MASTER OF BUSINESS ADMINISTRATION – FINANCE

STUDENT NAME: CHABOTA MUDENDA

ZCAS STUDENT NO.: BAA18052

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Declaration

I Chabota Mudenda hereby declare this work as my own as it has not been presented to any other University. I conducted the research alone in order to fulfil the completion of my Master of Business Administration - Finance at ZCAS University. All outsourced literature that was used in this research was cited and referenced accordingly in order to give respect to the respective authors.

Signature Chabota Mudenda: Date:

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Supervisor's Signature   Date:

Abstract

In many industries, the role of customer service is widely acknowledged as pivotal in maintaining customer loyalty and satisfaction. This importance is particularly pronounced in the insurance sector, where the primary product offered is intangible. As noted by Susskind (2003), customer service plays a crucial role in customer retention within this industry. This research aims to explore the intricate relationship between customer service and customer retention, focusing specifically on Onelife Assurance Limited.

The study employed a sample size of 203 participants and pursued four distinct objectives. Firstly, it aimed to assess how the efficiency of claims processing impacts customer retention. Secondly, it sought to evaluate the correlation between responsiveness to customer queries and the fostering of customer loyalty. Thirdly, the research aimed to measure customer satisfaction levels in relation to policy renewals. Lastly, it aimed to provide actionable recommendations for enhancing customer service, thereby bolstering customer retention.

Primary data for this study was collected through a survey methodology. The collected data underwent thorough analysis and was presented using various charts generated using Microsoft Excel. The findings of this research highlighted the direct influence of customer service on customer satisfaction and loyalty within the insurance industry. It was evident that investing in superior customer service is essential for meeting the expectations of insurance clients. Satisfied customers are not only more likely to exhibit loyalty through repeated business but also contribute positively to word-of-mouth marketing based on their positive experiences with service quality.

In conclusion, this study underscores the critical role of customer service in the insurance sector, emphasizing its impact on both customer satisfaction and retention. By prioritizing customer service excellence, companies can cultivate enduring relationships with their clientele, thereby enhancing overall business performance and competitiveness in the market.

Acknowledgments

I wish to express my gratitude to God for His unwavering presence and guidance throughout my academic journey. It is through His kindness and grace that I have reached this significant milestone. Additionally, I extend my heartfelt thanks to my parents, Mr. and Mrs. Mudenda, for their consistent support, encouragement, and motivation during my studies.

I am also grateful to all those who have provided encouragement and assistance during this journey. I would like to acknowledge and thank my supervisor, Dr. Mukosa, for his invaluable guidance and mentorship throughout my research. His steadfast support and commitment ensured the excellence of the work I have presented.

Once again, I extend my sincere appreciation to everyone who has contributed to my academic success.

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CHAPTER 1: INTRODUCTION

1.1 Introduction

In many industries customer service has been recognised as a critical factor in maintaining customer loyalty and satisfaction. The insurance industry whose main product is intangible, customer service plays a pivotal role in the retention of customers (Susskind, 2003). This research aims at examining the relationship of customer service on customer retention in the insurance industry particularly at Onelife Assurance Limited.

This chapter is the initial chapter of the study and presents the background, research problem, justification, aim, objectives, questions, scope, contributions, approach and method, the data collection method and analysis techniques, the dissertation layout as well as a summary of the chapter.

1.2 Background of study

In Zambia, the insurance industry is made up of 382 players, of these only 11 offer long term insurance products (PIA, 2022). The life insurance industry is a highly competitive industry thus customer retention is crucial for the success of a company operating in the industry (Bitner M. , 2009). Like many financial service institutions life insurance companies face fierce competition, new technologies and a rapidly changing market (Bitner M. , 2009). In the industry there is an increased demand for quality customer service and as a result customers can move from one provider to another in search of quality customer service (Bitner M. , 2009).

Just like other life insurance companies Onelife Assurance considers its customers as an important asset. Therefore, it is important that the company understands the basics of customer service and its impact on customer retention. This is to enable them to come up with strategies to better serve their customers and ultimately ensure the company's growth and sustainability (Bloemer, 1997).

Life insurance companies recognize that today's customers who insist on the improvement of service quality have many alternatives and therefore may change providers if they are not satisfied (Bloemer, 1997). This is evident in the common policy lapses that are readily embraced by dissatisfied policy holders. The decrease in policy renewals has made the management of service quality and customer satisfaction critically important factors for ensuring customer retention (Bloemer, 1997). Onelife Assurance understands that the pricing and coverage of a policy is what attracts the customer, but the customer service is what keeps them from switching to another provider.

1.3 Research Problem

Customer service plays a vital role in shaping customers overall experience with an insurance company. It encompasses various aspects, such as responsiveness, empathy, problem solving and communication. When customers receive exceptional service, they are more likely to feel valued, satisfied, and loyal to the company. On the other hand, poor customer service experiences can lead to frustration, dissatisfaction and ultimately customer churn.

In today's competitive insurance industry, customer retention is crucial for the long-term success of insurance companies (Brohman, 2009). However, many insurance companies struggle with retaining their customers. One key factor that has been identified as potentially influencing customer retention is the quality of customer service provided by insurance companies (Brohman, 2009).

A report provided by the company management showed a decline in the number of renewals. In 2021 the corporate book stood at 295 and reduced to 271 in 2022. This shows a 24% decline in policy renewals. The individual book was made up of 160 individuals in 2021 and reduced to 143 in 2022. This shows a 17% decline in individual policy renewals. This has led to a rise in awareness about the need for improved customer service in the company. This research will focus on examining the impact that customer service has on customer retention.

1.4 Justification for the research

Research has been conducted to examine the impact of customer service on customer satisfaction in the insurance industry, but little research has been done to examine the role that customer service plays in a business's customer retention.

A study conducted in Sri Lanka by Sivensan (2019) on the impact of service quality on customer satisfaction concluded that service quality is the most important determinant of customer satisfaction. According to a study conducted by Sharda and Fatta (2018) service quality has a significant influence on customer satisfaction. These studies show the impact that service quality has on customer satisfaction, but very little research has been done on the impact that customer service has on the retention of customers in the insurance industry. Therefore, this research will add to the existing body of knowledge on the impact that customer service has on the success of the business and fill in the gap on how customer service impacts customer retention in insurance companies. It will also focus on examining the relationship exists between customer service and customer retention as well as finding out what measures life insurance companies can put in place to ensure that their customers are loyal to the business.

1.5 Research aim

This research aims to examine the impact that customer service has on customer retention with the focus being Onelife Assurance limited.

1.6 Research objectives.

To assess how the claims processing rate enhances customer retention.

To evaluate the relationship between processing customer queries and customer loyalty.

To measure the customer satisfaction rate in relation to the renewal of policies.

To provide recommendations for improving customer service and, consequently, customer retention.

1.7 Research questions

How does the efficiency of claims processing enhance customer retention?

What is the impact of effective processing of customer queries on customer loyalty?

How does customer service influence the renewal of policies?

What can the business do to improve customer service and consequently ensure customer retention?

1.8 Research Hypothesis

H_0: Customer service has a significant impact on Onelife Assurance Zambia's customer retention rate.

H_1: Customer service does not have a significant impact on Onelife Assurance Zambia's customer retention rate.

1.9 Research scope

This research will be carried out to find out the impact the customer service has on customer retention in insurance companies. Its focus will be Onelife Assurance Limited. Information that will be collected and used will be for the period 2021 to 2023. This period has been chosen because of the availability of information needed to carry out the research.

1.10 Research Contributions

Customer service plays a pivotal role in the success of any business. In as much as the pricing and coverage of an insurance product attracts the customer, it is the service that they receive

from the business that keeps them from switching to another provider (Bitner M. , 2009). Therefore, it is important to look at the relationship that exists between customer service and customer retention. In so doing the business will be able to come up with strategies that will increase their rates of customer service (Bitner M. , 2009). The research will also contribute to the existing body of knowledge that exists on the impact of customer service on customer retention in insurance companies.

1.11 Research approach and method

The duductive reseach approach was used in this research because the research was quantitative in nature and the researcher wanted to find out patterns and regularities from the data collected and past researches done on the subject (Saunders, 2015). This reseach approach was used so as to collect information pertianing to the area of study because it would help achieve the results about the impact the customer service has on the retention of customers in the insurance industry particularly at Onelife assurance limited.

1.12 Data collection and analysis techniques

The primary data for this research was collected through the use of a survey. Other information pertaining to the research was gotten from customer policy documents and published articles. In order to analyze and get collective results the researcher used Microsoft excel to come up with tables, bar and pie charts.

1.13 Proposal Layout

The research propsal has been organised into three chapter in order to adress the problem of how customer service impacts customer retention in insurance companies. Each chapter will be looking at a particualar area of study and the areas of concentration for each study are as follows:

Chapter one: chapter one was the introductory chapter of the study and it looked at the background of the study, the problem statement, the research aim, objectives and questions, research contribution and research design, research method and approach. The chapter also looked at the data collection and analysis techniques and the layout of the dissertation and then the chapter was concluded by looking at a summary of everything that was disscussed in the chapter.

Chapter two: chapter two is the literature review chapter. It looked at literature that is of importance to the research that is being carried out. It focused on research material that has

been done by other researchers writings, publications and statements that relate to the subject of study.

Chaper three: chapter three looked at the methods that were used to carry out the study. It involved the research design, procedure and method of data collection, the sampling procedure and data analysis techniques.

Chapter four: chapter four of the study provides an anlysis of the daya collected. It interpretes the results of the data analysis.

Chapter five: chapter five is a summary of the entire study. It also provided recommendations to the research problem.

1.14 Chapter Summary

This chapter was the introductory chapter of the research. It looked at the aim of the research is, the research objectives and questions and the methods that will be used to collect and analyse data. The chapter also looked at the research problem and the justification for conducting the research. The next chapter of the study is known as literature review and it focuses on literature that was done by other researchers that is in relation to the research being conducted. The chapter will also include the conceptual and theoretical frameworks as well as the gaps that exisit in the literature being reviewed.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The foregoing chapter was the introductory chapter of the research. It highlighted what the research problem, aim and objectives of the research are. This chapter will provide more insight into the impact that customer service has on the retention of customers. This chapter will also include the theoretical and conceptual framework of the research and will include the gaps in the literature.

