The Impact of Customer Experience Quality on Customer Loyalty in Motor Vehicle Insurance Industry: The Mediating Role of Relationship Quality

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Abstract. Cultivating high-quality relationship with customers is important to nurture customer loyalty especially in the financial service and insurance industry which is characterized as a highly intangible and complex industry. However, there is only a dearth of research that examines the role of relationship quality and its relations with customer experience and loyalty in the insurance industry setting. The purpose of this study is to investigate the impact of Customer Experience Quality on Customer Loyalty and the mediating role of Relationship Quality in the motor vehicle insurance industry. Based on data collected from 225 motor vehicle insurance customers, analyzed using PLS-SEM, it is concluded that Customer Experience Quality does not directly impact Customer Loyalty, thus the mediating role of Relationship Quality is a paramount of importance in order for insurance companies to establish sustainable relationships and nurture loyalty. These findings highlight new insights on customers' behaviour towards the motor vehicle insurance industry.

Keywords: Insurance Industry, Relationship Quality, Customer Experience, Customer Loyalty

1 Introduction

Strong relationships need to be cultivated by service providers in order to keep customers loyal [1]. Relationship quality has been defined as "the degree of appropriateness of a relationship to fulfil the needs of the customer" [2]. Relationship quality means that customers are able to believe in the company and its integrity which reflect the level of satisfaction during previous service performances [3]. Relationship quality which reflects the connection between company and customer [4] is the key for company to foster loyalty which is important in helping companies retain the existing consumers and stimulate the existing consumers to recommend or say positive things to others [5]. It is an intangible asset which is not easily duplicated by competitors Wong et al. [6] and considered very important especially in financial services (Ndubisi, 2007). The industry is known by the complex intangible nature [7] and high level of uncertainty which affect customers' perception of risk in making new purchase [8].

Services outcome in financial is lacking in the concreteness factor especially in a high credential service like insurance which is likely to massively affect how customers perceive and evaluate the relationship with the financial service provider [9]. Previous studies suggest that the evaluation of relationship quality should be based on evidences of the experience

provided to the consumer [10]. Experience attributes is considered a pivotal element in service attributes especially in evaluating the existing customers [8] which is relevant in the practice of motor vehicle insurance in Indonesia where it is sold using renewal business model on a yearly basis. Customer experience captures how customers evaluate a service provided by company based on customers' overall perception of their interaction Hamzah et al. [11] thus affecting their decision to continue using the service.

Previous studies have investigated the impact of customer experience in the relationship domain such as travel agencies [12] and how it also affects in customers loyalty, in particular in the setting of retail banking [5]. The main contribution of this study is to examine the relations between customer experience quality, relationship quality and customer loyalty. It is worth to note if similar results from previous studies will apply in the setting of such high credential services such as the motor vehicle insurance industry.

The outcomes of this study are expected to provide valuable insights for Indonesia's insurance industry especially insurance companies which offer motor vehicle insurance in developing fitting strategies. The findings are also expected to add academic insight for future studies involving relationship marketing in other high credential services.

The development of the Customer Experience, loyalty and word of mouth model was carried out by Ehret (2008) which resulted in a good customer experience resulting in loyalty and word of mouth. In this context, loyalty serves to keep customers loyal and word of mouth is useful in the acquisition of new customers. In the context of financial services, several studies such as Maklan and Klaus (2012) in the scope of mortgage service customers prove that Customer Experience Quality has a positive effect on loyalty, the same thing is also produced by Fernandes and Pinto's research in the scope of retail banking (Fernandes & Pinto, 2019).

H1 : Customer Experience Quality has a positive and significant influence on Customer Loyalty in vehicle insurance customers

Companies in the financial services industry category, including insurance, prioritize how to build sustainable relationships with customers [13]. As for being able to evaluate the relationship that is built between the company and its customers, a scale that can be measured is needed. Various studies related to relationships use the dimensions of Trust, Satisfaction and Commitment in measuring Relationship Quality. Research by Brun et al. (2014) and Olavarría-Jaraba et al. [14] used these three dimensions to measure the quality of relationships in the online banking context. In addition, research in the context of financial services by Wong et al. [6] used the Trust dimension to describe the quality of the relationship.

