Research on satisfaction and loyalty of bank account manager in insurance companies based on perceived customer satisfaction adjustment

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Abstract. This paper analyses the data of 314 bank account managers through questionnaires survey to demonstrate the factor influencing the satisfaction and loyalty of bank account managers. This paper uses a linear regression to analyse the variables. The result shows that commission satisfaction, perceived insurance company image, perceived service quality, and perceived product complexity affect the satisfaction of bank account managers with insurance companies. The satisfaction of the bank account managers affects the willingness to sell and loyalty. The perceived customer satisfaction has moderating effect on the willingness to sell and loyalty. This paper fills the gaps in research on the satisfactory relationship between bank account managers and insurance companies.

1. Introduction

The cooperation between banks and insurance companies is the result of the mutual penetration of banking and insurance business, driven by economic globalization and financial liberalization. In the past two decades, Bancassurance has developed rapidly in China, the cooperation between the two parties is currently a simple part-time agency model.

In 2010, the China Insurance Regulatory Commission issued a notice requesting that a bank outlet can only represent the products of three insurance companies at most. Therefore, helping insurance companies to clarify the sales preferences of bank account managers will facilitate longer-term, deeper cooperation between the two parties, and will also help customers to purchase the most suitable products.

Previous studies have focused on factors that influence bank employee satisfaction and loyalty within the bank, but little research has focused on the satisfaction of the bank's account managers with the insurance company.

Based on incentive theory and demand theory, this study explores the satisfaction and loyalty of bank account managers in selling insurance products.

2. Literature review

2.1. Salesperson of bancassurance

The salesperson mentioned in this paper is only involves bancassurance salesperson. One is the Bank Account Manager (BCM), belongs to bank, mainly handling customer deposits and loans and other intermediary business, insurance only a part-time agency, and directly face the customers to sale.
Another belongs to insurance company, mainly provide product-related support, after-sales service, product training and commission incentive communication for the bank's account managers, cannot sale to the customers directly.

2.2. Commission incentives
According to Maslow's hierarchy of needs, people will pursue different need at different life stage. As a salesperson, their income is mainly derived from commission, is the basic condition for their survival.

Watson's "behavioral incentive theory" believes that the process of management is essentially a process of incentives, the management chooses an appropriate set of stimuli to induce the corresponding responses and activities of the motivated.

In the research, the insurance agents are more likely to sale the products of greater commissions, rather than considering the customer's needs, and give the best advice to the customers at the time of sale [1]. According to the research, the motivation of bank employees is the incentive of monetary rewards [2].

2.3. Brand image
In the context of the life insurance system, corporate image can usually be defined as corporate reputation, corporate brand and corporate social responsibility. Due to the guiding model of relationship marketing, special emphasis is now placed on developing long-term relationships with customers to build trust, commitment and loyalty. An insurance customer's satisfaction with insurance products is related to factors such as corporate image, service quality and perceived value, which leads to customer loyalty [3].

Some researches proposed internal marketing concepts, corporate consider employees as customers and to train and motivate employees, to improve corporate efficiency [4]. In general, good internal service quality is a necessary condition for excellent external service quality. Many authors suggest that if an organization's employees are seen as internal customers, no matter they are "non-professional salesperson" or "part-time salesperson" [5], external customers will be more likely to receive good service through effective marketing.

As the part-time agent of the insurance company, only when they are successfully marketed, will they accept the products from insurance, and sale to external customers.

2.4. Quality of service
Relevant scholars have found that service quality is highly correlated with customer satisfaction [6]. Many experts claim that quality of service is an important prerequisite for customer satisfaction [7]. The study showed that employees believe that teamwork, communication, and interpersonal relationships are more important to job satisfaction.

At bank outlets, bank account managers will choose to sale the products supplied from the three contracted insurance companies, and the quality of service provided by those companies is particularly important to the perceived satisfaction of bank account managers. Including the reliability level, commitment level, and response speed of the insurance company's salesperson perceived by the bank account manager.

2.5. Sales difficulty
The results shown by many researchers, the customer’s feelings at the time of purchases indicate that customer perceptions of value describe the trade-offs between the benefits they derive from products and services and the sacrifices they feel by paying prices [8].

In the sales mode of bancassurance, the benefit which the bank account manager can obtained is the commission income, and what they have to pay for is time and energy. Therefore, if the account manager spends more time and energy in the sales process, he will demand higher benefits.
2.6. Satisfaction, willingness to sell and loyalty

Previous studies have shown that satisfaction with Indian life insurance customers has a positive impact on customer behavioral intentions [9]. For internal customers, if the bank account manager is more satisfied with the insurance company, then their willingness to sell will be higher.