2.2 Customer service

Customer service refers to the support and assistance given to customers during a transaction or purchase of a good or service (Susskind, 2003). It encompasses a wide range of activities which include answering customer questions, finding solutions to customer queries, resolving complaints, interacting with customers, and providing advice to customers (Frei, 2012). It is made up of the various channels that businesses use to interact with their customers (Susskind, 2003). These channels include but are not limited to phone calls, in person interactions, self-service options, social media platforms and emails (Frei, 2012). Customer service is important because it fosters brand loyalty, reduces customer churn, and increases the business's sales (Frei, 2012).

The insurance industry mainly offers intangible products thus customer service plays a pivotal role in the retention of customers. Customer service primary goal is to ensure that customers are satisfied which will lead to customer retention (Frei, 2012). This can be achieved by meeting customer needs, building positive relationships with customers, and enhancing the overall customer experience (Susskind, 2003).

2.3 Customer Satisfaction

Customer satisfaction is a measurement of how happy customers are with a company's products, services, and overall capabilities (Lehtinen, 1991). It reflects how well a business meets customer expectations and resonates with buyers. Essentially, it gauges whether your customer base likes what you're doing (Lehtinen, 1991). High customer satisfaction is crucial because it leads to several positive outcomes such a greater customer retention, higher lifetime value and stronger brand reputation (Suuroja, 2003). However, there can be a disconnect between what businesses think satisfies customers and what does. Companies often rate their own service highly while customers may feel differently (Suuroja, 2003). For instance, a business may think that having many communication channels will satisfy the customer when

it is the query resolution rate that satisfies the customer. To ensure success, businesses must focus on understanding their unique audience and tailor their customer service accordingly (Suuroja, 2003). By consistently delivering exceptional experiences, companies can build loyalty, improve performance, and enhance their overall reputation which often lead to customer retention.

2.4 Customer Retention

Customer retention embodies a business's capacity to maintain its existing clientele and sustain revenue streams through their continued patronage (Mehta, 2016). Essentially, it entails fostering repeat purchases and cultivating loyalty within the customer base. The significance of customer retention lies in its cost-effectiveness, as it generally incurs lower expenses compared to customer acquisition, with estimates suggesting it is about five times cheaper to retain an existing customer than to acquire a new one (Mehta, 2016). Moreover, it ensures a consistent and sustainable revenue flow over time while maximizing the lifetime value of each customer, referring to the cumulative value they contribute to the business throughout their engagement. Customer retention operates distinctively from lead generation efforts, focusing instead on nurturing relationships with current customers through exemplary service, demonstrating product value, and offering competitive advantages (Mehta, 2016). Factors prompting customer churn often revolve around poor customer service, friction in the purchasing process, or perceived lack of value in the product or service received (Mehta, 2016). To enhance customer retention, businesses can implement strategies such as personalization to cater to individual preferences, loyalty programs to incentivize repeat business, effective communication to keep customers engaged, continuous improvement of products or services, and soliciting feedback (Spector, 2017).

2.5 Insurance Companies

Insurance companies are companies that operate in the financial sector who provide financial protection against specific risks in exchange for payments known as premiums (Kagan, 2024). These risks include accidents, illness, and death. Insurance companies pool resources from many individuals and firms to spread the risk across a larger group (Kagan, 2024). If an insured event occurs the insurance company compensates the policy holder according to the terms of the insurance policy (Kagan, 2024). Insurance companies offer various types of insurance products which include life, health, and property insurance (Kagan, 2024).

2.6 Theoretical Framework

2.6.1 Service Quality Theory

Service quality theory is a framework that examines the dimensions and determinants of quality in service delivery (Grigoroudis, 2009). It encompasses various models and concepts aimed at understanding and improving the quality of services provided to customers (Gonoroos, 2015). One of the most influential models in service quality theory is the SERVQUAL model, developed by Parasuraman, Zeithaml, and Berry in the 1980s (Grigoroudis, 2009). This model identifies five key dimensions of service quality: reliability, assurance, tangibles, empathy, and responsiveness (Hussain, 2013). Reliability refers to the ability to deliver services consistently and accurately (Hussain, 2013). Assurance relates to the knowledge, courtesy, and trustworthiness of service providers (Hussain, 2013). Tangibles pertain to the physical facilities, equipment, and appearance of personnel (Hussain, 2013). Empathy involves understanding and caring for customers' individual needs and circumstances (Hussain, 2013). Responsiveness concerns the willingness and promptness of service providers to help customers and help (Hussain, 2013). Service quality theory also emphasizes the importance of customer perceptions and expectations in assessing service quality. By understanding and meeting customer expectations across these dimensions, organizations can enhance customer satisfaction, loyalty, and overall business performance (Grigoroudis, 2009).

2.6.2 Relationship Marketing Theory

Relationship marketing theory, as outlined by Guthrie (2010), is a strategic framework centred on fostering enduring relationships with customers. It emerged in response to the recognition that maintaining existing customers is often more economically advantageous than acquiring new ones (Moller, 2010). The theory encompasses several fundamental principles. Firstly, it emphasizes maximizing customer lifetime value by understanding and meeting customer needs over time, promoting loyalty and repeat business (Buttle, 1996). Secondly, it prioritizes customer satisfaction and loyalty by delivering superior value and ensuring customer needs are met consistently (Buttle, 1996). Thirdly, it advocates for two-way communication, encouraging ongoing interaction between the firm and its customers through personalized engagement and feedback mechanisms (Buttle, 1996). Additionally, it stresses customization and personalization, tailoring products, and services to individual preferences to enhance the customer-brand relationship (Buttle, 1996). Trust and commitment are considered foundational, established through transparent communication and ethical conduct. Relationship marketing takes a long-term perspective, aiming for enduring relationships rather than short-

term gains (Kleinaltenkamp, 2006). It involves customer segmentation to target marketing efforts effectively and prioritize customer retention strategies such as incentives and rewards programs. cross-selling and up-selling are also employed to maximize customer value (Kleinaltenkamp, 2006). Employee engagement and customer focus are highlighted as critical, with organizations investing in training to empower employees in building strong customer relationships. Overall, relationship marketing underscores the significance of trust, communication, customization, and value delivery in nurturing long-term customer relationships, ultimately driving sustainable competitive advantage and business growth (Kleinaltenkamp, 2006).

2.6.3 Customer Satisfaction Theory

Customer satisfaction theory examines the elements and procedures involved in meeting customer needs and desires to achieve contentment with a product or service (Oliver, 2015). It encompasses a range of psychological, social, and economic factors that shape how customers perceive their interactions with a company or brand (Oliver, 2015).

A notable theory within this realm is the Expectancy-Disconfirmation Model. According to this model, customer satisfaction hinges on the comparison between a customer's expectations prior to purchasing a product or service and their perceptions of the actual performance or experience post-purchase (Schlagel, 2010). If the perceived performance exceeds expectations, customers typically express satisfaction. Conversely, if the perceived performance falls below expectations, dissatisfaction may ensue.

In practical terms, businesses commonly employ customer satisfaction surveys, feedback mechanisms, and analytics to comprehend and enhance customer satisfaction levels, given its close correlation with customer loyalty, repeat purchases, and positive word-of-mouth referrals (Schlagel, 2010).

2.6.4 Customer Equity Theory

Customer equity theory emphasizes the enduring importance of a company's customer base in driving long-term success beyond simple sales and profits (Bejou, 2006). It suggests that the value of customer relationships over time is crucial. This theory consists of three main components: value equity, which refers to customers' perception of the value gained compared to what is expended (Bejou, 2006). Brand equity, which enhances the value of a product or service through brand association, promoting loyalty and enabling premium pricing and relationship equity, which highlights strong customer-company connections through

satisfaction, loyalty initiatives, personalized interactions, and exceptional service (Bejou, 2006). Effective management of these elements fosters increased customer equity, resulting in heightened lifetime value, enhanced retention rates, and a sustainable competitive advantage (Bejou, 2006).

2.7 Conceptual Framework

A conceptual framework is a network of concepts. It is used to find out what relationship exisits between variables and gives a clear understanding of the results (Saunders, 2015). The variables being looked at are the dependent and independent variables. The insurance industry is a highly competitve thus customer retention os crucial for the long term success of the company. It is important that Onelife Assurance comes up with ways to better serve its customers if they are to reduce customer churn and dissatisfaction. In so doing they will have a competive advantage in the industry. The diagram below is an illustration of the dependent and independent variables:

Independent Variables	Dependent Variable
-Claims processing rate -Customer queries handling -Customer satisfaction rate -Recommendations	-Customer retention
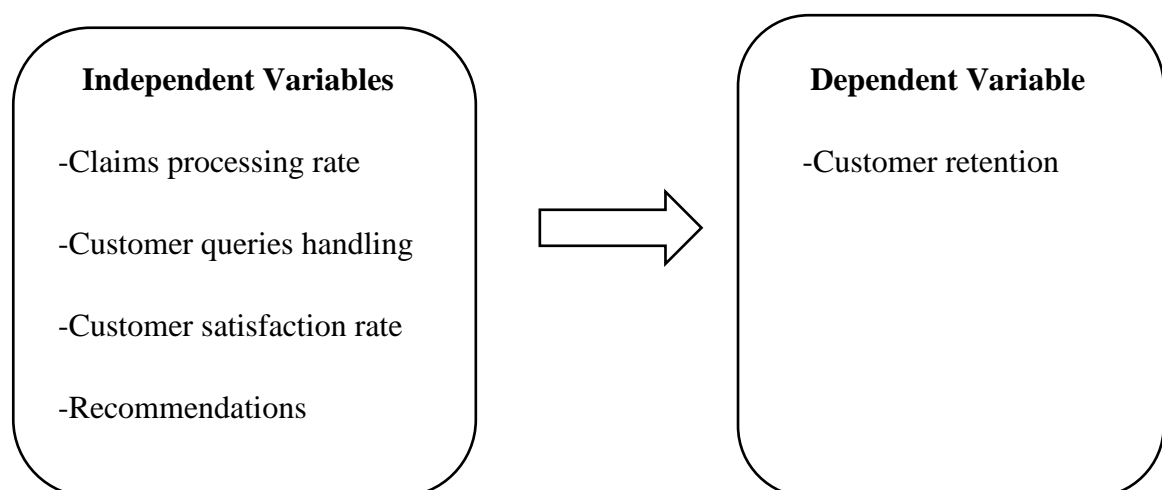
2.8 Empirical Evidence

