her study performed on the hospitality industry supports the fact that deep knowledge of customers 'needs, behavior, and preferences and its proper management stimulates customer loyalty.

Sofi, Bhat, and Rather (2013) in their research using multiple regression method of analysis found that improvements in CRM Technology can influence positively customer satisfaction in the tourism industry. This study takes into consideration CRM only as technology and it failed at recognizing other dimensions of CRM.

Lien (2010) examined the relationship between shared values, guest satisfaction and guest behavioral intentions. The respondents were guests who stayed in hotels in Ho Chi Minh City, Vietnam. First, the research proposed a model analyzing the effect of service quality factors in hotel industry on perceived service quality. Results showed that shared values have a positive effect on guest satisfaction and guest behavioral intentions.

Vasiliu (2012) in his research discussed customer relationship management strategies which includes marketing, operations, sales, customer service, human resources, finance and information technology and implementing CRM as strategic concept is a necessity as in recent times our economy is "Customer centric" where the success of any company is based on customer relationship, the authority provided by any company to the customer to decide and also the personal experience of the customer with the company. Thus, Customer Relationship Management (CRM) as a strategy aims to satisfy and build long term relationship with clients/customers. He further found that through regular communications, customers were much satisfied with their purchase and this strategy helps to generate sales by contributing good service quality as expected by the customers.

Using regression analysis, Kaura, Datta and Vyas (2012) there exist at least three reasons why customer relationship management can affect customer satisfaction; such as, CRM support firms in customizing their offerings for each customer, by accumulating information from customer interactions with the firm. Following, trust applications, firms customize their offers to match the individual tastes of their customers. These trust applications improve the perceived quality of products and services from a customer's perspective. Since perceived quality is a determinant of customer satisfaction, it continues to point out that trust applications directly influence customer satisfaction through their effect on perceived quality.

Empirical evidence of Palmatier (2009) revealed that RM enhances both customer trust and commitment, which in turn influence customer behaviours, leading to superior seller performance in both Business-to-Customer and Business-to-Business markets.
Croteau and Li's (2013) empirical study, in the context of manufacturing, transportation and communication, retail, finance and insurance and service in Canada, supported a positive impact of customer knowledge management (CKM) capability on customer satisfaction. This is based on the rationale that CKM capability helps achieve a comprehensive view of the customers internally and provides a unified face to all customers externally.

Further supporting evidence from Jayachandran (2015), in the context of both services and goods firms in B-to-B and B-to-C markets in US, declared that CKM capabilities has a positive association with customer satisfaction and customer retention. By integrating and sharing customer knowledge throughout the organizations, firms are more likely to provide consumption-related fulfilment and quick and effective responses to customers' specific needs and complaints.

Similarly, Campbell's (2013) empirical finding, in the financial services industry in Canadian, showed that the gaps between customer requirements and the firm's offering can be closed, when firms can effectively acquire customer knowledge, convert it into useful form and apply it.

Using logistic regression technique and survey research design, Yim (2014) empirical finding, in the context of financial service company in Hong Kong, supported that customer knowledge capability exhibits a significant and direct effect on customer satisfaction.

Sin (2015) empirical finding, in the context of service firms in Hong Kong's financial industry, revealed that by interacting with customers in a satisfactory manner, firms can provide right offerings to meet customers' changing needs and thus gain the increase in customer satisfaction.

THEORETICAL FRAMEWORK

Theory of Services

Services include intangible duties that satisfy the needs of consumers or commercial users. In other words, services and products can be assumed on two ends of a continuum, as most cases are a combination of these two features (Nasehifar & Haghbayan, 2009). Most authors have pointed out five fundamental principles that distinguish service activities from non-service ones. These five principles include: intangibility, instability, heterogeneity, inseparability and non-possessiveness of the services (Mousavi & Rezaeian, 2007). Here, it needs to be pointed out that a complaining customer is not an enemy to the organization. Those customers who complain about specifications of a product or the services provided by the company are more likely to come back, as compared to those customers who never express any complain about the organization. That is to say an appropriate response to the complaining customers will make them 50% faithful to the organization; otherwise, they will go to the rivals (John, 2006). Thus, complaints should be addressed as opportunities to improve relationships with the customers. They should be used as instruments for satisfying the changeable demands of the customers (Ranjbaran, 2012). The studies show that only 10% of the personnel in the industrial sectors are directly in contact with the customers. However, this increases to 90% or even 100% for the service-providers (Nasehifar & Haghbayan, 2009).

Commitment-Trust Theory

The commitment-trust theory was advanced by Morgan and Hunt (1994). The theory asserts that relationship marketing involves establishing, developing, and maintaining successful relational exchanges. The foregoing constitutes a major paradigm shift from marketing theory and practice. The authors conceptualized relationship management and its ten forms, which are: reliability, tangibility, responsiveness, communication, access, courtesy, credibility, competence, security and understanding of customers. The scholars theorized that successful relationship marketing requires relationship commitment and trust. They modeled relationship marketing and trust as crucial mediating variables. They tested this model and compared it with rivals that do not allow relationship commitment and trust to function as mediating variables.

