

# Factors Affecting Organization Customer Word of Mouth towards B2B Professional General Insurance Services in Vietnam

Nguyen Xuan Nhi, Bui Quang Thong, Mai Ngoc Khuong, and Le Thi Thao Linh

**Abstract**—Word-of-mouth behavior of organization customer is a field that has not been empirically validated in insurance studies and literature so that further exploration and research are still required. Therefore, this research was conducted to investigate the factors directly affecting organization customer word-of-mouth towards business-to-business professional general insurance services in Vietnam. Both qualitative and quantitative approaches were applied to this study with in-depth interviews, focus group interviews and expert interviews in insurance industry and then structured questionnaires were distributed to 547 clients of insurers that offer business-to-business general insurance services. The empirical results of this research indicated that four out of seven factors, namely interpersonal skills, technology, reliability, and risk coverage are the drivers of organization customers' word-of-mouth. These variables could explain for 52.6% of the variation in the word-of-mouth behavior of organization customer. This result implied a strong influence of those variables on organization customer word-of-mouth in Vietnamese business-to-business general insurance services context.

**Index Terms**—Word-of-mouth, b2b professional services, Vietnamese general insurance.

## I. INTRODUCTION

General insurance service (also known as non-life insurance) is considered as one of the most important sectors of a country because insurance service not only helps promoting the economic growth but also enhancing the social security. Insurance industry offers benefits to individuals, organizations, economic entities and the whole society by providing financial support, reducing uncertainties in business and human life, providing safety and security against unexpected events, managing risk in health and medical support as well as contributing to the sustainable economic growth. Vietnamese insurance industry experienced rapid growth rate during the period 2011-2015 with 16% of average growth rate, therein non-life insurance sector increased by 11.7% [1]. Moreover, business operations of Vietnamese insurance industry achieved positive results in 2016. The total

revenue of the whole market reached 4.9 billion USD and total premiums revenue reached 3.8 billion USD, which increased by 22.74% compared to the previous year and the revenue from investment activities was 0.7 billion USD [2].

However, the level of insurance penetration in Vietnam is about 2% of GDP, lower than the average level of ASEAN (3.55%), Asia (5.37%) and the world (6.3%) [2]. Therefore, it should be concerned and researched the reasons and solutions to improve the current situation in insurance market and change the awareness of Vietnamese people, which in turn to enhance the organization customer perceived service quality and promote its word-of-mouth behavior. Moreover, insurance industry in Vietnam faces many challenges and difficulties. Vietnam has advantages of emerging economy and young population but the people have not changed their views on insurance service, in particularly, the consideration about insurance as a method of investment rather than a financial support in case of losses caused by unexpected events so that they prefer investing money to which they trust to earn higher rate of return. Vietnam totally had 1,189 insurance products with diversified product lines and different types of products until the end of 2015 but most of the insurance products are fixed in package so that they are hard to adjust or split to meet the specific needs of the buyers [1]. Furthermore, insurance coverage is uneven between different segments. Some market segments have not yet received the attention, specialized products as well as insurance companies have not yet paid much attention on raising insurance knowledge, building skilled, and well-qualified human resources, which leads to miss the opportunities to promote products, strengthen the brand image as well as increase the awareness for customers about the importance of buying insurance. From the above evidence, it can be seen that word-of-mouth behavior of organization customers to attract new customers is seemed to be a good strategy to push sales and promote the level of penetration at the moment.

Business-to-business marketing has been studied in the last three decades, some areas has been received and studied thoroughly and comprehensively while further exploration and research are still required for the others [3]. Word-of-mouth conceptuality has been a popular topic in academic studies and literature so far. As studying about the importance of word-of-mouth in the service industry and marketing context, it has been found by many authors that word-of-mouth is influential and useful. [4] considered personal word-of-mouth communications are the rich sources of information, comments, feedback and opinions that can

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become the most persuasive and impartial referrals at the marketplace. As a result, word-of-mouth has a critical impact on the attitudes, perceptions, preferences, purchase and repurchase intentions as well as decision-making process [5]. Word-of-mouth helps promoting the best effect in marketing owing to the specific characteristics and features of insurance and the service sector in general. Word-of-mouth is also suitable for use when the service quality is various or difficult for customers to evaluate [6]. Services products are intangible, difficult to evaluate, lack of guarantees and standardization so that buying services products brings much higher risks than goods products [7] so that word-of-mouth could be effective in reducing the involved risks [8]. Nevertheless, word-of-mouth behavior of organization customers has a very few proven validation in insurance studies and literature. Therefore, this research is conducted with the aims to identify the factors affecting the organization customers' word-of-mouth behavior in the context of professional business-to-business general insurance services.