There have been a number of studies carried out in relation to the study that was carried out. A study conducted by Dr. J. Jeya (2020) of Meera college of Arts and Science for Women Keelapalur had the objective of investigating the influence of customer satisfaction on service quality efficiency within National Insurance companies (NIC). The study utilized exploratory factor analysis (EFA) to assess levels of satisfaction among individuals regarding NIC's

services. EFA findings indicate particularly high satisfaction levels among clients concerning Prompt Claim Settlement and Fair Premium standards. To further explore the relationship between customer satisfaction and NIC service efficiency, a structural equation model (SEM) was employed. The results underscore that the fairness of premiums and the clarity of policy documentation significantly impact NIC's operational efficiency. This research holds relevance for NIC, as well as for other general insurance companies, academics, researchers, and regulatory bodies, offering insights into enhancing service quality and operational effectiveness in the industry.

In a study conducted by Tanpat Kraiwanit (2022), the investigation focused on customer satisfaction and loyalty concerning service quality at the Krabi Branch of Muang Thai Insurance Company in Thailand. A purposive sampling method was employed to select six Thai insurance customers for qualitative analysis. Data analysis utilized content analysis facilitated by NVivo software. The findings revealed that the SERVQUAL Model dimensions (tangibles, reliability, responsiveness, assurance, and empathy) significantly influenced customer satisfaction and loyalty among Muang Thai Insurance Company's Krabi Branch customers. These implications are valuable for insurance company managers and other businesses aiming to enhance service quality, align with customer expectations, and foster loyalty. Moreover, insights gained can inform effective marketing strategies by understanding customer satisfaction and loyalty dynamics related to service quality. Consequently, this approach contributes to improved business performance. Recommendations include pursuing a quantitative study with a larger sample size for further research.

Ibrahim Ofosu-Boatenga (2020) conducted a study to investigate the impact of customer relationship management (CRM) on customer retention within the insurance sector in Accra, Ghana. The objectives of the study were threefold: first, to analyze the correlation between CRM and customer satisfaction in Accra's insurance industry; second, to assess the relationship between CRM and customer retention in the same sector; and third, to identify the challenges hindering effective CRM strategies within insurance firms in Accra. The study employed a convenience sampling technique, surveying 200 customers of various insurance companies in Accra, Ghana, using structured interview guides. Data analysis was conducted using SPSS version 20. The findings indicated a direct influence of CRM on customer satisfaction, as well as a significant positive correlation between CRM efforts and customer retention. Based on these results, the study recommends that insurance companies in Accra prioritize delivering exceptional customer service tailored to meet customer expectations. Furthermore, fostering

value-driven relationships with customers is crucial for enhancing retention rates, particularly in competitive business environments.

2.9 Gaps in the … literature

A study conducted in Sri Lanka by Sivensan (2019) on the impact of service quality on customer satisfaction concluded that service quality is the most important determinant of customer satisfaction. According to a study conducted by Sharda and Fatta (2018) service quality has a significant influence on customer satisfaction. These studies and those in the empirical evidence section show the impact that service quality and customer relationship management have on customer satisfaction, but very little research has been done on the impact that customer service has on the retention of customers in the insurance industry. Therefore, this research will add to the existing body of knowledge on the impact that customer service has on the success of the business and fill in the gap on how customer service impacts customer retention in insurance companies.

2.10 Chapter Summary

This chapter looked at the relevant literature relating to the impact of customer service on customer retention in the insurance industry. It included the theoretical and conceptual framework which showed the independent, motivating, and dependent variable. The next chapter will be the research methodology and it will focus on the methods that the researcher used to carry out the research such as the sample size, the research approach, and the data collection techniques.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

The preceding chapter served as the literature review, delving into pertinent scholarly works relevant to the study. Additionally, it included conceptual and theoretical frameworks. Conversely, this chapter will center on elucidating the methodologies employed for conducting the research, encompassing aspects such as sample size determination, data collection and analysis techniques, and the methods utilized for data acquisition.

3.2 Research approach

The research followed a deductive research approach, which begins with a theory or hypothesis and subsequently validates it through empirical observations and evidence, facilitating the derivation of conclusions from the gathered data (Saunders, 2015). This methodology was employed to test the research hypothesis, given the quantitative nature of the study.

3.3 Research Strategy

A research strategy explains the systematic approach employed by the researcher to execute the study effectively (Tan, 2022). In this study, the primary data collection method involved the administration of a survey. The survey was carefully crafted, comprising a series of inquiries carefully designed to explore and quantify the influence of customer service on customer retention within the insurance sector. This methodological choice was predicated on its capacity to gather firsthand insights directly from respondents, facilitating a nuanced understanding of the dynamics at play in the relationship between customer service quality and customer retention rates within this specific industry context.

3.4 Strategy Justification

The decision to utilize a survey as the primary data collection method stems from the nature and objectives of the study. Given the aim of examining the influence of customer satisfaction on customer retention within the insurance industry, a survey presents as an ideal tool for gathering relevant insights. By employing a survey, the researcher can systematically gather responses from a large sample of respondents, allowing for a comprehensive examination of the relationship between customer satisfaction and retention (Tan, 2022). Additionally, the structured format of the survey enables the researcher to pose specific questions tailored to uncovering insights pertinent to the research objectives, ensuring clarity and consistency in data collection (Tan, 2022). Furthermore, the survey offers practical advantages such as ease of administration, cost-effectiveness, and the ability to collect data from geographically

dispersed respondents (Tan, 2022). Overall, the survey aligns well with the research goals, offering a robust and efficient means of obtaining the necessary information to address the study's objectives.

3.5 Research Paradigm

A research paradigm constitutes a cohesive framework of shared beliefs and assumptions guiding the philosophical orientation and methodological approach of a study (Newhart, 2018). In the context of this research, the adoption of the positivist research paradigm was deemed appropriate, given its congruence with the nature and objectives of the examination. Positivism is characterized by its emphasis on the objective and empirical interpretation of collected data, aiming to ascertain discernible patterns and relationships within the observed phenomena (Newhart, 2018). The selection of this paradigm stemmed from the deductive and quantitative nature of the study, aligning with positivism's foundational principles of systematic data collection and rigorous analysis to elucidate the underlying relationships between variables under scrutiny. By adhering to positivist tenets, the research endeavors to objectively observe and interpret empirical evidence, thereby contributing to the understanding of the impact of customer service on customer retention within the insurance industry.

3.6 Time Horizon

In research the time horizon refers to the period of time in which the study will be conducted (Mishra, 2011). There are two types of time horizons which are cross-sectional and longitudinal (Saunders, 2015). For this study the researcher used the cross-sectional time horizion. Cross-sectional time horizon is when information is collected at a specific period of time from a sample while the longitudinal time horizon is when information is repeated collected from the same sample (Mishra, 2011). The researcher used the cross-sectional time horizon because the research focused on information between 2021 to 2023 and because of the limited amount of time to conduct the research.

3.7 Sample Size

Probability sampling was used to determine the sample size. Probability sampling is a sample technique that involces a random selection of individuals from a large population (Saunders, 2015). Simple random sampling was used to determine the sample size. Simple random sampling is a probability sampling technique where each individual has an equal chance of being selected (Saunders, 2015). Onelife Assurance Zambia has a total of 414 policy holders and to come up with the sample of 203 the formula below was used:

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

$$n = \frac{414}{1 + (414 * 0.05^2)}$$

$$n = \frac{414}{1 + 1.035}$$

$$n = 203$$

3.8 Data Collection

In order to explore the influence of customer service on customer retention within the insurance sector of Zambia, a methodical approach to data collection was adopted. A structured survey was meticulously crafted to gather insights from policyholders and clientele of Onelife Assurance Zambia. Data was gathered utilizing a diverse array of channels, encompassing in-person interviews, online surveys, and telephone inquiries, with the aim of ensuring broad participation and representation across various demographic segments. Furthermore, pertinent documents, including policy records, were subjected to analysis to augment the contextual understanding of the research domain.

3.9 Data Processing and Analysis

Following the conclusion of the data collection phase, the dataset underwent analysis employing a variety of statistical methods including, regression analysis, correlation analysis, and descriptive statistics. The analytical procedures were executed using SPSS software.

3.10 Reliability

Reliability in data analysis pertains to the consistency of findings and interpretations derived from the data (Saunders, 2015). In this study, measures were taken to enhance the reliability of data analysis. Data was collected from multiple sources providing diverse perspectives, and minimizing individual biases. Furthermore, analytical procedures were clearly documented, allowing for the replication of analyses by independent researchers.

3.11 Validity

The validity of research findings shows how accurate the reseach findings are (Guthrie, 2010). It looks at how the information collected aligns itself with the research questions and and objectives. The validity of the research is supported by the collection of primary data from first hand sources who were the respondents to the survey. Measures such as prolonged engagement

with participants, peer debriefing, member checks, and triangulation of data sources will be implemented to ensure credibility and validity of findings.

3.12 Generalisability of research findings

Generalised research is researching whose findings can be applied in any population that is in line with the subject being looked at (Saunders, 2015). Therefore, generalisability of research findings is when the research findings of a research sample are the same across a population.