H2: Customer Experience Quality has a positive and significant influence on trust in vehicle insurance customers

Customer satisfaction is one of the influential factors in fostering a sustainable relationship. The financial services industry, including vehicle insurance, whose products tend to be intangible, has particular challenges to ensure that customers are satisfied [15]. overall performance of insurance companies [13]. Customer experience in receiving services and interacting with the company proved to have a positive effect. This is evidenced by research by Ramaseshan and Stein [16] who developed a model between Brand Experience and Brand Loyalty through Brand Personality and Brand Relationship. The same thing also resulted from research on travel industry services by Rajaobelina [12] and on retail banking services by Fernandes and Pinto [5], both of which prove that Customer Experience Quality has an influence on Relationship Quality (Trust & Satisfaction).

H3: Customer Experience Quality has a positive and significant influence on satisfaction in vehicle insurance customers

The result of a study in South Korea conducted by Jung [17] stated that there was a positive influence by Brand Experience on Commitment which is one of the dimensions of Brand Relationship Quality. Customer commitment is felt to be a factor resulting from an impressive experience as a form of emotional response to customer attachment to a particular brand or company. Brock and Zhou [18] also state that the quality of the customer experience has an influence on the formation of commitment, as well as building a sense of customer attachment and ownership of a service. This sense of attachment makes it difficult for a customer to move to another company or stop using the service.

H4: Customer Experience Quality has a positive and significant influence on commitment in vehicle insurance customers

Customer loyalty is a deep, positive commitment by customers to buy and support the preferred product or service consistently in the future (Oliver, 1999). Ramaseshan and Stein [16] in their research state that without the mediation of good relationship quality, customer experience will not build customer loyalty, especially trust that is formed from a good experience at the point of interaction between the company and the customer becomes a factor influencing the decision to remain loyal. with a brand. Trust by customers to the company is one of the influential factors where it is stated that Trust can directly affect Customer Loyalty [19]. The role of Trust as one of the constructors of Relationship Quality in research in the scope of retail banking by Fernandes and Pinto [5] which proved to be a significant mediator between Customer Experience Quality and Customer Loyalty.

H5: Commitment mediates Customer Experience Quality and Customer Loyalty in vehicle insurance customers

In a study by Brakus et al. [20] found that the effect of customer experience on customer loyalty is mediated by customer satisfaction. The emotional response that is formed from an impressive experience in the form of feeling satisfied with the product or service of a brand or company makes a stimulus to customers in deciding to continue using the service or product. Other research also states that a good quality experience by customers strongly stimulates the emotional response associated with relationship quality and then builds customer loyalty [16]. Customer satisfaction formed from an impressive experience can be concluded as a mediation for the formation of customer loyalty [16].

H6: Satisfaction mediates Customer Experience Quality and Customer Loyalty in vehicle insurance customers

Iglesias et al. [21] stated that commitment functions in linking customer experience and customer loyalty. The customer's attachment to a brand or company becomes an important factor in the decision to repurchase or in forming a sustainable positive response. In a study by Fernandes and Pinto [5] it is known that Relationship Quality is a strong mediator between Customer Experience Quality and Customer Loyalty. This is in line with previous research by Maffezzolli et al. [10] which states that a sense of attachment in the form of customer commitment plays an important role in being a mediator between the quality of customer experience and customer loyalty.

H7: Trust mediates Customer Experience Quality and Customer Loyalty in vehicle insurance customers

