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TRUST DRIVERS ON PERFORMANCE OF FIRMS IN THE INSURANCE INDUSTRY IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

This study aimed to determine the influences of drivers of trust on the performance of firms in the insurance industry in Kenya. Specifically, the study: determined the influence of organizational capability and goodwill on the performance of firms in the insurance industry in Nairobi City County in Kenya. The study employed a descriptive survey research design. Purposive sampling was employed to select 17 insurance firms and random sampling employed to select 83 middle level managers from the 17 insurance firms to participate in the study Data collection instruments included semi-structured questionnaires and document reviews. The collected data was captured in MS Excel and analyzed using SPSS. Descriptive statistics such as mean and standard deviation, and Inferential statistical analysis techniques such as regression and correlation analysis was used to analyze the collected data. The analyzed data was presented in suitable graphs, charts and tables. Results of the study showed significant influence of trust drivers on the performance of insurance firms in Nairobi City County, Kenya. The trust drivers (organizational capability, organizational goodwill showed relationship with performance of firms in the insurance industry in Nairobi City County. There was a positive relationship between organizational capability, organizational and performance of firms in the insurance industry.

Key Words: Drivers of Trust, Organizational Capability, Organizational Goodwill, Performance of Firms in the Insurance Industry

Background of the Study

Trust has been recognized as a contributor to organizational performance and mandatory for optimization of quality systems in the organization (Amoah-Binfoh, Bempah & Masih, 2016). Without trust, each component will protect its own immediate interests to its own long-term detriment, and to the detriment of the entire system. These assertions point at the recognition of trust as a fundamental consideration in ensuring organizational performance. Given the importance of identifying determinants of firm performance for understanding both economic growth and productivity at an aggregate level (Amoah-Binfoh et al. 2016), it is not surprising that a vast literature exists exploring trust and its influence on performance (Salisu and Abu, 2019; Indasah and Nuryakin, 2020). Before employees can create and maintain a work environment characterized by high performance, organizations must foster trustworthy work relationships and integrate organizational development with clear interactions across hierarchical levels (Amoah-Binfoh et al. 2016).

Statement of the Problem

Insurance uptake in Kenya remains low compared to other key economies with the insurance penetration coming in at 2.2 percent as at 2021 (IRA, 2022). Comparatively the insurance sector in Kenya has registered poor performance with a notable decline in growth rate of gross direct insurance premium at 2.3 percent in 2021 compared to previous years that registered a high of 13.2 percent in 2016 (Kamer, 2022). This comparative poor performance of the sector raises concerns on the level of trust and customer commitment in contributing insurance premiums (Morara & Sibindi, 2021). According to insurance sector report by Cyton (2021), the insurance core business remains unprofitable, with sector delivering a Return on Average Equity of (1.3%) as at 2021, which is a decline from 3.3% in 2019. Additionally, there is a lot of competition in the insurance sector in Kenya with new international insurance firms joining the existing market (Kamau, Olweny & Muturi, 2021).

Insurance firms therefore must ensure increased competitiveness largely focusing on building trust among their target customers (Ngunguni, Misango & Onsiro, 2020). Employee lack of commitment (Langat, Linge & Sikalieh, 2019), poor internal relationships (Kamau et al., 2021) and minimal engagements (Odhiambo & Njuguna, 2019) have been linked to decline in profitability and return on equity for insurance firms in Kenya. Trust drivers such as organizational capability, goodwill, have been identified as antecedents to trustworthiness that will lead to employee hard work (Munyingi, 2021) sharing of information (Blomqvist & Seppänen, 2011) and productivity (Langat et.al. 2019) which then improves organizational performance.

Rahayuningsih (2019) assert that despite there being many publications on trust, the influence of its drivers to performance is still unclear. In support of this assertion, Agyei et al. (2020) argued that there was very little empirical research that investigated trust drivers and their impact on organizational performance. A better understanding of trust drivers and their relationship with organizational performance is therefore needed to clarify this relationship and thus reveal more effective means of improving performance. This study therefore focused on assessing the influence of these trust drivers to organizational performance in the insurance sector.