## II. LITERATURE REVIEW

### A. *Word-of-Mouth*

Different authors claimed different definitions for word-of-mouth concept. [9] defined word-of-mouth as “a person to person communication where the person who receives information regarding a product, brand or service from a communicator perceives the information as non-commercial”. [10] defined word-of-mouth as “informal communication between private parties concerning evaluations of goods and services”. On the other hand, [11] defined word-of-mouth communication is “conceptualized herein as a group phenomenon—an exchange of comments, thoughts, and ideas among two or more individuals in which none of the individuals represent a marketing source.” In the context of this research, word-of-mouth is concerned as the consequence of organization customer perceived service quality so that the organization customers play the communicator role to recommend others about professional general insurance services. Therefore, a suitable definition of word-of-mouth for this research is the oral communication and informal conversations with non-commercial contents that exchange information, comments, thoughts and recommendations about the evaluations of products, services, brand names and the providers between the organization customers to other organization customer such as business associates.

Word-of-mouth not only brings effective marketing results in business-to-customer contexts as commonly mentioned but it also promotes great influences and critical effects in the context of business-to-business professional services. It has been proved to be effective in the professional services compared to generic or other kind of services due to the structural and characteristics differences [12].

As already discussed about the typical characteristics of services, it can be seen that word-of-mouth communications play significantly important roles in services industry compared to other industry field due to characteristics of credence, intangibility, inseparability and

non-standardization [13]. The representatives to buy services products for organization customers may have limited knowledge about the products or lack of experience to evaluate the service quality so that they weigh word-of-mouth made by other business associates as trustworthy and necessary referrals and recommendations [14]. Furthermore, services products are lack of guarantees and standardization so that buying services products brings much higher risks than goods products [7]; thus, the corporate buyers and organization customers highly appreciate word-of-mouth from other customers in order to avoid perceived risks and when choosing service provider and making purchase decision [12].

According to [15], word-of-mouth is approved to be a persuasive way in marketing rather than traditional advertising. In business-to-business contexts, word-of-mouth communications also have overwhelming force compared to other direct influences of advertising or sales promotions [16]. Word-of-mouth express its effect because messages in word-of-mouth communication about products and brand names of the companies are much more trustworthy information sources than the persuasive marketing advertisements [17]. It is also believed that the suggestions and recommendations in word-of-mouth behaviors are created and transmitted unintentionally among people who have no attention and concern on that action [18] so that they do not indicate very much strong commercial contents and impact [19].

The another significant roles of word-of-mouth in affecting purchase decision-making process of customers have been acknowledged so far in the marketing and advertising literature [20]. It has been early recognized that information seeking and search process is an important component in the decision models of organization customers [21] and information gathered from word-of-mouth communication is considered as a major factor in the information search, service evaluation and purchase decision-making process in the business-to-business contexts [22]. Word-of-mouth behaviors and online reviews help spreading the information efficiently [23], encouraging repurchase from current customers and new customer purchase [24] as well as achieving sales growth and increasing revenues [25]. Besides the significant influences on individual customers, [26] also claims that word-of-mouth communication and referral sources are essential in attracting, finding and retaining service organizational clients as well as affecting the purchase decisions. One more important point is that the services purchase decisions of a multinational corporation or a foreign company regularly based on advice from headquarter, head office or even use the same services provider as the parent company [27].