Loyalty is defined as the level of commitment and willingness to repurchase between customers in the future and to introduce other customers. For internal customers, the loyalty of bank account managers can be seen as the willingness to sell insurance products multiple times in the future, as well as the sale of insurance products to real insurance customers. And Loyalty is exclusive, loyalty bank account managers will reduce the sales of other insurance companies’ products.

Some studies have shown that customer satisfaction plays a moderating role between satisfaction and loyalty [10]. In the study of this paper, the perceived quality of service is studied as a moderating between satisfaction and loyalty.

The relationship between satisfaction and loyalty has always been the subject of academic debate. Although the customer is satisfied, it is possible to switch suppliers. In some cases, dissatisfied customers may choose to remain loyal. Overall, satisfied customers are more likely to be loyal.

3. Research hypothesis

From this we propose the hypothesis:

H1: The bank account manager’s satisfaction with the commission for selling bancassurance products significantly affects the satisfaction with the insurance company.

H2: The bank account manager's recognition of the insurance company affects the satisfaction of the insurance company.

H3: The quality of service provided by the insurance company's marketing staff as perceived by the bank account manager's affects the account manager's satisfaction with the insurance company.

H4: The difficulty of sales of insurance products perceived by bank account managers affects their satisfaction with the insurance company.

H5: The satisfaction of the bank account manager with the insurance company affects the willingness of the account manager to sell the insurance company's products.

H6: The satisfaction of the bank account manager with the insurance company affects the customer manager's loyalty to the insurance company.

H7: Customer satisfaction perceived by the bank account manager has moderating effect on the account manager's loyalty to the insurance company and the willingness to sell.

4. Data analysis

Before the official start of the study, the author interviewed part of the account managers of ICBC and CCB in Shenzhen and Hubei. Mainly to clarify the factors of satisfaction.

This study used a questionnaire survey method, out of the 450 questionnaires distributed, a total of 314 were returned. This produced a response rate of 69.78%. Female respondents had the highest frequency level at 66.2% while the male respondents’ frequency level was 33.8%. In terms of respondents’ age, 26.1%, 44.6% and 21.3% of the respondents were within the age brackets of under 19 years, 19-24 and 25-30 respectively while 6.4% and 1.6% were within the age bracket of 30-40 and 40 years over. Respondents with a monthly income level of below ¥ 1000 are 5.4%, between ¥ 1000-2000, are 31.5%, between ¥ 2000-4000, was 42%, and 21.6% are over ¥ 4000.

4.1. Reliability and validity test of the questionnaire

Author used Cronbach’s Alpha to test reliability and used KOM to test validity, the result as follows:

It can be seen that the alpha coefficient of the total table is 0.982, which is greater than 0.8; the Cronbach's Alpha coefficient of each subscale is less than 0.8 except the loyalty factor, but it is also greater than 0.6, which satisfies the standard. The rest of the subscales are greater than 0.8, indicating that the scale has good internal consistency and no item need to be deleted.
The KMO of the total scale is 0.977, and the KMO values of each subscale are greater than 0.7, indicate that the construct validity of each scale is available, and no need to delete any items.

4.2. Analysis of factors affecting bank account manager's satisfaction with insurance companies

4.2.1. Analysis of the impact of commission satisfaction on bank account manager satisfaction. Whether commission satisfaction can significantly affect the satisfaction of bank account managers? The results are shown as follows:

The goodness of fit of the model is 0.066, and the fitting degree is average; the result of model test is F=23.035, p<0.01. The regression relationship in the model is statistically significant. The regression coefficient of commission satisfaction to satisfaction is 3.947, p<0.01, indicate that the return effect of commission satisfaction on satisfaction is significant, and the regression coefficient is positive. Confirm the research hypothesis 1.

4.2.2. Analysis of the impact of perceived insurance company image on bank account manager satisfaction. Whether the perception of the insurance company's image will significantly affect the satisfaction of bank account managers? The results are shown as follows:

The goodness of fit of the model is 0.517, and the fit is good; the result of the model test is F=336.637, p<0.01, the regression relationship in the model is statistically significant. The regression coefficient of perceived insurance company image to satisfaction is 3.187, p<0.01, indicating that the perceived effect of perceived insurance company image on satisfaction is significant, and the regression coefficient is positive. Confirm the research hypothesis 2.