Objectives of the Study

General Objective

The main objective of this study was to determine the influence of trust drivers on the performance of firms in the insurance industry in Nairobi City County, Kenya

Specific Objectives

1. To determine the influence of organizational capability on the performance of firms in the insurance industry in Nairobi City County, Kenya

2. To assess the influence of organizational goodwill on the performance of firms in the insurance industry in Nairobi City County, Kenya

LITERATURE REVIEW

Theoretical Review

Social Exchange Theory

The Social Exchange Theory (SET) was developed by scholars such as Homans (1958) and Blau (1964) to explain what influenced social behavior. Homans in an essay entitled "social behavior" was interested in the psychological conditions that induce individuals to engage in exchange. Homans stated that social behavior is an exchange of both material goods and non-material ones. Homans explained that persons that give much to others try to get much from them, and persons that get much from others are under pressure to give much to them. According to Geetha and Mampilly (2012) this is achieved through reciprocity or negotiations. Reciprocity according to Blau emerges when mutual bonds emerges as the other persons feels the obligation to return the favor. Marescaux, Winne and Sels (2013) explains that SET proposes that organizational practices should initiative positive behaviors to staff members which will then push employees to reciprocate with positive attitudes and behavior towards the organisation and/ or job. Geetha and Mampilly (2012) argue that the basic principle with SET is that employees view satisfying behaviors as an organization's trust towards them, they then reciprocate with positive commitment and trust behaviors that driver's performance. Employees are thus more likely to engage and trust the organization based on their will to reciprocate the positive behaviour from the organization. Bachmann (2001) argues that: "While in case of trust, the actor who considers to invest trust in his assumptions selects the possibility that the potential trustee will behave the way he prefers, the powerful actor selects a possibility of behavior which he suggests to the subordinate actor as undesirable behavior that should be avoided" (p. 350).

In this study Social Exchange theory will be used to explain behaviour as a driver of trust in an organization and consequently leading to performance. Bloomqvist (2002) relates behavior to employee show of commitment, adaptation and continuous learning in the organization, integrity to set goals and ability to follow through promises, and open communication with the organization. These are traits that are likely to be exhibited when an organization is able to provide the necessary resources, create a good working environment and provide benefits to drive motivation among staff. Employees then feel obliged to respond in kind and repay the organization with behaviors that show commitment and trust in the organization. Park, Christie and Skype (2014) argued that while the individual employee is responsible for the growth of trust, the organization is responsible for developing a congenial and trust-oriented climate. The core belief in SET is that relationships evolve over time into trusting, loyal, and mutual commitments as long as the parties abide by certain "rules" of exchange. Studies such as the study by Chew and Chan (2008) employed SET as their theoretical basis of explaining behavior as a trust driver.