### B. *Interpersonal Skills*

Interpersonal skills are the concept that has been studied in various context related to sales and marketing in services industry. [28] defined interpersonal skills as the abilities to understand, persuade and have harmonious relationships with customers. They also mentioned that interpersonal skills is the ability to cope with and resolve conflicts and issues. Interpersonal skills can also be referred to communication, listening skills, relationship building, even working with

others and social sensitivity [29].

An insurance staff with interpersonal skills is demonstrated by the ability to listen and grasp problem quickly, respond to and handle situations effectively, communicate the content of the issue clearly and in logical sequence as well as thoroughly analyze information to understand the nature of every problem. They should also have professional mannerisms and their speech or explanation should be clear and easy to understand.

### *C. Technology*

Technology can be broadly understand as know-how and proper subset of knowledge, of which the information is required to produce and sell a good or service product [30]. Automation firstly appeared in insurance industry in 1960s by using mainframe computers to handle customer billing and manage the accounting data [31]. Later in 1970s, the computer capabilities could support on underwriting work of insurance business by allowing the application approval and premium calculation [31]. Scholars often claimed that service companies that take advantages of technology, especially the information technology, could operate business more efficiently thanks to its contribution to complete tasks effectively as suggested by [32]. To be more specific, those are tracking transactions and relationships of currently existing customers, offering customization of services, products, promotions and price to specific customer's requirements, providing two-way interaction channels between provider and customer, reducing the service errors and failures as well as managing the data and documentations such as insurance policies, underwriting, account and transaction information of customers.

An insurance company that focuses on technology factors would have an intuitively designed website that clearly highlight benefits for customers to easily compare and choose, use social networking sites to build and develop relationships with customers. Moreover, technological application and software would be used to perform tasks more quickly and effectively. Particularly, technological software can be implemented to advise the customers the methods to limit losses in timely manner, to help customers actively manage their insurance records and approach the updated insurance products more quickly, to issue insurance certificates, quotes and settle compensations effectively as well as to use for online purchases and automatic renewals.

### *D. Technical Skills*

Technical skills are also the important requirements in insurance sector and services industry in general. Technical skills are defined as the knowledge of products attributes and features, the benefits of the products, engineering skills relevant to the products and the required procedures by company policies [28]. In the study about customer orientation of service employees, [33] stated that technical skills is "the knowledge and those technical or motor skills which a service employee must possess in order to fulfil the customer's needs during the personal interaction process".

An insurance staff with technical skills is demonstrated by being knowledgeable about organization customer's operation process, about the products, services and sales policies of the

competitors as well as having experience in appraisal and compensation, deep and complete knowledge about the company's product lines as well as the benefits of each product when advising customers. Technical skills are also expressed by always making an attempt to provide customers with the packages and the services that best cater to organization customer's needs and helping customers identify problems and offer many effective solutions through products and services.

### *E. Reputation*

From perspective of the customers, [34] described that demonstrating and maintaining a company's reputation includes the features of well-known, good or bad, reliable, trustworthiness, reputable and believable and those has again proven by the application of [35]. Meanwhile, [36] defined corporate reputation as "firm's history which serves to communicate to its target groups information regarding the quality of its products or services in comparison with those of its competitors".

Corporate reputation in general insurance services is demonstrated by the transaction procedures completion ahead of time, exceeding customers' expectations, the employment of modern technology in dealing with customers, good management and experience and the contributions to the community and society.

### *F. Reliability*

As created the SERVQUAL model, [37] identified reliability as one of the five main dimensions of service quality measurement as well as defined reliability as the service provider's ability to perform the promised service dependably and accurately. [38] defined service reliability is an appraisal as to what extent the service is correctly performed. Therefore, high service reliability may be considered as the perfection level of service performance. Customers always consider reliability as an essential dimension when choosing services products. The evaluation and judgments of service reliability depend on the customers' experiences and gathered information of a specific service such as 24/7 customer services with hotline, online consulting, free telephone consultation fee, stable connection and interfaces with technology, avoid making customers waiting too long for service performance and unnecessary tasks.