Commitment-trust theory is founded on political economy paradigm (Thorelli, 1986). It is stated that power is the central concept in network analysis since its mere existence can condition others. In tandem, it is argued that since about a third of strategic alliances are outright failures

(Sherman, 1992), what ought to be central to understanding relationship marketing is whatever that distinguishes productive, effective, relational exchanges from those that are unproductive and ineffective. It is posited that though there are no doubt many contextual factors that contribute to the success or failure of specific relationship management efforts, the presence of relationship commitment and trust is theorized to be central to successful relationship management, not power and its ability to condition others.

Commitment and trust are noted to be key because they encourage marketers to work at preserving relationship investments by cooperating with exchange partners, resist attractive short-term alternatives in favour of the expected long-term benefits of staying with existing partners, and view potentially high-risk actions as being prudent because of the belief that their partners will not act opportunistically. Therefore, when both commitment and trust, not just one or the other, are present, they produce outcomes that promote efficiency, productivity, and effectiveness. In other words, commitment and trust lead directly to cooperative behaviours that are conducive to relationship marketing success (Morgan & Hunt, 1994).

This study however adopts the commitment-trust theory propounded by Morgan and Hunt (1994). The choice for this theory is that it captures the aspect of relationship marketing which involves establishing, developing, and maintaining successful relational exchanges between a firm and a customer.

METHODOLOGICAL FRAMEWORK

Research Design: The design method adopted for this research takes the forms of survey study. A survey research is one in which a group of people or item is studied by collecting and analyzing data from only a few people or items (Samples) considered to be true representation of the entire group. Survey research method was used because it deals mainly with opinions of respondent (the opinion of respondent over a phenomenal) and also, because it is widely used in the management and social science research due to the complex relationships that exist between variable. This design style permits the collection of original data meant for describing large population with individuals or unit of analysis.

Population and Sample: The population of this study is restricted to the customers who operate with Law Union & Rock. Plc and Great Nigeria Ins. Plc located in the FCT, Abuja. The population for the study is 896 customers of these insurance firms.

The study adopted convenient sampling technique. Convenience sampling is one in which the researcher selects a sample consisting of only those sampling units which are conveniently available. Mugenda and Mugenda (2003) advises that to use convenience sampling, one must first decide on the criteria under which the population should fall.

Yamane (1967) sample size formula technique was used to estimate a sample of 276 customers out of the population of 896 customers as shown below:

Thus, the sample size was estimated from the Yamane (1967) sample size formula given as:

$$n = \frac{N}{1 + Ne^2}$$

Margin error = 5%

Where;

N	=	population size
3	=	is constant
e	=	is Margin of error (5%)

$$n = \frac{896}{1 + 896(0.05)^2}$$

$$n = \frac{896}{1 + 896(0.0025)}$$

$$n = \frac{896}{3.24}$$

$$n = 276$$

Method of Data Collection: The data were collected through primary sources which involved the use of questionnaires. According to Kothari (2006) the information obtained from questionnaires is free from bias and researchers influence and thus accurate and valid data was gathered. The questionnaire employed contained closed-ended structured questions in a five-Likert scale format ranging from strongly agree to strongly disagree.

The preliminary analysis of this study shows that the research instrument is reliable for further analysis as shown in Table 1.

Table 1: Result of Reliability Test

Variable	Alpha
Customer satisfaction	0.8421
Trust	0.7012
Shared value	0.9854
Communication	0.8841
Test to scale	**0.8451**

Field Survey, 2018

In the case of this study, the levels of alpha are well above the 0.60 typically accepted level, demonstrating a high level of internal consistency. As shown in Table 2 the alpha levels for the different indicators averaged alpha coefficient of 0.8451 is greater than 0.60, fully supporting the reliability of the constructs.

Method of Analysis: Before processing the responses, the completed questionnaires were sorted, checked and edited for completeness and consistency. The data was then coded to enable the responses to be grouped into various categories. The estimation was carried out using the Kruskal-Wallis (KW) test statistic.

The KW test statistic is given by:

$$K = \frac{12}{N(N+1)} \sum_{i=1}^{g} n_i \left(\overline{T}_i - \frac{N+1}{2} \right)^2$$

Where:

n_i is the number of observations in group $i; T_{ij}$ is the rank (among all observations) of observation j from group I; N is the total number of observations across all groups and $\overline{T} = \frac{1}{2}(N+1)$ is the average of all the T_{ij}.

RESULTS AND DISCUSSION

In line with the statistical research, the three hypotheses formulated in this study were approached with the aid of KW test-statistics. The decision rule for accepting or rejecting the null hypothesis for any of these tests will be based on the Probability Value (PV). If the PV is less than

5% or 0.05 (that is PV < 0.05), it implies that the variable in question is statistically significant at 5% level; otherwise, it is not significant at that level.