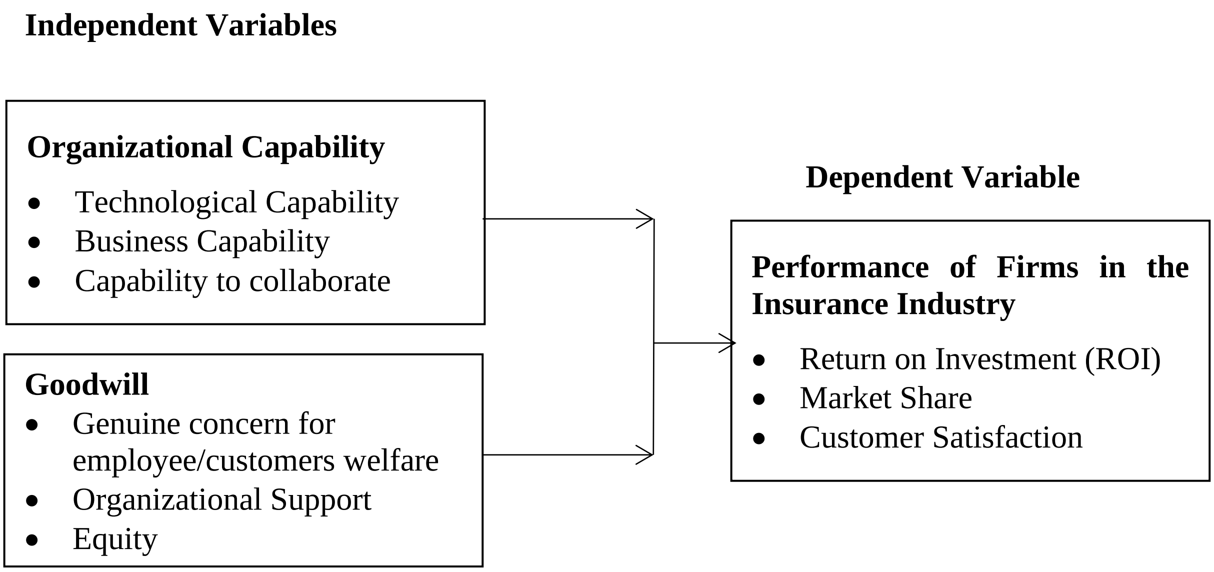
Social Identity Theory

Proponent of Social Identity Theory, Tajfel and Turner (1985) argue that people tend to group or classify themselves and others as members of a certain social category. They identify with certain social groups where they can share and relate. These social categories could be religious affiliations, gender, age cohort or organizational membership (Tajfel & Turner, 1985). Whithin these groups they are socially accepted and they find it easy to relate to these groups. According to Turner (1985) the identification with these groups arise from the fact that within these social groups or categories there certain ideal or perfect characteristics. Within the context of an organization or business environment, social identification serves two functions. First, it enables one to identify and select individuals they can relate with or learn from. These are members of social groups where employees can freely share information and work together.

Departments and committees are examples of social groups that employees identify with. Employees will be assigned ideal characteristics to the social groups or categories they belong to. This is an indication that they are members of specific group and therefore need to flock together, work together and build trust. Second, social classification enables the individual to locate or define him- or herself in the social environment. According to Social Identity Theory (SIT), the self-concept is comprised of a personal identity encompassing personal characteristics (e.g., bodily attributes, abilities, psychological traits, interests) and a social identity encompassing salient group classifications. Social identification, therefore, is the perception of oneness with or belongingness to some social groups within the organization.

Conceptual framework

The conceptual framework of this study is developed based on the theoretical underpinnings of the study as well as the theoretical models on drivers of trust and organizational performance. This conceptualization is represented in figure 2.1.



Source: Adapted from Blomqvist (2002)

Figure 2. 1: Conceptual Framework on Influence of Trust Drivers on Performance of Firms in the Insurance Industry

Organizational Capability

As a construct to trust in organizations, organizational capability refers to the skills, competencies and characteristics with organizations that enable them to be able to perform their function including providing technological, product or service solutions (Risto, 2008). Organizational capability refers to technological capability, business capability and the ability to cooperate (Blomqvist, 2002). In the context of performance of firms in the insurance industry in Kenya, organizational capability will refer to frameworks put in place by the firms to ensure competitiveness and which makes them deliver their products in a unique way. It refers to how the firms are adopting technology especially in these modern terms where dynamic capabilities of business depend largely on how they leverage on technology. It also refers to the ability of the insurance firms to cooperate with their customers, regulators and industry players in an attempt to survive and become competitive. Organizational capability is the characteristics of the insurance firms that enable them to do what they are ssupposed to do.

Goodwill

Goodwill refers to positive intention (Weibel et al. 2016). Goodwill is abstract but a very important component of trust in the insurance industry in Kenya. Insurance firms will build trust among their customers, if their customers perceive that they have positive intentions against them. That everything the insurance firms do is for their good and not to harm them (Bridoux, Stofberg & Den Hartog 2016). Blomqvist (2002) defines good will as the insurance's moral responsibility and positive intention towards their customers. In the context of this study, goodwill will be experienced by the employees when the insurance firms exhibit genuine concern for employee welfare (Weibel et al. 2016), provide visible organizational support, are kind towards their employees (Blomqvist, 2002) and treat their staff members equitably (Bridoux, et al. 2016). Goodwill is an experienced outcome from the actions of the organization towards their employees.