4.2.3. Analysis of the impact of perceived service quality on bank account manager satisfaction. Whether perceived service quality can significantly affect the satisfaction of bank account managers? The results are shown as follows:

The goodness of fit of the model is 0.719, and the fit is good; the result of model test is F=802.670, p<0.01, indicating that the regression relationship in the model is statistically significant. The regression coefficient of perceived service quality to satisfaction is 3.003, p<0.01, indicating that the regression effect was significant and the regression coefficient is positive. Confirm the research hypothesis 3.

4.2.4. Analysis of the impact of perceived product sales difficulty on bank account manager satisfaction. Whether the perceived ease of product sales will significantly affect the satisfaction of bank account managers? The results are shown as follows:

The goodness of fit of the model is 0.783, and the fit is good; the result of model test is F=1128.249, p<0.01, indicating that the regression relationship in the model is statistically significant. The regression coefficient of perceived product sales difficulty to satisfaction is 2.321, p<0.01, indicating that the regression effect is significant and the regression coefficient is positive. Confirm the research hypothesis 4.

4.3. Analysis of the impact of bank account manager's satisfaction on product sales intention

Whether the satisfaction of bank account managers will significantly affect their willingness to sell products? The results are shown as follows:

The goodness of fit of the model is 0.780, and the fit is good; the result of model test is F=1107.507, p<0.01, indicating that the regression relationship in the model has statistically significant. The regression coefficient of satisfaction on product sales willingness is 0.211, p<0.01, indicating that the regression effect is significant and the regression coefficient is positive. Confirm the research hypothesis 5.

4.4. Analysis of the impact of bank account manager's satisfaction on loyalty
Whether the satisfaction of bank account managers will significantly affect their loyalty? The results are shown as follows:

The goodness of fit of the model is 0.462, and the fit is average; the result of model test is F=270.097, p<0.01, indicating the regression relationship in the model has statistically significant. The regression coefficient of satisfaction to loyalty is 0.225, p<0.01, indicating that the regression effect is significant and the regression coefficient is positive. Confirm the research hypothesis 6.

4.5. **Relationship between the satisfaction of bank account managers and the willingness to sell products: the moderating effect of perceived customer satisfaction**

Using Amos to test the moderating effect of insurance customer satisfaction on satisfaction and product sales willingness.

The result shows that various indicators of the model fitting meet the requirements, indicating that the model is successfully fitted. It can be seen from the standardized path coefficient table that the path influence coefficient of the interaction term of insurance customer satisfaction and customer manager satisfaction on the sales intention of insurance products is 0.22, and reaches the significance level of 0.01, which proves that the moderating effect exists. That is, the customer satisfaction perceived by the bank account manager adjusts the willingness of the account manager to sell the insurance company's products.

4.6. **Relationship between satisfaction and loyalty of bank account managers: the moderating effect of perceived customer satisfaction**

Draw the corresponding adjustment effect model diagram in Amos.

The results are as follows: various indicators of the model fitting meet the requirements, indicating that the model is successfully fitted. It can be seen from the standardized path coefficient table that the path impact coefficient of the interaction term of perceived insurance customer satisfaction and account manager satisfaction on loyalty is 0.31, and reaches the significance level of 0.001, which proves that the moderating effect exists. That is, the customer satisfaction perceived by the bank account manager adjusts the loyalty of the account manager satisfaction to the insurance company.

Confirm hypothesis 7.

5. **Conclusions and shortcomings**

5.1. **Research conclusions**

Based on the above research, it can be concluded that commission satisfaction, perceived insurance company image, perceived insurance company service quality, and perceived product sales difficulty will affect the satisfaction of bank account managers. The satisfaction of the bank account manager also affects the willingness to sell the insurance company's products. At the same time, the satisfaction of the bank account manager will affect the loyalty, but the perceived customer satisfaction will play a moderating effect.

5.2. **Insufficient and prospects**

In this study, there are two shortcomings:

First of all, because the term involved in commission is very sensitive at this stage. This paper has only one topic to test the satisfaction with commission, slightly thin. Future research can examine the impact of bank account manager-aware commission satisfaction on insurance companies in a variety of dimensions. It is also possible to further whether there are other factors that can adjust the effect of commission satisfaction on insurance company satisfaction. This can play a theoretical support role for the cooperation between the insurance company and the bank in the future.

Secondly, although this paper can confirm that the perceived customer satisfaction will play a moderating role, it is limited to the self-perception of the bank account manager. This will result in the bank customer manager's self-perception may not be exactly the same as the actual customer's
satisfaction, and it remains to be further studied. Future research can conduct research on real purchase customers, and then to accurately prove the moderating effect of customer satisfaction. And then provide a theoretical basis for both banks and insurance companies whether they need to increase their efforts in customer satisfaction or other aspects.

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