In line with the above hypotheses, the conceptual model is proposed as shown figure 1.
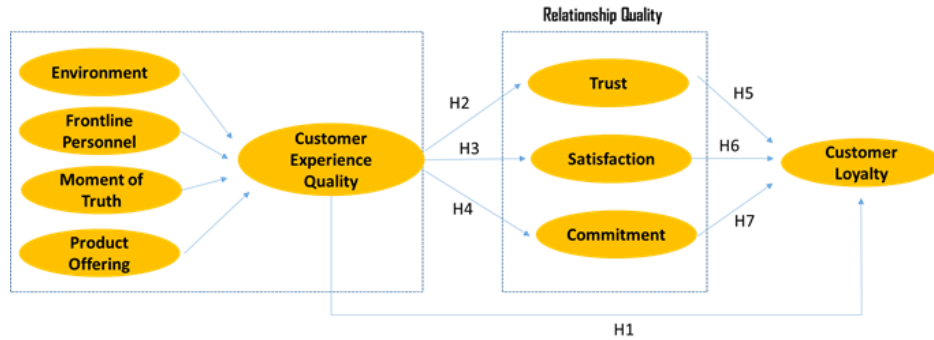

Fig 1. Research Model

2 Method

2.1 Measurement & Sample

Quantitative research method was conducted to find something from a large group through learning part of the group on a smaller scale as respondents. Through this approach, proof of theory can be done by testing the relationship between variables which can be assessed and analyzed using statistical procedures [22]. The population of this research is anyone who is currently having an active vehicle insurance policy which was purchased in the past 12 months with their own fund and has interacted with the insurance company.

Questionnaire survey was conducted to measure customer experience quality determinants towards customer loyalty mediated by relationship quality. The questionnaire has a total of 45 questions with additional screening questions to ensure the eligibility of participants as sample. This survey uses a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was created and reviewed by conducting wording tests on five respondents. Small scale pre test to 30 respondents was conducted to test the respondents' understanding of the questionnaire. The convenience sampling which is a non-probability sampling method was employed, researching every individual who is available as a participant [23] and a total of 287 respondents has been collected, but only 225 was eligible to be analyzed.

2.2 Data Analysis Method

Data analysis was done based on Structural Equation Modeling (SEM) using Partial Least Square Method (PLS) method. Structural Equation Model (SEM) is a method for seeing the relationship of variables that are interdependent and combined in a model [24]. In this research, SEM is used to test the validity of the proposed theoretical framework and the relationship between variables contained in the conceptual model. SEM also functions as a technical analysis in testing the hypotheses that have been proposed. In this study, the authors used the Partial Least Squares Structural Equation Modeling approach because the research

model studied had constructs that were formative and reflective [25]. The data analysis was conducted using Smart PLS 3.0.

3 Result and Discussion

A total of 287 respondents has been collected, but only 225 was eligible to be analysed due to the others claiming that despite owning an active insurance policy they bought it more than 12 months ago and/or not using their own personal fund and/or never interacted with the insurance company. The profiles of the valid samples are shown in Table 1.

Table 1. Respondent Characteristics

Profile	Description	N	%
Sex	Male	96	43%
	Female	129	57%
Age	18-25	38	17%
	26-40	121	54%
	41-55	50	22%
	>55	16	7%
Occupatio	Private Employee	143	64%
	Student	33	15%
	Enterpreneur	19	8%
	State owned Employee	8	4%
	Public Employee	4	2%
	Others	18	8%
Monthly Spending	>IDR 1,000,000	17	8%
	IDR 1,000,000-3,000,000	24	11%
	IDR 3,000,000-5,000,000	42	19%
	IDR 5,000,000-8,000,000	38	17%
	IDR 8,000,000-10,000,000	30	13%
	>IDR 10,000,000	74	33%
Location	Jabodetabek Area	211	94%
	Jawa Island	9	4%
	Outside of Java Island	5	2%

Out of the total of 225 respondents, the majority are women (57%) aged between 26 – 40 years (54%) and work as private employees (64%). Respondents in this study were dominated by customers with monthly expenses of more than IDR 10 million (33%) and lived in Greater Jakarta (94%).

Validity test of the indicators in the research model was used to evaluate the results of factor loading and average variance extract (AVE), where each measurement indicator must have a value above 0.7 (factor loading) and 0.5 (AVE). Reliability test of the indicators in the research model was used to prove consistency among the multiple measurement items of a construct was tested with cronbach's alpha (CA) and composite reliability (CR), where each

measurement indicator must be valued above 0.6 (CA) and 0.7 (CR). Hair et al. [25] and all items are proven to be all valid and reliable.