Reliability of general insurance services is proved by having strong financial potential, a quick and simple claims settlement process, large network of supporting partners and subsidiaries in major areas with 24/7 customer care services to ensure the problems handling in timely manner. Furthermore, well-qualified staffs with in-depth knowledge and experience in appraisal and compensation would be an important component of the reliability factor.

### *G. Premium*

In a typical way, insurance premium could be understand as price paid by the customers. [39] mentioned that insurance pricing reflects the discounted value of expected losses and expenses as well as being altered for taxes and market risks. In general insurance services, insurers take responsibility on an amount of compensation - the premium for customers' certain

unpredictable and unexpected losses or damages [40]. They identified different types of premium, particularly, overall premium, pure premium and earned premium. The overall premium level is built based on the predicted costs for claims and administration, the cost of capital, the capital income on provisions for future costs and the market circumstance. Pure premium is the total claim amount during a policy period, which is also known as the claim frequency and severity while earned premium is the amount of premium income that covers risks during a period, usually annually.

A general insurer who has good premium system would offer competitive premiums, regularly has discount programs for early policy renewals, has appropriate policies for premium debt, flexible policies for hospital expense and repairs coverage and many rates for customers to choose from. Besides, a good premium system would have policies that offer extra benefits to customers who purchase multiple products in the same period so that it could benefit organization customers received commensurate with the fees customers paid.

#### H. Risk Coverage

The risk coverage function has a very few proven validation in insurance studies and literature [38]. In the study about clusters for targeting organizational customers of insurance, [38] defined risk coverage as an act of protection for the firms towards losses or damages by managing and preventing potential risks, for instance, buying insurance products or packages to cover the risks. He also identified three items in risk coverage, which are “no complicated procedures for settling claims, provides complete risk coverage and covers risk”.

In the scope of company, risk coverage system of a general insurance company could provide products and services that helps organization customers minimize losses, offer many options suitable for the financial capacity of organization customers or package of products meet the needs for comprehensive protection for organization customers.

In order to obtain all the objectives and further analyses, this study hypothesizes that:

H<sub>1.7</sub>: Interpersonal skills, technology, premium, technical skills, reliability, reputation, and risk coverage positively affect organization customer word-of-mouth.

### III. RESEARCH METHODOLOGY

#### A. Questionnaire Design and Data Collection

With the purpose of using numerical data for exploring the effects of seven factors interpersonal skills, technology, technical skills, reputation, reliability, premium and risk coverage on organization customer word-of-mouth, the quantitative approach was reasonably adopted. Moreover, qualitative approach was also applied to promote a scientific and objective research result.

This study utilized the convenient sampling method for selecting the target respondents. After building the conceptual framework, focus group interviews were conducted with experts in insurance industry, especially in the general insurance services to ask them whether the variables in the

model are correct and important and whether it is necessary for any additional variables or elements. As having literature support and expert support for conceptuality of variables and relationships between independent and dependent variables, structured questionnaire was designed and conveniently distributed to 547 organization customers throughout the country of Vietnam.

#### B. Factor Analysis and Reliability

The exploratory factor analysis procedure was applied twice; once for the dependent variable, including 6 items, and once for the group of independent variables, including 39 items.

TABLE I: SUMMARY OF THE DEPENDENT VARIABLE WITH RELIABILITY COEFFICIENT

Given Names	Number of Items	Cronbach's Alpha
Organization Customer Word-of-mouth (ORCUWOM)	6*	.909

\* All items have factor loadings  $\geq .5$   
 KMO index = .833 and Sig. of Bartlett's test = .000  
 Total variance explained = 68.885%

For the dependent variable, the KMO index was at  $.909 > .5$  and the Sig. of Bartlett's test was at  $.000 < .05$ , this showed that the data of dependent variable was appropriate for factor analysis. There was one component extracted which corresponded to the concept of employee engagement. All six items in this component had high factor loadings which were greater than .5 reflecting the high correlation between each item and the corresponding extracted component. The Eigenvalues of the extracted component was at 4.133 satisfying the requirements of being greater than 1 and the total variance explained was more than 68% of the total variance satisfying the requirement of being greater than 50%. Moreover, the high value of Cronbach's Alpha of .909 indicated good reliability of the measurement scale for assessing the dependent variable.