3.13 Ethical and access issues

This study will adhere to ethical guidelines, ensuring informed consent, confidentiality, and data protection. Participants will be provided with clear explanations regarding the purpose of the study, their voluntary participation, and the use of their data. The respondents will not be violeted or harmed during the data collection procedure because the researcher will follow all the research ethics. Confidentiality will be maintained by removing any identifying information from the collected data. Information that will be outsourced was refferenced in order to avoid plagairism.

3.14 Chapter Summary

This chapter focused on understadning the various ways through which the study will be designed and undertaken to collect all the relevant data and how that data will be transposed to derive the research results. It has highlighted the extremes of the research to focus on which population to focus on and how the data will be analysed, presented and the various channels used to reach the idealized research population. The ethical considerations to be taken into account are critical at setting the basis of ensuring that respondents are protected in a way to show that the study will not bring any harm to them. The next chapter will lok at the findings and analysis of the information that was collected.

CHAPTER 4: FINDINGS AND ANALYSIS

4.0 Introduction

The previous chapter took a close look at how this research was done. It talked about things like how the research was approached and planned, why the research was needed, how many people were involved in the study, and the ways information was gathered. It also explored in detail how the data was collected and analyzed, and whether the findings of the research were reliable.

Moving forward, this chapter gives a detailed overview of the people who took part in the research. It describes who they are and what they're like. Additionally, it discusses the main discoveries made during the research. To make these findings easier to understand, this chapter uses different visual aids such as tables, bar graphs, and pie charts. These visuals help to make sense of the research results in a clear and straightforward way.

4.1 Characteristics of Respondents

4.1.2 Gender

The investigation revealed a predominant male demographic among the respondents, comprising 57%, while the female contingent constituted 43%, as depicted in Figure 4.1.1. This gender distribution aligns with prevailing discourse surrounding insurance adoption, particularly within the employed sector of society. Empirical examinations in Zambia have consistently identified a greater propensity for insurance enrollment among males. Recent endeavors have been undertaken to rectify this imbalance, aiming to enhance parity in employment opportunities for females.
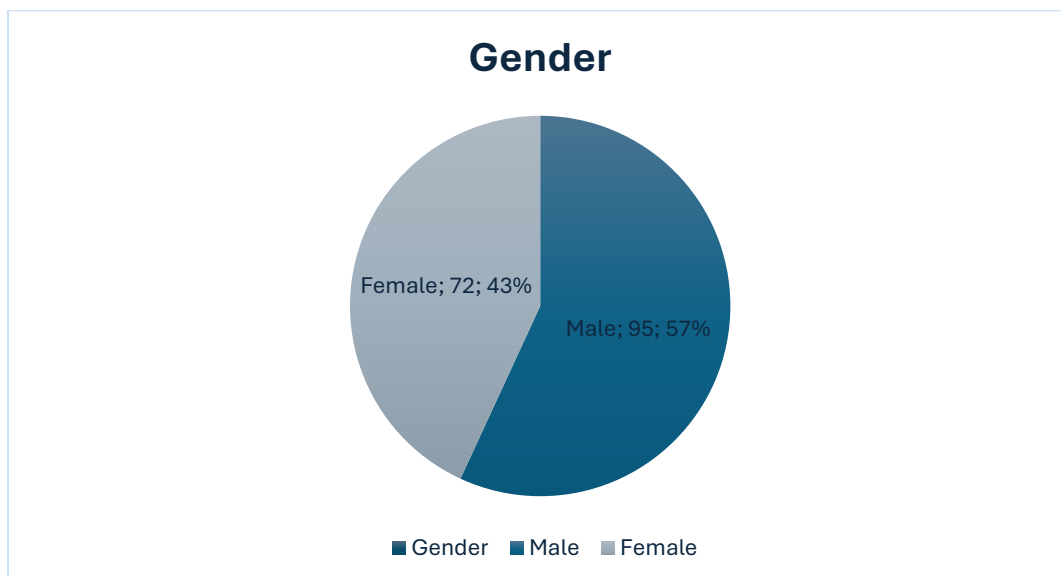

Gender

Female; 72; 43%

Male; 95; 57%

■ Gender ■ Male ■ Female

Figure 4.1.1 Gender Distribution of Respondents

4.1.2 Age

The investigation revealed that 20.96% (35 individuals) of the sample population fell within the age bracket of 30 years or younger. Furthermore, 46.71% (78 individuals) of respondents were aged between 31 and 50 years, while 32.34% (54 individuals) were aged 51 years and older.
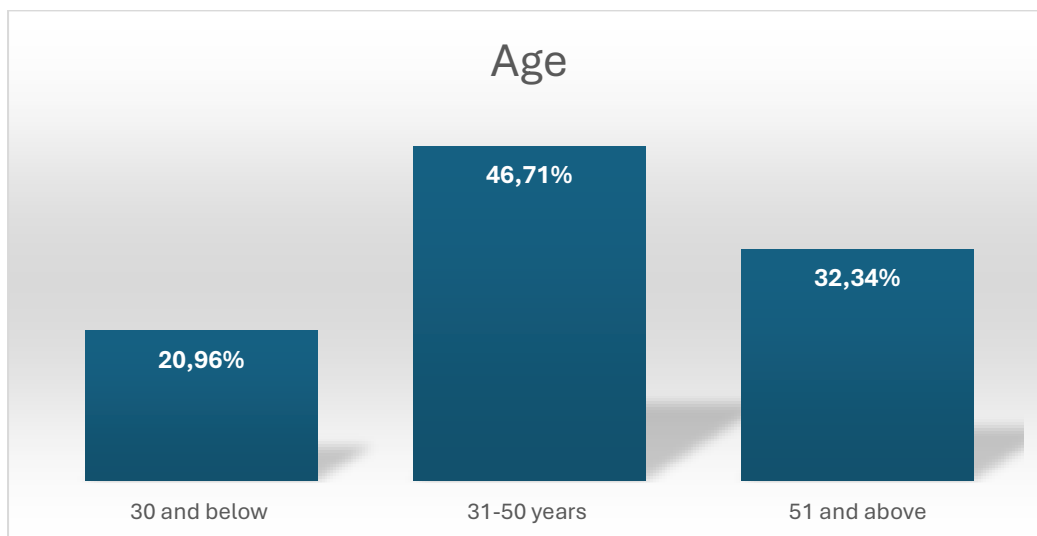

Figure 4.1.2 Age Distribution of Respondents

4.1.3 Level of education

The researcher extended their inquiry to ascertain the educational attainment of the participants involved in this investigation. The findings revealed that 23.35% (39 individuals) of the respondents had achieved education at the diploma level or lower. Furthermore, the study observed that 49.10% (82 individuals) of the sample had attained education up to the undergraduate level, whereas only 27.54% (46 individuals) reported education at the postgraduate level or higher. These results are graphically represented in Figure 4.1.3.
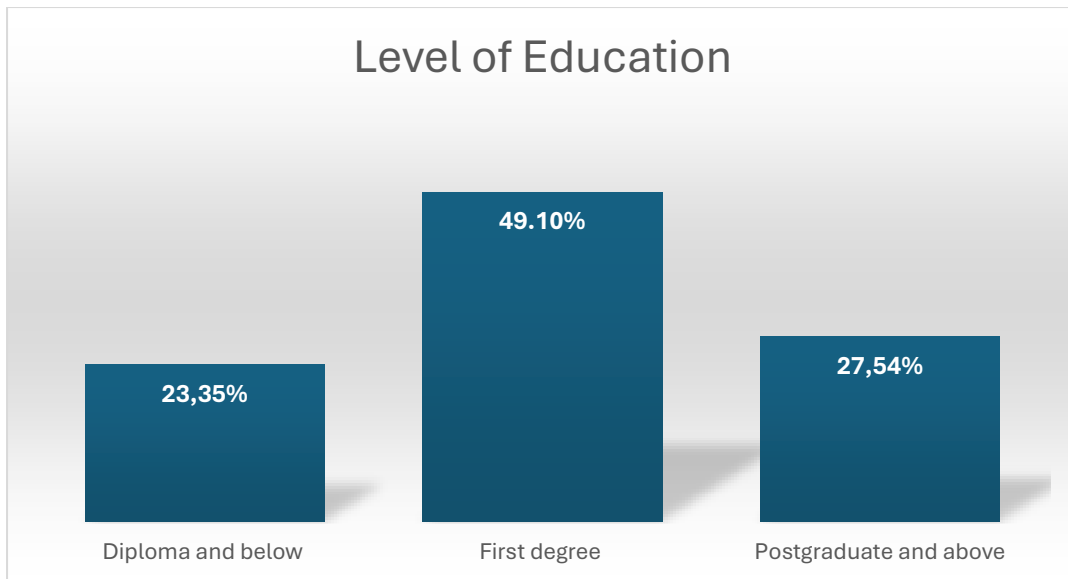
Figure 4.1.3 Level of Education

4.2 Evaluation and analysis of findings for each instrument utilized in the study.

The researcher employed a quantitative research approach for conducting the study. Descriptive analysis was utilized to examine the variables delineated in the conceptual framework, namely: claims processing rate, customer query handling, customer satisfaction rate, and recommendations for enhancing customer service.

4.2.1 Analysis of survey

4.2.1.1 How does the effieciency of claims processing enhance customer retention?

A variable of interest central to the study was explaining the respondents' perspectives regarding the correlation between the claims processing rate and customer retention within the industry. The findings revealed that 40% (67 individuals) strongly endorsed the proposition that customer satisfaction fosters loyalty and potentially heightens the probability of customer retention. Similarly, 50% (86 individuals) indicated agreement with this assertion. Conversely, a minority of the population, comprising 9% (10 individuals), expressed neutrality, while a smaller fraction, constituting 2.4% (4 individuals), disagreed with the proposition. This can be seen in figure 4.2.1.1.