The relationship between the first order and second order construct was then tested before proceeding to hypothesis testing. As shown in table 3, all variables in the first order namely Environment, Frontline Personnel, Moment of Truth, and Product Offering have positive path coefficients, supported by a t-value above 1.645 and a p-value below 0.05, which indicates a significant relationship with second order. Environment has the most influence in creating a good customer experience quality, as shown in table 2 with 0,565 followed by Frontline Personnel (0,297), Moment of Truth (0,203), and Product Offering (0,163).

Table 2. First order and second order construct

Second Order Construct	First Order Construct	Path Coefficients	T Value	P Value	Status
Customer Experience Quality	Environment	0,565	20,046	0,000	Positive & Significant
	Frontline Personnel	0,297	15,680	0,000	Positive & Significant
	Moment of Truth	0,203	13,878	0,000	Positive & Significant
	Product Offering	0,163	12,772	0,000	Positive & Significant

We proceeded to test the role of variables in the study as mediating variables, bootstrapping processing was carried out up to 5000 subsamples and a significance level of 5%. As the result in Table 3, the direct effect of Trust has t-value below 1.645 and a p-value above 0.05 which proved that it doesn't mediate between Customer Experience Quality and Customer Loyalty. Satisfaction and Commitment on the other hand, are proven to partially mediate as shown in Table 3.

Table 3. Mediation Analysis

Path		Direct Effect	Indirect Effect	Mediation Type
CEQ -> Trust-> Customer Loyalty	P Value	0,152	0,177	Non Mediation
	T Value	1,433	1,35	
CEQ -> Satisfaction-> Customer Loyalty	P Value	0,000	0,000	Partial Mediation
	T Value	3,806	3,847	
CEQ -> Commitment -> Customer Loyalty	P Value	0,000	0,000	Partial Mediation
	T Value	7,009	6,588	

The standardized path coefficients and significance levels provide evidence of the structural model's quality [25]. Bootstrap resampling tools was used to estimate the structural model in order to determine path significance. Then hypothesis testing was conducted by examining the significance of the relationship between all the variables in accordance with the hypothesis. As shown in table 4, Customer Experience Quality doesn't have a significant impact on customer loyalty (H1), having t value below 1,645 and p valuea above 0,1 It does however have significant impact on Commitment (H2), Satisfaction (H3), Trust (H4), supported by a t-value above 1.645 and a p-value below 0.05. The result also indicates that in order for a customer's experience to have an impact on creating loyalty, it needs to be mediated by Commitment (H5) and Satisfaction (H6). Trust, on the other hand is not a mediator between two variables (H7).

Table 4. Hypothesis Testing

Hypotesis	Path	Path Coefficients	T Value	P Value	Result
H1	CEQ → Customer Loyality	0,1	1,6	0,11	Not Supported
H2	CEQ → Commitment	0,626	14,682	0	Supported
H3	CEQ → Satisfaction	0,777	30,311	0	Supported
H4	CEQ → Trust	0,757	27,623	0	Supported
H5	COM → Customer Loyality	0,414	7,009	0	Supported
H6	SAT → Customer Loyality	0,312	3,806	0	Supported
H7	TR → Customer Loyality	0,117	1,433	0,152	Not Supported

4 Conclusion

The main aim of this study was to investigate the relationship between customer experience, relationship quality and customer loyalty. In line with some previous service research, we have concluded that, without controlling for mediating effects, customer experience has no significant impact on customer loyalty. This supports the results of several previous studies, especially those used as references for this research, namely in the scope of retail banking which also did not find a direct significant relationship between these two variables [5]. These results also support research in the scope of retail products by Francisco-Maffezzolli [10] but contradicts several studies by Brakus et al. [20] and Walter et al. [26] which found a small but significant relationship between the two variables. Referring to the results of this study, the characteristics of vehicle insurance services which are intangible, uncertain and complex [8] might have been why good customer experience is not enough to directly build loyalty.