TABLE II: SUMMARY OF THE INDEPENDENT VARIABLES WITH RELIABILITY COEFFICIENTS

Given Names	Number of Items	Cronbach's Alpha
1. Interpersonal Skills (INS)	6*	.918
2. Technology (TLGY)	7*	.885
3. Premium (PREM)	7*	.872
4. Technical Skills (TES)	6*	.891
5. Reliability (RELT)	6*	.811
6. Reputation (REPU)	4*	.801
7. Risk Coverage (RISCO)	3*	.864

\* All items have factor loadings  $\geq .5$   
 KMO index = .932 and Sig. of Bartlett's test = .000  
 Total variance explained = 64.68%

For the group of independent variables, the KMO index was at  $.932 > .5$  and the Sig. of Bartlett's test was at  $.000 < .05$ , this indicated that the data of independent variables was appropriate for factor analysis. There were seven components extracted which respectively corresponded to the concepts of interpersonal skills, technology, technical skills, reputation, reliability, premium and risk coverage in the research model. All items in those extracted components had high factor

loadings which were greater than .5 illustrating the high correlation between each item and the corresponding extracted component. The Eigenvalues of all extracted components were greater than 1 and the total variance explained was more than 64% of the total variance satisfying the requirement of being greater than 50%. Moreover, each factor generated from the exploratory analysis had the high value of Cronbach’s Alpha which implied the high reliability of the measurement scale for assessing the independent variables.

IV. RESEARCH FINDINGS

A. Sample Descriptions

TABLE III: PROFILE OF RESPONDENTS

		Frequency	Valid Percentage
Business Field	Production	126	23.00 %
	Construction	41	7.50 %
	Service	254	46.40 %
	Administration	45	8.20 %
	Trading	183	33.50 %
	Total	547	100.00 %
Number of Employees	Less than 50 employees	186	34.00 %
	50 - 300 employees	213	38.90 %
	Over 300 employees	148	27.10 %
	Total	547	100.00 %
Insurance Company	100% Foreign Investment	169	30.90 %
	Domestic Investment	241	44.10 %
	Joint Venture	137	26.00 %
	Total	547	100.00 %

B. Factors Correlating with Organization Customer Engagement

TABLE IV: CORRELATIONS BETWEEN VARIABLES

	ORCUWOM	1	2	3	4	5	6
1. INS	.623	1					
2. TLGY	.461	.408	1				
3. PREM	.486	.414	.490	1			
4. TES	.534	.605	.400	.566	1		
5. RELT	.489	.397	.367	.530	.556	1	
6. REPU	.517	.472	.484	.530	.580	.549	1
7. RISCO	.577	.420	.483	.595	.575	.612	.569
Mean	4.86	5.14	4.89	5.01	5.11	5.28	4.93
SD.	1.15	1.17	1.08	.989	.997	.830	1.04

Correlation is significant at the .01

Based on the above tables, all of the independent variables statistically and positively correlated with organization customer word-of-mouth. Therein, all of the variables had moderate positive correlations with organization word-of-mouth, particularly, interpersonal skills ( $r=.623, p=.000$ ), risk coverage ( $r=.577, p=.000$ ), technical skills ( $r=.534, p=.000$ ), reputation ( $r=.517, p=.000$ ), reliability ( $r=.489, p=.000$ ), premium ( $r=.486, p=.000$ ) and technology ( $r=.461, p=.000$ ). Those results indicated that the interpersonal skills, technology, technical skills, reputation,

reliability, premium and risk coverage positively affected the organization customer word-of-mouth behavior.