Performance of Firms

Performance of insurance firms is conceptualized based on the Balance Scorecard measures of performance which measures performance based on financial outcomes (Firms profitability), internal processes (quality of services), Customer (customer satisfaction) and learning and growth (innovation). Organizational performance can also be conceptualized as behavior in the organization that is consistent with organizational objectives and is generally assessed on the basis of the achievements of these objectives (Mulki et al, 2015). Organizational performance is measured as a composite index comprised of five partial measures: service quality, level of productivity, profitability product to market time and rate of innovation, absenteeism and turnover. The Balance Score Card puts performance into perspective by linking it to the overall organization's strategy/goals. According to Kassahun (2010), the BSC is a performance measurement conceptualization that translates an organization's strategy into clear objectives, measures, targets, and initiatives organized in the four perspectives: financial, customer, business processes, and human resources or innovation and learning. In assessing the performance of insurance firms this study will focus on profitability, market share and customer satisfaction.

Empirical Review of the Literature

Indasah and Nuryakin (2020) conducted a study to empirically investigate the influence of organizational capability and organizational learning on the financial performance of family-business type small- and medium-sized enterprises (SMEs). Employing exploratory research using an empirical survey, the study found out that organizational capability positively and significantly affects the financial performance. Also, organizational learning significantly affects the financial performance.

Otiso (2017) conducted an empirical research to evaluate the effects of technological capabilities on the performance of Nzoia Sugar Company Limited. The study was based on the Resource Based View Theory. A case study and survey designs were employed in this research. The study concluded that technological capabilities such as increase in customer service management capability constructs like repeat purchase, confidentially of customer information and different customer needs once enhanced could translate to higher firm performance; attributes of marketing capabilities like employee training on basic marketing skills, e-marketing and marketing intelligence information should be enhanced; internet penetration, automation of processes, use of e-marketing and procurement could lead to improved firm performance and setting targets for the company which are attainable, monitoring and evaluation of all activities would lead to improved firm performance.

Salisu and Abu Bakar (2019), conducted a study to evaluate the mediating role of learning capability on the relationship between technological capability, relational capability and small and medium enterprises (SMEs) performance in developing economy of Africa. Through interviews with the owners/managers of manufacturing SMEs in Nigeria, the study indicates a positive relationship between technological capability, learning capability and SMEs performance. Equally, relational capability significantly and positively relates to SMEs learning capability. However, relational capability negatively relates to SMEs performance, while technological capability also negatively relates to learning capability. Furthermore, learning capability mediates the negative relationship of relational capability and SMEs performance to significant positive relationship, while it does not mediate the relationship of technological capability and performance.

Satt and Youssef (2017) As one of the main components of intangible assets appearing in the balance sheet, Goodwill has long been considered a as a driver of sustainable competitive business and corporate advantages. Yet, does goodwill really improve performance of firms in the MENA region? This paper documents the effect of goodwill on firm performance during the period between 2005 and 2015. The results of our analysis show that high level of goodwill has a positive impact on firm performance in large firms. Yet, at small firms, goodwill was not proved to improve performance. This can be explained by the fact that only good performing firms invest in goodwill while smaller firms simply struggle to generate tangible assets.

Ozyilmaz et al., (2017) conducted a study on self-efficacy, institutional trust and job satisfaction. Using data collected from 300 employees and their respective supervisors at a manufacturing organization in Turkey across three waves, we found that self-efficacy had more positive effects on job satisfaction, task performance, and citizenship behaviours when trust in organization was high. Interestingly, self-efficacy had a positive effect on turnover intentions when trust in organization was low, indicating that high trust in organization buffered the effects of self-efficacy on intentions to leave. The results suggest that the motivational value of trust in oneself is stronger to the degree to which employees also have high trust in the system, whereas low trust in system neutralizes the motivational benefits of self-efficacy.