The claims processing rate enhances customer retention by ensuring timely resolution of issues, building trust and confidence in the company, and minimizing inconvenience for customers. This finding is significant in the sense that it expresses to a larger extent the idea that the claim's processing rate influences boosting the likelihood of customer retention.
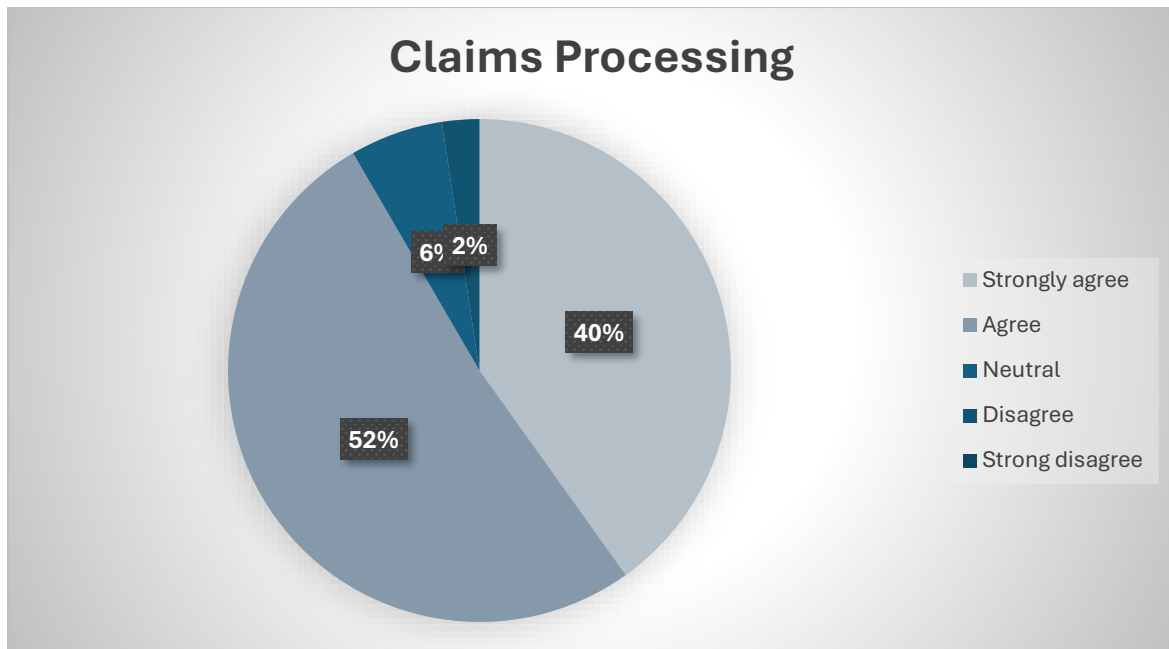
Figure 4.2.1.1 Claims processing rate

4.2.1.2 What is the impact of effective processing of customer queries on customer loyalty?

The researcher wanted to know how much customer loyalty is affected by dealing with customer queries effectively. It was found that different respondents had different ideas about this. About 20% of the respondents, they asked thought that dealing with questions very effectively had a significant impact on customer loyalty. Another 35% and 29% thought it had a significant or moderate impact, respectively. But 16% thought it had only a minor impact. no respondents indicating no impact. These results show that how well a company handles customer questions can affect how loyal their customers are, but there are different opinions on how big this effect is.
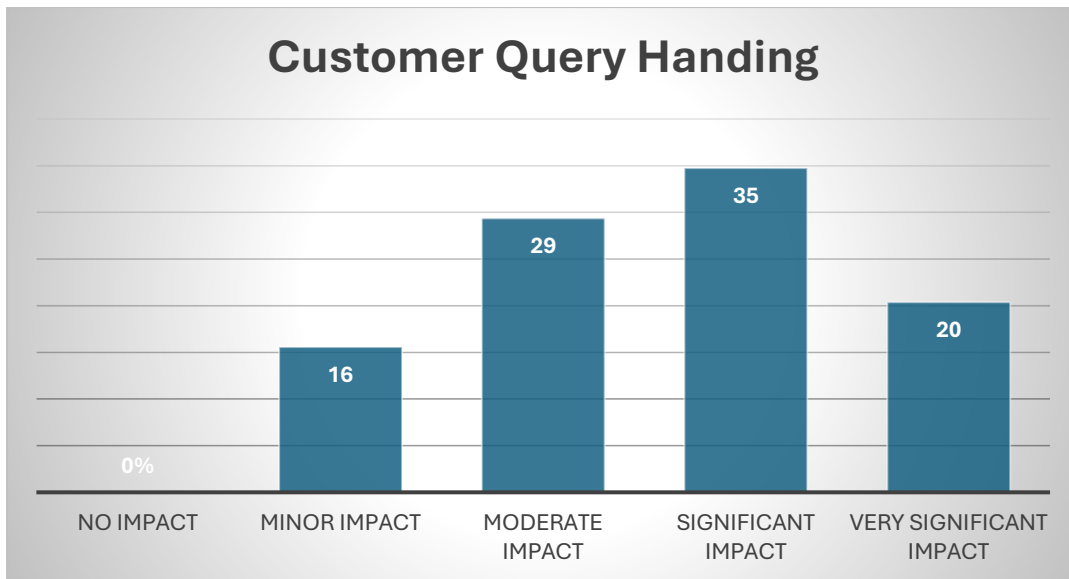
Figure 4.2.1.2 Customer query handling

The researcher proceeded to inquire whether the Turn-around-time (TAT) of claims processing affected respondents and influenced their decisions regarding insurer loyalty. The results indicated that a notable proportion of respondents recognized the influence of TAT on their loyalty: 31% (51 individuals) strongly agreed, and an additional 55% (92 individuals) agreed with this assertion. In contrast, 2% (4 individuals) remained neutral, while 6% (10 individuals) disagreed. Notably, 2% (4 individuals) strongly disagreed. Results on whether the Turn-around-time (TAT) of claims processing affected respondents and influenced their decisions regarding insurer loyalty can be seen in the chart below:
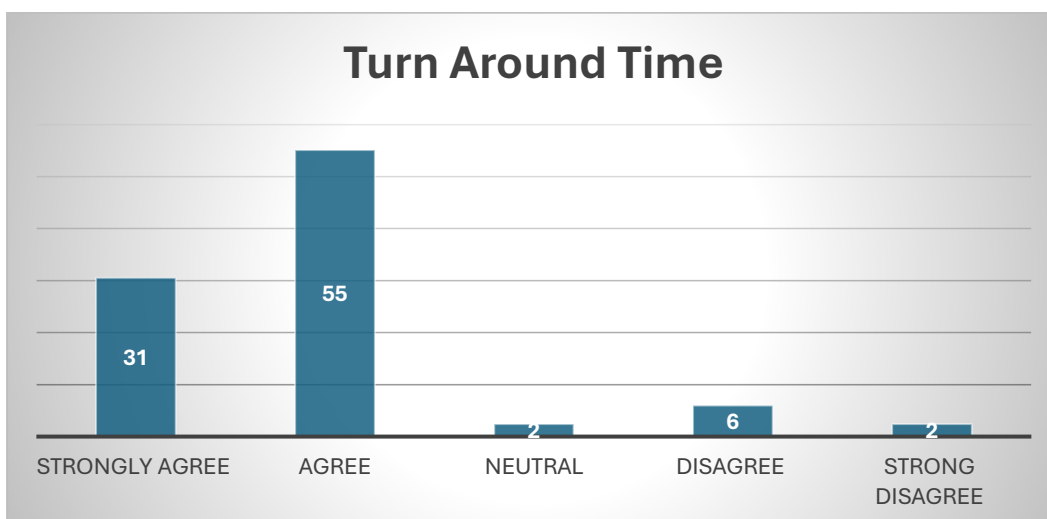

Figure 4.2.1.3 Claims Processing Turn-Around-Time Affecting Customer Retention

These findings highlight the significance of TAT in claims processing as a crucial factor affecting customer retention. The study suggests that improving claims TAT could potentially facilitate business growth and development, underscoring its role among various determinants of customer loyalty.

4.2.1.3 How does Customer Service Influence Policy Renewals

Another crucial variable examined in this study was the respondents' perception of the relationship between customer service and its impact on retention rates within the industry. The findings revealed that a significant majority of respondents expressed strong agreement with the idea that customer satisfaction fosters loyalty and increases the likelihood of customer retention, with 42% (70 individuals) strongly supporting this notion. Similarly, 45% (75 individuals) expressed agreement with this view. Conversely, 4% (12 individuals) remained neutral, while 4% (7 individuals) disagreed. Notably, 2% (3 individuals) strongly disagreed This can be seen in figure 4.2.1.3
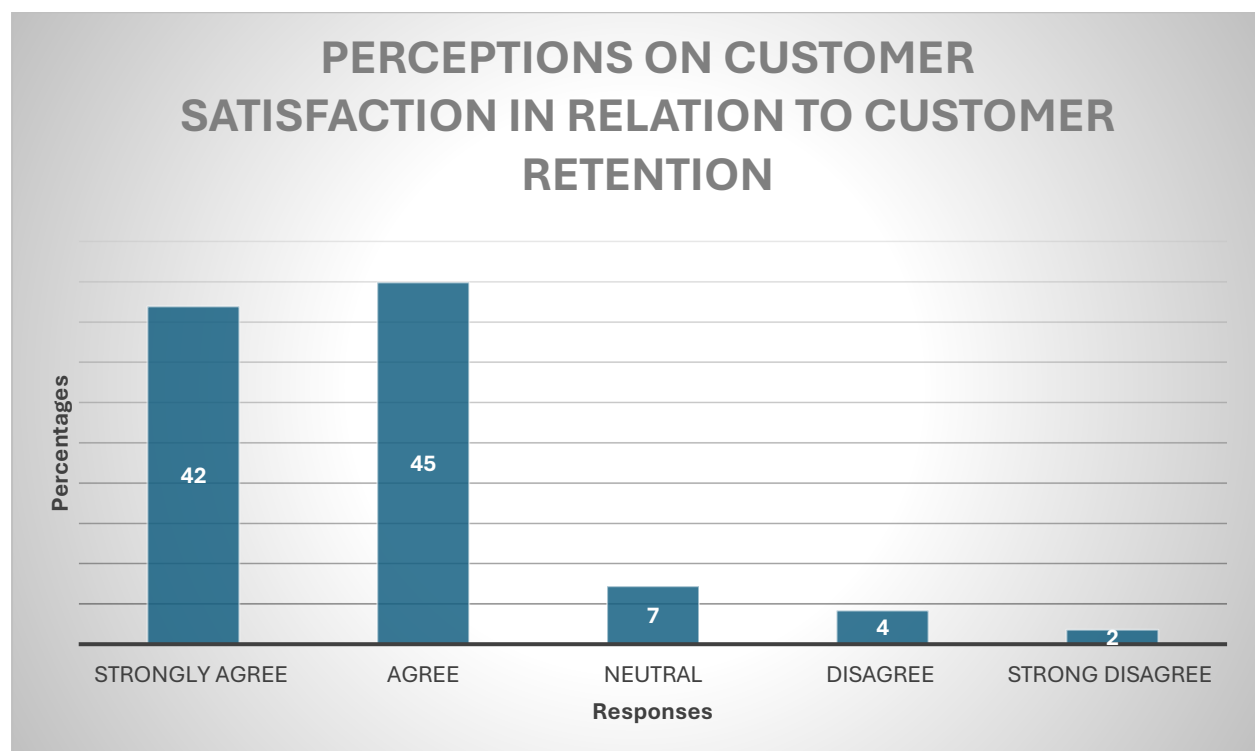