Test of Hypotheses One:

H01: Trust has no significant effect on customer satisfaction with insurance services

Table 2: Kruskal Wallis Result on Trust and customer satisfaction with insurance services

Kruskal Wallis (KW)Test Statistic			
	Value	Df	Probability Value (PV)
Kruskal Wallis (KW)Test Value	7.114[a]	4	0.0004
Likelihood Ratio	4.465	4	0.0021
Linear-by-Linear Association	3.166	1	0.0000
N of Valid Cases	276		

Source: Authors Computation (2018), SPSS, 24

From regression result in Table 2, the calculated Kruskal Wallis (KW)value for the effect of Trust on customer satisfaction with insurance services is 7.11; with an associated p-value of 0.0004. Since the p-value (of 0.004) is less than 0.05 used as the level of significance, we reject the null hypothesis (H01) and conclude that trust has a significant effect on customer satisfaction with insurance services

H02: Communication has no significant influence on customer satisfaction with insurance services

Table 3: Kruskal Wallis Result on communication and customer satisfaction with insurance services

Kruskal Wallis (KW)Test Statistic			
	Value	Df	Probability Value (PV)
Kruskal Wallis (KW)Test Value	2.245[a]	4	0.2417
Likelihood Ratio	1.124	4	0.3159
Linear-by-Linear Association	1.193	1	0.2124
N of Valid Cases	276		

Source: Authors Computation (2018), SPSS, 24

In the Kruskal Wallis result presented above, the Kruskal Wallis test value was found to be 2.245, with an associated Probability Value of 0.2417. Since the Probability Value of 0.2417 is greater than the alpha value of 0.05 (under 5% confidence level), we thus accept the second null hypothesis and conclude that communication has no significant influence on customer satisfaction with insurance services.

Test of Hypotheses Three:

H03: Shared values has no significant effect on customer satisfaction with insurance services

Table 4: Kruskal Wallis Result on shared values and customer satisfaction of insurance services

Kruskal Wallis (KW)Test Statistic			
	Value	Df	Probability Value (PV)
Kruskal Wallis (KW)Test Value	5.359[a]	4	0.0011
Likelihood Ratio	4.114	4	0.0033
Linear-by-Linear Association	3.747	1	0.0047
N of Valid Cases	276		

Source: Authors Computation (2018), SPSS, 24

Lastly, from the Kruskal Wallis result presented above, the Kruskal Wallis test value was found to be 5.359, with an associated Probability Value of 0.012. The Probability Value of 0.0011 is less than the alpha value of 0.05 (under 5% confidence level), we thus reject the third null hypothesis and conclude that shared values has a significant effect on customer satisfaction of insurance services

Discussion of findings

Findings from the study revealed that trust has a significant effect on customer satisfaction of insurance services. The implication of the finding is that the greater the trust insurance providers repose on their customers, the more loyal and satisfied they are to the insurance firm. This finding is consistent with the findings of earlier studies which had positively correlated trust with customer satisfaction in banks and retail industries (Lee& Chao, 2011).

In addition, communication was found to have a positive and significant influence on customer satisfaction of insurance services. The implication of the findings from this study showed that most customers complaints, queries, and suggestion are usually well circulated to the concerned department at the right time and which do not take long delay during processing the complaints. This is in agreement with the findings of Ndubuisi (2016) whose study showed that ineffective communications about services provided by several financial firms to their customers have often left them dissatisfied.

Lastly, shared value was found to have a positive and significant effect on customer satisfaction of insurance services. As the relationships are considerably strengthened by the means of common values, customers are considerably satisfied. Shared value has long been considered as an important component in building buyer–seller relationships. This is in-line with findings of Esposito, Kapoor and Goyal (2012) who found that when institutions want to focus on shared value that involves creating economic value, it leads to intrinsic goal of value creation for society with addressing its needs and challenges.

CONCLUSION AND RECOMMENDATIONS

Insurance firms should be viewed as a source to provide additional value-added services which is developed based on customer needs and wants, and not only to consider CRM as customer's record only. Since competition in the insurance industry is very tense, financial institution should give greater importance to CRM as a tool to gain competitive advantage through customer satisfaction.

It can thus be concluded that customer relationship management has a positive and significant effect on customer satisfaction of insurance services.

Based on the findings, the following recommendations were made:

Insurance management should enhance the process and procedures of solving customer complaints and problems directly which can foster CRM and customer satisfaction. This would help sustain the trust customers have with the services of insurance firms.

In order to enhance customer satisfaction and decrease loss of customers, insurance firms should focus on adopting and implementing communication strategies that aim to seek, gather, and store the right information, validate and share it through the entire organization levels; in order to create unique experience and deliver high services quality, especially during post sales services e.g. survey of insured properties and claims payment. The insurance firms are encouraged to develop its organizational structure, in a way that ensure the full support from the various technical and administrative departments to the customer service department so as to ensure that the customers complaints, queries, and suggestion will be circulated to the concerned department in the right time and no delay will take place during processing the complaints.

There is a need for organizations especially insurance firms to have a sustainable and effective shared value services with their customers so as to sustain their satisfaction with the firm's services and obtain competitive advantage by producing the right product at the right place, with the right price (premium) and the right promotion.

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