RESEARCH METHODOLOGY

This study employed descriptive survey research design. The population for the study comprised of the representatives of all the Insurance 54 Insurance Firms as at June 2019 (IRA, 2019). The firms were divided into three categories; Composite, General and Life Insurance Firms. These firms offer financial protection to individuals and companies against monetary losses suffered from unforeseen circumstances. The sampling frame of the study was the list of all the middle level managers from Human Resources, Corporate Communications, Quality Assurance, Research and Innovation and Finance Departments of the insurance firms in Nairobi City County

Table 3. 1: Sampling Frame

No	Type of Insurance Firm	Population of Insurance Firms	Sample Frame (5 Middle Level Managers from Each Insurance Firm)
1	General	29	145
2	Life	16	80
3	Composite	10	50
	Total	**54**	**275**

The study used purposive sampling techniques to select insurance firms and their representatives who participated in the study. Purposive sampling technique was employed in selecting the sample size. The first stage involved selecting insurance firms participating in the study. The same principle as guided by Kothari (2011) was employed to select 18 (30%) out of a total of 54 insurance firms to participate in the study. Purposive sampling was employed to select these insurance firms. The second stage of sampling focused on selecting the middle level managers to participate in the study. Considering that each insurance firm had a population of more than 5 middle level managers in the targeted departments, random sampling techniques was employed in selecting the 5 middle level managers to represent the selected insurance firm.

The study collected both primary and secondary data. Semi-structured questionnaires were the research instrument used to collect primary data. Secondary data was collected through document reviews and analysis. Quantitative data were captured in Ms. Excel to ensure longevity of data and for purposes of data cleaning. The data was then be exported to the Statistical Package for the Social Scientists (SPSS) Version 20 for analysis. SPSS was used to organize and analyze the data. Descriptive and inferential statistics was used to analyse the data gathered for the study. Descriptive statistics is concerned with the development of certain indices from the raw data, whereas inferential statistics is concerned with the process of the estimation of population parameters, and the testing of statistical hypotheses (Kothari, 2004). Inferential statistics made use of correlation and regression analysis.

RESEARCH FINDINGS AND DISCUSSION

The response rate for the study was within the recommended levels. A total of 83 questionnaires were administered, in the end 75 were returned, coded and used for the analysis. This resulted to 90% overall response rate. Rogers, Miller and Judge (2009) posited that a response rate of 50% is acceptable in descriptive social sciences, Mugenda and Mugenda, (2008) observed that 50% response rate is adequate, 60% good and above, while over 70% is rated as very good. This implies that based on these assertions, the response rate of 90% was very good. The high response could be attributed to self-administration of the questionnaire.

Objective 1: Influence of Organizational Capability on the Performance of Firms in the Insurance Industry in Nairobi City County

Descriptive Statistics of Organizational Capability on Performance of Firms in the Insurance Industry

The views of the respondents on access to opportunity were assessed using six statements on five point likert scale. The results are presented in table 4.1.

Table 4. 1 Descriptive Statistics for Organizational Capability

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
The firm complies to all regulations and is certified	23%	34%	20%	17%	5%	2.48	.869
The firm has unique resources and capabilities that makes it competitive	42%	27%	20%	5%	5%	2.05	.952
The firm cooperates with regulators and other industry players	18%	37%	15%	26%	4%	2.60	.865
The firm adopts up-to date technological capabilities	9%	30%	29%	27%	5%	2.88	.955
The firm has the necessary resources to serve customers	40%	34%	16%	6%	4%	2.00	.970
The organization cooperates with other stakeholders in delivery of service	23%	28%	18%	15%	15%	2.70	.871