Figure 4.2.1.3 Perceptions around Customer Satisfaction in Relation to Customer Retention among Respondents

This discovery is pivotal as it underscores the notion that customer service practices significantly contribute to building loyalty, thereby influencing the probability of customer retention. Mutandi (2019) highlighted in his research that customer service plays a fundamental

role in solidifying brand loyalty. Furthermore, Kombe (2022) suggested that effective customer service extends beyond satisfaction, encompassing factors like post-sale services and claims management. These elements are critical in ensuring prompt claims processing and settlement, which are vital to maintaining a positive customer experience and preventing customer attrition to competitors. Prolonged claim resolution times can undermine risk management strategies and customer satisfaction, potentially leading to customer churn, decreased performance, profitability, and reputational damage for the insurer.

PERCPETIONS ON POLICY RENEWAL AND PRODUCT QUALITY, CUSTOMER SERVICE AND LOYALTY

The researcher wanted to find out the impact of compromised service quality, satisfaction levels, customer care, and loyalty programs on service delivery in the insurance market. The findings revealed that these factors significantly influence clients' decisions to renew their policies, with a substantial majority (112 respondents) attributing pivotal importance to them. Additionally, a minority (2 respondents) expressed reservations about the presence of other factors influencing policy renewal conditions.

PERCPETIONS ON POLICY RENEWAL AND PRODUCT QUALITY, CUSTOMER SERVICE AND LOYALTY
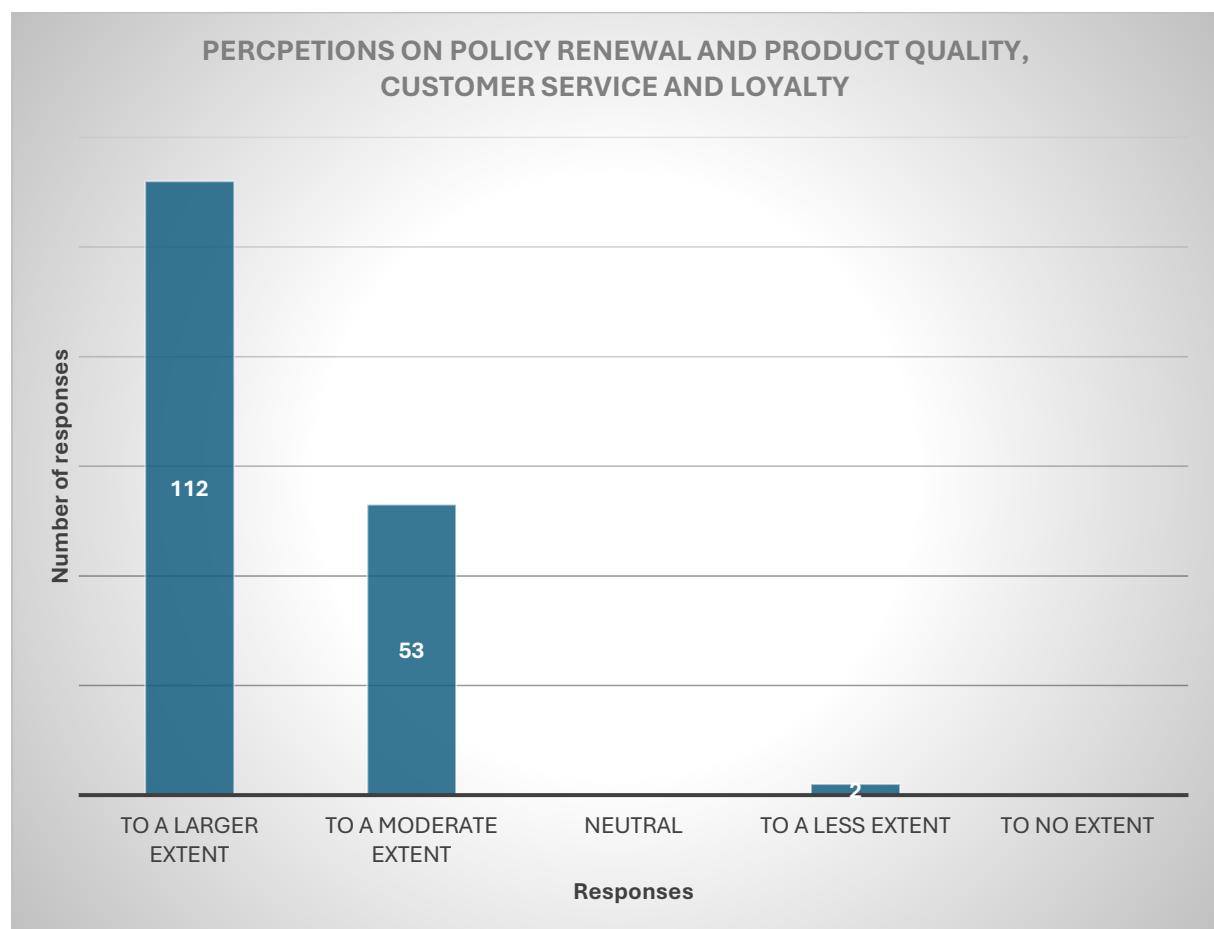
Carlos and Stephens (2021) affirm that pricing alone could influence the renewal process, provided all other aspects of customer satisfaction and loyalty programs remain unchanged. This underscores the critical role of policy renewal in maintaining the insurance industry's relevance by ensuring customer needs and expectations are effectively addressed and incorporated into the satisfaction loop (Kombe, 2022).

Satisfaction Levels on the Current Services Offered by Onelife Assurance Zambia
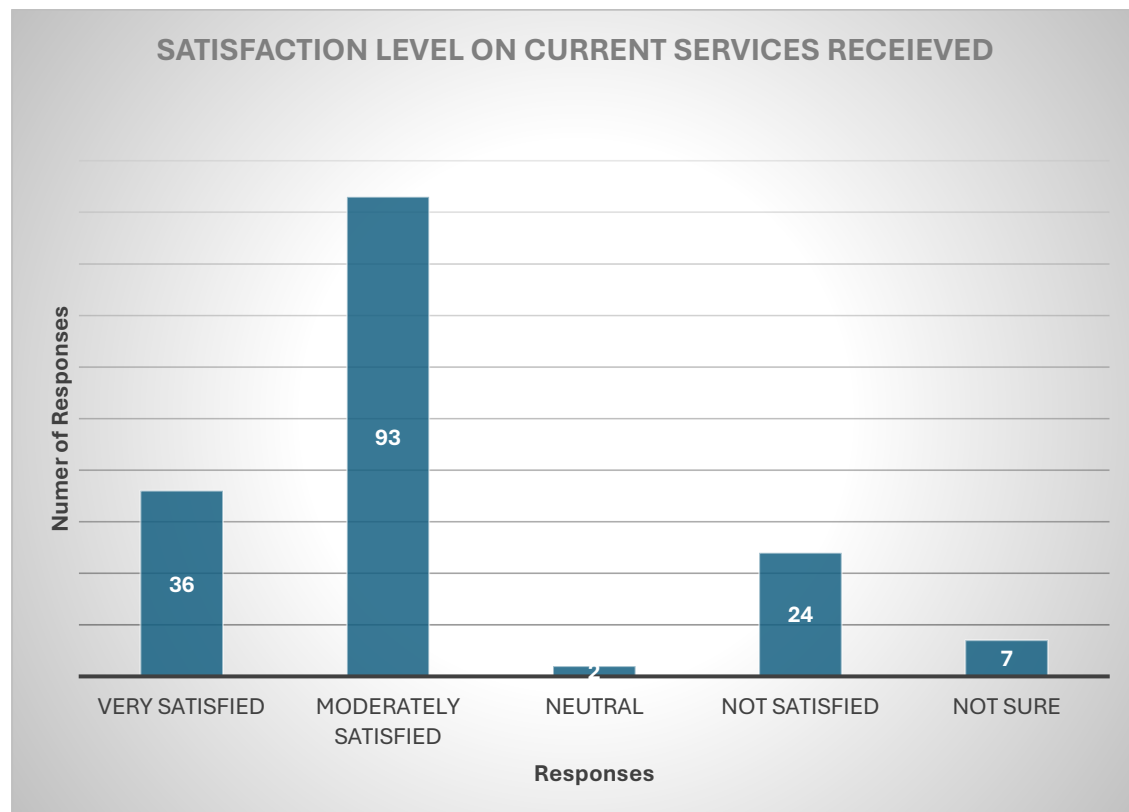
The researcher proceeded to assess the satisfaction levels of clients accessing services provided by Onelife Assurance Zambia. Notably, more than 77% (129 respondents) indicated either a high or moderate level of satisfaction, indicating that the service provider engages them sufficiently to ensure clients receive the intended insurance protection. This significant finding reflects positively on observed behaviour's and thought processes, as depicted in subsequent graphical representations. Most respondents highlighted the quality of services, customer-centric activities, and loyalty as consistent traits during their interactions with Onelife's products and services.