Trust which is one of the three elements of relationship quality in this research does not seem to mediate the relationship of the customer experience and customer loyalty.). The role of Trust as one of the constructors of Relationship Quality in the research in the scope of retail banking by Fernandes and Pinto [5] which proved to be a significant mediator between Customer Experience Quality and Customer Loyalty is also contrary to the results in this study. Referring to the results in hypothesis 2, it can be concluded that a memorable experience will build trust in vehicle insurance customers. However, this does not significantly affect the customer's decision to continue using the service, praise or provide recommendations to relatives as stated in the Customer Loyalty [19][27]. These results are in line with previous research in the scope of Islamic banking by Tabrani et al. [28] which was also conducted in Indonesia which stated that trust does not have a direct influence on customer loyalty and must be mediated by commitment and intimacy. The difference in scope is an influential factor in this result where although banking and insurance services fall into the category of intangible and complex services [8], the transaction models of these two services are different. Retail banking services have a higher frequency of service use and a variety of product and service variants. This is different from vehicle insurance where the purchase transaction is carried out once at the beginning so that the element of trust significantly influences the decision point of using services Ling et al. [29] including in the process of purchasing insurance services [30]. This is a finding that enriches the literature on consumer behavior where differences between countries and industries can be decisive in forming conclusions. On the other hand, in line with previous research, satisfaction and

commitment are proven to have a mediating effect on customer experience and loyalty. This result supports the statement that impressive experiences strongly stimulate the emotional response which includes satisfaction which leads to customer loyalty [16]. Research by Brakus et al. [20] also states that satisfaction with the experience of a brand stimulates customers to remain loyal in using services, praising and recommending products/services). Customer's commitment formed from an impressive customer experience is the strongest mediator in this study. The strong attachment to insurance companies as stated in the indicator in particular is the strongest indicator.

The most influential variable in shaping a memorable customer experience is Environment. In this study, the Environment specifically has a link to the digital ecosystem, especially on the insurance company website. This shows the behavior of current insurance customers who are increasingly accustomed to using digital infrastructure so that digital user experience is very important. Digitalization in this insurance makes it easier for customers or prospective customers to access insurance information that can be easily accessed without having to come to the office like traditional insurance business models. The appearance of data and information packaged in an easy-to-understand language and user interface makes it easier for customers to recognize the products and services of insurance companies and their benefits in managing risk and the role of insurance to achieve this [31]. Simultaneously, this development into the digitalization era will also make it easier for insurance companies not only to establish relationships through digital experience but also to offer insurance products or services and explore insights from customers through digital platforms that will be useful in innovation [32].

Frontline Personnel, Moment of Truth and Product Offering are elements of shaping a memorable customer experience. In particular, the role of humans in delivering insurance services still has an influence, although not as big as the environment. This has implications for how insurance companies develop the insurance company workforce and design the entire service process which is commonly referred to as a service blueprint [8]. Thus, insurance companies must carefully and holistically look at the current service blueprint design and place employees with good service quality at the right touch points. At the same time, insurance companies must also ensure that the elements of service flexibility and complaint handling as well as product and service variations continue to be developed because they will be the determinants of creating an impressive customer experience.

Customer Experience Quality does not directly affect Customer Loyalty but is mediated by Relationship Quality (Satisfaction & Commitment). Thus, insurance companies must ensure that an impressive experience through the four variables forming customer experience must stimulate an emotional response, especially satisfaction and commitment, which are mediators to build customer loyalty. This is very relevant to the attention of vehicle insurance companies, especially because of the business model of the vehicle insurance industry in Indonesia. Approximately 70% of car purchases in Indonesia are made using a credit system at banks or financing service companies [33] where vehicle insurance products are combined in a financing package. This causes the majority of customers who currently have vehicle insurance not necessarily have the flexibility in deciding to insure their vehicles or in determining the choice of insurance products. With minimal or even no decision-making processes known to affect perceived value and quality to build loyalty (Okay, Kamolshotiros, Popoola, Ajagbe, & Olujobi, 2016), ensuring customers have an overall memorable experience at all points of the process is extremely important. This is a concern so that insurance companies can build customer loyalty to continue using insurance products when

credit ends or provide recommendations or praise for vehicle insurance products and companies.

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