On the opinion, whether the firm complies to all regulations and is certified, a total of 37% were neutral, to agreed and strongly agreed, 36% to disagreed and 27% strongly disagreed. On whether the firm has unique resources and capabilities that makes it competitive a total of 30% were neutral, agreed and strongly agreed and 42% disagreed and strongly disagreed. On whether, the firm cooperates with regulators and other industry players 48% were neutral, agreed and strongly agreed. On whether, the firm adopts up-to date technological capabilities a total of 61% were neutral, agreed and strongly agreed, 30% disagreed and 9% strongly disagreed. Whether the organization has the necessary resources to serve customers a total of 24% were neutral, agreed and strongly agreed. On the opinion that the organization cooperates with other stakeholders in delivery of service 48% were neutral, agreed and strongly agreed. The results support Blomqvist (2002) who opined that organizational capability refers to technological capability, business capability and the ability to cooperate. According to Capgemini (2023) the insurance industry in Asia saw a rapid growth through digitalization especially through mobile technology which played a crucial role in improving trust and accessibility to insurance products. Additionally, Deloitte (2023) links the improved accessibility of insurance products in Kenya and trust of insurance firms to the rise of digital platforms and mobile-based insurance.

Regression Analysis on the Organizational Capability on Performance of Firms in the Insurance Industry

Table 4.2 shows there was a positive (regression weight = 0.316) and significant (critical ratio=7.627) relationship between Organizational Capability and Performance of Firms in The Insurance Industry. R^2 (=0.15) indicates that 15% of the variance in the performance of firms is explained by Organizational capability. This therefore means that some other factors contribute 85% of the performance of insurance firms in Nairobi City County, Kenya. According to the descriptive statistic, when the firm has unique resources and capabilities that makes it competitive, adopts up-to date technological capabilities and has the necessary resources to serve customers, there is an increase in trust which led to a positive relationship between organizational capability and performance of the firm.

Table 4. 2: Regression Weights: Organizational Capability

			Estimate	Standard Error.	Critical Ratio.	P-value
Performance of Insurance Firm	<---	Organizational Capability	.316	.041	7.627	.000

Table 4.2 shows that organizational capability is significant when regressed against performance of insurance firms. This means that organizational capability was a predictor of performance of insurance firms ($\beta = .316$; $p<.000$).

The results are in agreement with Indasah and Nuryakin (2020) who found out that organizational capability positively and significantly affects financial performance. They also found out that organizational learning significantly affects financial performance. The findings also support Salisu and Abu Bakar (2019) who found out through interviews with the owners/managers of manufacturing SMEs that there is a positive relationship between technological capability, learning capability and SMEs performance. Equally, relational capability significantly and positively relates to SMEs learning capability. However, relational capability negatively relates to SMEs performance, while technological capability also negatively relates to learning capability. Furthermore, learning capability mediates the negative relationship of relational capability and SMEs performance to significant positive relationship, while it does not mediate the relationship of technological capability and performance. The implication for the insurance sector in Kenya is that firms with appropriate technology, resources and cooperation capability will enhance trust among their customers and improve their performance.

Objective 2: Influence of organizational goodwill on the performance of firms in the Insurance Industry in Nairobi City County

Descriptive Statistics of Organizational Goodwill on Performance of Firms in the Insurance Industry

The respondent's statements on organizational goodwill were assessed using six statements on five-point likert scale. The results were as tabulated on table 4.3.

Table 4. 3 Descriptive statistics for Organizational Goodwill

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
The firm's customers are treated equitably	10%	32%	20%	36%	3%	2.90	.878
Employees are treated equally based on their abilities and responsibility i.e no favoritism or discrimination	15%	38%	23%	21%	2%	2.57	.655
The organization cares about the welfare of their stakeholders	12%	18%	16%	45%	9%	3.21	.990
The firm protects the interest of customers	39%	21%	23%	10%	7%	2.24	.8261
There is visible organizational support to stakeholders	13%	29%	25%	30%	4%	2.82	.804
The firm is involved in CSR activities	39%	25%	20%	15%	1%	2.15	.934

From the results a total of 59% of the respondents were neutral, agreed and strongly agreed that the firm's customers are treated equitably. On whether employees are treated equally based on their abilities and responsibility i.e no favoritism or discrimination 46% were neutral, agreed and strongly agreed. On the opinion that the organization cares about the welfare of their stakeholders, 70% were neutral, agreed and strongly disagreed. On whether, the firm protects the interest of customers a total of 40% were neutral, agreed and strongly agreed. On the opinion that there is visible organizational support to stakeholders, a total of 59% were neutral, agreed and strongly agreed. On the opinion, that the firm is involved in CSR activities, a total of 59% were neutral, agreed and strongly agreed.