In the context of marketing insurance in Africa, many products and services offered by private industry have encountered limited acceptance, resulting in low uptake of medical and life assurance products (Mutandi, 2019). Nevertheless, this study underscores that this sector holds

potential for growth, contingent upon private players enhancing their capacity to redefine and strategize their marketing approaches. Specifically, there is a need to emphasize customer care initiatives and loyalty programs as pivotal elements in engaging prospective clientele effectively.

Perceptions on the Importance of After-sale Services and Guaranteeing Customer Retention

The researcher wanted to gain understanding on consumer perceptions regarding the after-sale services provided by the insurance company, particularly focusing on their impact on client retention. The study revealed that 66% of respondents either strongly agreed or agreed that after-sale services significantly influence customer retention. However, 27% of respondents indicated that these services were not particularly effective in ensuring client retention, with approximately 7% expressing neutrality towards their impact.
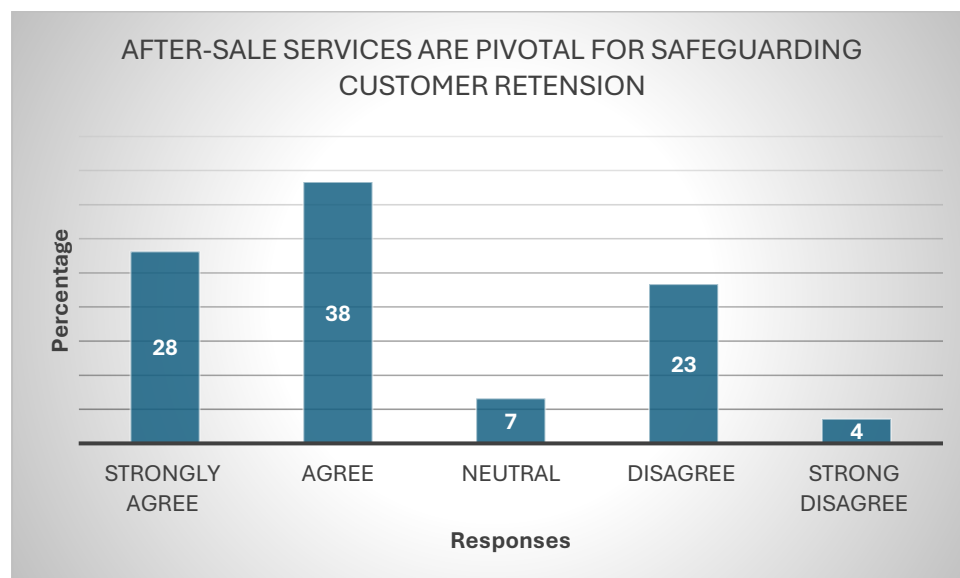
This finding aligns with Kombe's (2022) study within the same industry but involving a different company, Prudential Life Assurance Zambia, where it was observed that a combined 60% of respondents did not believe that after-sales service contributes significantly to enhancing customer satisfaction and loyalty. This perception stems from the common industry practice of primarily advertising additional products through brokers and agents who operate on commission, rather than focusing on comprehensive after-sales services. This situation should serve as a wake-up call for insurance companies to integrate after-sales service into their strategies, despite the misconception that such efforts may not yield direct financial gains due to the mandatory nature of certain insurance components, particularly in competitive sectors

like motor vehicles. Implementing innovative after-sales services could signal to customers that their needs are prioritized beyond mere profit motives.

4.2.1.4 What can business do to improve customer service and, consequently customer retention?

Another facet of the customer service provision pertains to the significance of customer complaints in enhancing service delivery comprehensively. This investigation revealed that respondents were asked to evaluate whether Onelife Assurance Zambia fosters an open and conducive environment for such feedback. The results indicated that 22% (37) strongly agreed with this assertion, while 44% (73) expressed agreement with the company's efforts in creating such an environment. Conversely, 5% (9) of respondents remained neutral, 21% (35) disagreed with the notion of an enabling environment, and surprisingly, 8% (13) strongly disagreed.

ONELIFE'S CREATION OF AN ENABLING ENVIRONMENT FOR CUSTOMER RETENTION
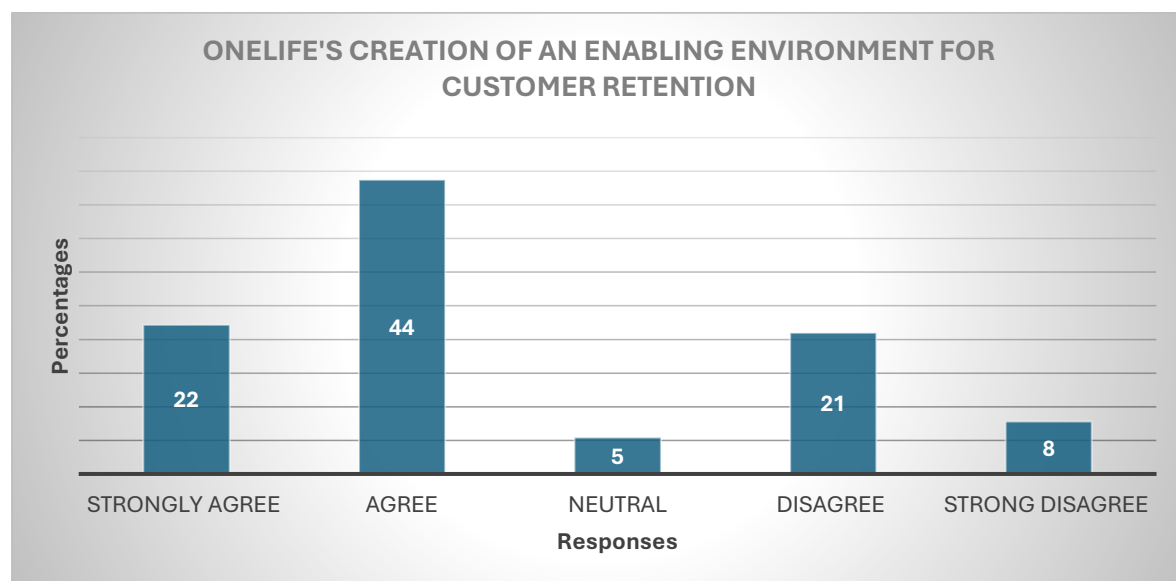
This discovery underscores a significant assertion supported by Smith and Robertson (2018) regarding the critical role of customer feedback in enhancing service quality and customer retention. It is crucial to heed these complaints as they guide quality control measures and strategic directions.

4.3 Assessment of Validity

In this study, the researcher established validity through the support of the collection of primary data from the actual clients who are the insured under Onelife Assurance Zambia who were the respondents in the study. Further, the various secondary data sources were based on

information that was obtained from source documents verified from published documents from Government and Private institutions both within and outside the country.

4.4 Assessment of Reliability

The researcher took into perspective the use of SPSS in order to derive the Cronbach's Alpha. The alpha was derived to sit at 0.775 representing a very faith level of consistency and reliability of the sampled data that made a part of the study.

Reliability Statistics

Cronbach's Alpha	N of Items
.775	4

4.5 Chapter Summary

The chapater has postulated an understaning of the variables that made a part of the research questions and presented tehm using various tables, graphs and charts as they were obtained from the data aseesment tools that were used. The researcher gave insights into the meaning of the various findings as collected from the respondents.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The previous chapter looked at the research findings as well as an analysis of these findings. This chapter looks at the objectives of the research and answers the research questions. This chapter also draws conclusions and makes recommendations on the reearch findings.

5.1 Research objective 1: To assess how the claims processing rate enhances customer retention.

Research Objective 1 focused on evaluating the impact of claims processing efficiency on customer retention. The objective aimed to investigate how the effectiveness of claims processing at Onelife Assurance influences customer retention rates. Findings indicate that a majority (over 80%) of respondents agreed that enhancing claims processes leads to improved customer satisfaction levels, thereby positively affecting overall retention rates. Moreover, improvements in the filing and handling of claims are perceived to enhance the customer experience. According to Kombe (2020), these improvements are crucial in shaping customer perceptions and satisfaction. Kuvuli et al. (2021) underscored in their study that professional and transparent claims handling practices, with minimal bureaucratic hurdles, significantly contribute to customer loyalty and repeat business. This emphasis is particularly pertinent in the general insurance sector, influencing customer expectations within the life assurance domain.

5.2 Objective 2: To evaluate the relationship between processing customer queries and customer loyalty.

It is worth noting that when it comes to issues around customer queries through to customer complaints and how they are managed, insurance companies must indeed pay attention to the responses and the amount of time taken to resolve customer issues (Norton, 2019). In this study, the researcher noted that over 60% of the participants stated that dealing with customer queries that come in through different lines be they sales, Infor or customer relation in nature provided a very significant influence on their loyalty to the insurance company. Barrif and Yin (2019) in a study in India on uptake of insurance and factors affecting uptake pointed out that aside how claims are handled in insurance, customer relations provided a very key success factor that boarded on loyalty. They pointed out that 80% of the respondents in their study felt that if they were heard at the time of lodging in their complaints and something was actually being done about the issue, it warranted them to stay longer under insurance with that firm, provided

that they could still afford paying premiums. This is a significant finding in this study as it relates to the idea that effective response to customer queries and challenges plays a huge role in building customer loyalty.

Also, the researcher found that improving the response time to within acceptable timelines was a major driver of the loyalty that customers had and expected when dealing with Onelife assurance. Knivimsky (2018) amplified this by stating that good turn-around-time is also part of the reputational risks that many companies need to reduce if they are to improve their customer loyalty programmes as improved TAT means that customers will be happy and will engage more to ensure that they are heard. After all, all a customer wants is to be heard.

5.3 Objective 3: To measure the customer satisfaction rate in relation to the renewal of policies.

In relation to the customer satisfaction levels and client retention, it was found that how the clients perceived the level of satisfaction to the services that they received from Onelife determined to a large extent their loyalty as well as their ability to renew policies. This was particularly important to understand in the sense that customer satisfaction is a broad concept that encompasses various activities that organizations need to put in place as deliberate as possible for them to succeed (Kombe, 2022). This finding is significant in the sense that it expresses to a larger extent the idea that customer satisfaction and the activities that a company engages with under customer satisfaction are key at building loyalty programs and this has an effect om boosting the likelihood of customer retention that will be materialized. Mutandi (2019) noted in his study that customer satisfaction is a key ingredient in cementing brand loyalty. Further to this, Kombe (2022) alluded to the idea that customer service goes beyond mere satisfaction, quality and loyalty but potentially include other factors such as after sale service, claims management among others which are key in ensuring that even after the customer has bought the insurance policy and made the claims regarding a given peril, there lead time between making the claim and it being paid must not be overly long as it may not achieve the desired intention of being a risk management strategy or mitigation strategy at least as customers may be able to switch to other insurance businesses which will ultimately affect performance in terms of profitability margins and reputation.

The study also highlighted that with the current clients that had responded to this study, over 70% of them were, utmost, satisfied with the current services that they were receiving from Onelife assurance as a whole. This, to the researcher expressed an idea that the company was

in touch with most of the customer related issues and they had extended an ear that listens to the customer engagement issues requiring attention.

5.4 Objective 4: To provide recommendations for improving customer service and, consequently, customer retention.

In terms of the various strategies to be adopted to improve customer service and, consequently, yield a positive retention rate, over 80% of the respondents noted that the best approach would be to create an enabling environment for customers to freely engage and discuss on the policy issues that they felt were necessary to their policy. This meant that opening avenues that relate to customer complaints lines being 24/7, and having key accounts personnel who form a part of the customer care units to be readily available to listen to customer complaints and offer personified responses to these. Mutandi (2019) pointed out that there is importance in creating a platform that allows for customers to freely express themselves especially where handling of complaints and queries in concerned. Communicating that a company is willing to listen to these complaints is part of the various ways that a company can yield positive results in terms of building customer loyalty as well as brand loyalty as a whole.

5.5.1 Practical Implications

Customer satisfaction and customer care and widely accepted terms in, any of the private and public spaces of business due to their importance in shaping customer loyalty and brand loyalty. Ideally, when customers are happy, they tend to purchase more of the same goods and services even in cases where the prices increase over time. Why these dynamics exist is shared through the deliberate approaches that company's like Onelife take to enhance their image and operational capacities towards their target populations. This study has shown a considerable influence that exists between the customer relationship activities aimed at increasing the capacity of the customers to air out their opinions on the service level influences on customer retention and how that affects them buying into the company even through internal processes and procedures of handling customer complaints. It is clear to note that the companies that open their doors and leave room to interact with customers are more likely to be favoured for good business returns.

5.5.2 Recommendations

Among the first recommendations that Onelife need to resonate their strategy around relies on the need to address the needs of the clients on the product offerings of quality insurance

products that meet their desires, and for which claims management must be as timely as possible.

The company should also provide some sort of after-sale interactions with the client especially those that buy into their family as well as individual products than always focussing on the corporate clients.

A loyalty program can also be realized that offers some sort of rewards to clients in different categories such as the long-standing clients and the exceptionally performing schemes in terms of benefits management.

Research and development is also a need that Onelife should endeavour to strengthen. This is because with research and development, it can open avenues of untapped areas that client and customer relations can tap into in order to improve the customer experiences and customer retention strategies.

Training all the staff on customer relations is an important feature irrespective of the departments they belong to. This is critical then as the organization will foster a culture that ensures that customer issues are resolved immediately, they arise.

5.6 Limitations of the study

There were two main limitations that were faced when conducting the research. The first one was the lack of previous studuies in relation to the subject being looked at. This was found to be a limitation because the researcher could not refference or compare his findings with the findings or other researchers as most of the studies focused on customer satisfaction and not customer service. The second limiitation that was faced when conducting the research was the time constraint. Time was found to be a limitation because very little time was given to the researcher to conduct the research.

5.7 Conclusion

The researcher concludes that the quality of customer service directly influences customer satisfaction and loyalty. To effectively meet the preferences of insurance clients, insurance companies must invest in customer service. Satisfied customers are more likely to exhibit loyalty through repeat business and contribute positively to word-of-mouth marketing, based on their satisfaction with service quality.

Furthermore, the study emphasizes the necessity of prioritizing innovation in product offerings, especially following the enactment of regulations like the Pensions and Insurance Authority Act, which mandates uniformity in certain insurance products such as life assurance. This regulatory environment intensifies competition among insurance providers. Therefore, the responsibility for customer care cannot solely rest with the customer service unit; comprehensive training for all staff, including those not directly involved in business development, is crucial. Such training ensures that customer inquiries are addressed promptly and professionally throughout the organization.

5.7 Chapter summary

This chapter serves as the conclusion of the research, offering a thorough synthesis of the study's findings and an assessment of whether the research questions posed in Chapter One have been adequately addressed. Additionally, it discusses the recommendations put forth by the researcher, informed by the data collected. The chapter not only evaluates the attainment of research objectives but also critically examines the limitations encountered during the research process. It provides valuable insights that underscore essential strategies for industry firms aiming to foster and sustain strong customer relationships.

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Survey

I am conducting a study labelled: **TO ASSESS THE IMPACT OF CUSTOMER SERVICE ON CUSTOMER RETENTION IN INSURANCE COMPANIES. THE CASE OF ONELIFE ASSURANCE LIMITED**.

Attached to this letter is a survey that contains a number of questions to which you will be asked to respond. Please look over the survey and, if you choose to answer it, please sign in the space provided below. Your participation is voluntary and there is no penalty if you do not participate. If you feel uncomfortable during the completion of the questionnaire you may omit the questions that make you uncomfortable or you may withdraw from the study completely without providing any reason for your withdrawal. I guarantee that your responses will not be identified with you personally.

Do not write your name on this questionnaire. I do not need to know who you are. The results of this research will be summarized and presented at the University Level.

I accept to participate in this study:

………………………………….

Signature

Sincerely,

1. Respond by putting a tick or an X in the box or boxes provided to indicate your opinion (i.e. [√] or [X]

2. For open ended questions, write your answers in the spaces provided. Kindly use short sentences or words that you think will express your view (s) in the most adequate way

Section A: Characteristics of Respondents

1. Gender of Respondents:

Male [ ]

Female [ ]

2. Age Groups of Respondents

30 and below [ ]

31 – 50 years [ ]

51 and above years [ ]

3. Qualifications of Respondents

Diploma and Below [ ]

First Degree [ ]

Postgraduate and Above [ ]

4. How Long have you being insured with Onelife Assurance Zambia?

Below 1 year [ ]

2-3 years [ ]

4-5 years [ ]

Above 5 years [ ]

Understanding the Claims experience and customer satisfaction

5. Does the claims process affect your choice of which insurer you settle for?

Yes [ ]

No [ ]

6. Does Claims Turn-around time affect your dealings with insurance?

Yes [ ]

No [ ]

7. Do you feel that Onelife Assurance offers you a seamless customer experience at the hospital

Yes [ ]

No [ ]

8. in your opinion, rate the customer care/call centre experience that you have had whilst being a member under Onelife Assurance Zambia.

Very good [ ]

Good [ ]

Neutral [ ]

Bad [ ]

Very Bad [ ]

Understanding and Rating the Customer Satisfaction Rate in Policy Retention

9. In your honest opinion, do you feel customer satisfaction, quality insurance products and/or service and loyalty have an impact on service delivery and client retention in the insurance business?

Strongly agree [ ]

Agree [ ]

Neutral [ ]

Disagree [ ]

Strong disagree [ ]

10. To what extent do you feel that Renewal of policies is dependent on quality insurance products, customer care and loyalty programmes offered by your insurance company?

To a larger extent [ ]

To a moderate extent [ ]

To a lesser extent [ ]

To no extent [ ]

11. How satisfied are you with the current services that you are deriving from Onelife Assurance Zambia

Very satisfied [ ]

Moderately Satisfied [ ]

Neutral [ ]

Not satisfied [ ]

Not sure [ ]

12.2 Based on your current experience with Onelife Assurance and their Service Delivery, would you be in a position to recommend the company to prospective clients?

Yes [ ]

No [ ]

Please provide your response to the following statements about the services that Onelife Assurance offers on the Zambian market:

13. 1. After-sale services offered by Insurance companies are key at strengthen the customer care efforts and improve quality if interactions between the insurer and the insured.

Strongly agree [ ]

Agree [ ]

Neutral [ ]

Disagree

Strong disagree [ ]

13. 2. Onelife Assurance has the capacity to increase its customer base by reaching new clients based on the quality of the current products and services that they offer on the Zambian market.

Strongly agree [ ]

Agree [ ]

Neutral [ ]

Disagree

Strong disagree [ ]

14. Onelife Assurance creates an enabling environment for its clients to freely and willingly open up to discuss their complaints and areas that the company should improve on based on service delivery.

Strongly agree [ ]

Agree [ ]

Neutral [ ]

Disagree

Strong disagree [ ]

15. Onelife Assurance Zambia has the ability to guarantee that 100% renewal is achieved on their policies because of the quality of the services that they are currently offering their target audience.

Strongly agree [ ]

Agree [ ]

Neutral [ ]

Disagree

Strong disagree [ ]

16. What in your view constitute quality measures that can enhance customer satisfaction and loyalty with regard to insurance products?

Offering policies that are commensurate in terms of compensation to the given peril [ ]

Not making policy language very ambiguous and evolving insurance products with evolving risks [ ]

Offering long-time customers some form of discounts [ ]

All of the above [ ]