The results were in corroboration with Weibel et al. (2016) that goodwill will be experienced by the employees when the insurance firms exhibit genuine concern for employee welfare, provide visible organizational support, are kind and treat their staff members equitably. Additionally, the results support Okrepilov, et al. (2016) who concluded that goodwill has an impact on the reputation and performance of an organization. They found out that goodwill indicators such as History, Means, Personnel, Prestige and Credibility, has an impact in the performance of firms. Based on these goodwill factors, firms will be assessed to determine their experience and reputation. This will give an organization a score that will determine whether clients will trust them with business or not. The results imply that in the long run insurance firms will build trust among their customers, if their customers perceive that they have positive intentions against them. This will enhance their relationship with the insurance firms which will improve the firm's performance.

Regression Analysis on the Influence of Organizational Goodwill on Performance of Firms in the Insurance Industry

Table 4.4 shows there was a positive (regression weight = 0.170) and significant (critical ratio=3.782) relationship between organizational goodwill and performance of insurance firms. According to the descriptive statistics, when customers perceive positive organizational goodwill from the insurance firms there is a positive effect on the performance of the insurance firm.

Table 4. 4: Regression Weights: Perceived support

			Estimate	Standard Error.	Critical Ratio.	P-value
Performance of Insurance Firms	<---	Organizational Goodwill	.170	.045	3.782	.000

Table 4.4 shows that performance of insurance firms is significant when regressed against organizational goodwill. This means that organizational goodwill is a predictor of performance of insurance firms (β = .170; $p<.000$).

These results corroborate what Okrepilov et al. (2016) who found out that that goodwill has an impact on the reputation and performance of an organization. Insurance firms will build trust among their customers, if their customers perceive that they have positive intentions against them. That everything the insurance firms do is for their good and not to harm them. This implies that demonstrating goodwill from the insurance firms will increase customers trust and improve the performance of the insurance firms.

Conclusion

There was a positive relationship between organizational capability and performance of firms in the insurance industry. Firms needs to enhance their unique resources and capabilities that makes it competitive, adopts up-to date technological capabilities and acquire necessary resources to build trust and improve their performance. Organizational goodwill also related positively with organizational commitment indicating that demonstrating goodwill from the insurance firms will increase customers trust and improve the performance of the insurance firms.

Recommendations

The study recommends the following;

Insurance firms should continuously build their capabilities on cooperation, adopt new technology and pool resources to generate trust among their customers and enhance their performance. While insurance firms in Kenya have continuously digitalized their services going a step further by integrating artificial intelligence in their operations demonstrates commitment to continuously improve and meet the needs of their stakeholders building further trust among customers.

Insurance firms should demonstrate goodwill in their daily interactions with their customers. This develops and perception of a positive intention towards their stakeholders which further builds trust and improve the firms performance.

Areas of further research

This study had some limitations. It confined its focus to middle level managers in the insurance firms in Nairobi City County. Hence, future research should examine influences of trust drivers on performance of firms in the insurance sectors broadening the scope of the target respondents or population. Additionally further research can target other sectors of the economy as well. Geographical scope can also be increased to target the entire country where feasible.

Whereas this research has relied on quantitative approaches to examine influences of trust drivers on performance of firms in the insurance industry, an in-depth analysis of individual responses in relation to demographic factors would generate useful inductive information and provide a richer understanding of the influences of trust drivers on organizational performance.

The conceptual framework developed and applied by this study provides a comprehensive relationship between trust drivers and performance of firms in the insurance industry. This is an area that has not been previously investigated and therefore can be positively confirmed that the conceptual framework is a solid model that provides a foundation for this research and others to come.

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