C. Factors Affecting on Organization Customer Engagement

TABLE V: COEFFICIENTS BETWEEN DEPENDENT AND INDEPENDENT VARIABLES

Variables	Standardized Coefficients (Beta)	t	Sig.
INS	.393	10.255	.000
TLGY	.091	2.497	.013
PREM	.049	1.189	.235
TES	.002	.037	.970
RELT	.081	2.001	.046
REPU	.077	1.873	.062
RISCO	.244	5.610	.000

- *Dependent Variable: ORWOM*
- *Predictors: INS, TLGY, PREM, TES, RELT, REPU, RISCO*
- *ANOVA: F (7, 539) = 87.438, Sig. = .000*
- *Model summary: Adjusted R<sup>2</sup> = .526*

Having the values of  $\beta > 0$  and the  $p$ -values  $< .05$ , the independent variables (namely interpersonal skills, technology, reliability and risk coverage) statistically had positive effects on the dependent variable (namely organization customer word-of-mouth). This means that every 1-standard deviation increase in interpersonal skills, technology, reliability and risk coverage would lead to the increase in the level of organization customer word-of-mouth by .393, .091, .081, and .244 units respectively. Thus, the four hypotheses (namely  $H_1, H_2, H_5$ , and  $H_7$ ) of this study were supported at 95% level of confidence. Based on those results, the regression equation illustrated the relationship between general insurance companies and organization customers’ engagement was stated as follows:

$$ORCUWOM = .393INS + .091TLGY + .081RELT + .244RISCO$$

As  $F (7, 539) = 87.438$  and  $Sig. < .05$ , the entire regression equation was statically significant at confidence level of 95%. This means that the above regression equation was deemed to accurately predict the organization customer word-of-mouth. In addition, the value of adjusted  $R^2 = .526$  indicated that 52.6% of the variation in organization customer word-of-mouth could be explained by interpersonal skills, technology, reliability, and risk coverage; whereas the remaining of 47.4% of the variation could be clarified by other factors. Since the coefficient of determination was not very close to 1 (adjusted  $R^2 = .526$ ), all of the variation in the organization customer word-of-mouth could be explained by the regression model and the above regression equation was relatively significant and useful.

V. DISCUSSIONS AND RECOMMENDATIONS

On the basis of relevant literature review, the empirical results generated from the study generally supported for the direct and positive relationships between interpersonal skills, technology, reliability, and risk coverage and organization

customer word-of-mouth. Those results will be explained in the light of relevant literatures and some managerial recommendations will be made as follows:

With the highest value of Beta ( $\beta=.393$ ), “interpersonal skills” are the most influential factor whose strongest positive influence on organization customer word-of-mouth. To enhance the interpersonal skills, it is advisable that the general insurance companies should improve the services by providing the organization customers with information about using insurance products and services effectively through delivering, maintaining and updating solutions in friendly and timely manner [41]. That is to say, the managers should put effort in building and retaining friendly communications with the organization customers in order to understand the specific interest or requirement of each customer and then offer or advise suitable insurance products and services to meet the customers’ wants and needs.

The “risk coverage” factor was the second influential factor ( $\beta=.244$ ) which had a relative strong impact on organization customer word-of-mouth. The risk coverage function is a specialized factor of general insurance services and Vietnamese insurance market in general. Insurable risks are identified to have five characteristics: large number of homogeneous units, ascertainable, uncertain, economic hardship and excluded from catastrophic perils. Firstly, insurance company should undergo a large enough number of similar risks before to gather experience and predict the future risks accurately and reliably. The loss must be ascertainable, which means that losses must be measureable and able to convert into monetary value so that both insurers and customers would agree on the precise payable amount when unexpected events occur. Moreover, loss must be uncertain because insurance products cover risks regarding to unexpected event that out of awareness in knowing or predicting what is going to happen. Another condition for applying the insurance concept is that economic hardship occurs as losses happen and the nature of losses must be worthwhile to incur the premium as well as be economically feasible to insure. The last important thing is that insurers may not be liable for insurance coverage based on force majeure circumstances such as war, nuclear risk and floods. Therefore, in the scope of professional general insurance services, the general insurers should design the products or packages that could be properly implemented. Moreover, “risk coverage” concept has a very few proven validation in insurance studies and literature [38] so that the survey and primary data are mainly used to study the relationship between risk coverage and organization customers word-of-mouth.

The third influential factor ( $\beta=.091$ ) was the “technology” factor which had a relative influence on organization customer word-of-mouth. In the Internet era and web-based applications, word-of-mouth behavior has been spread widely at a rapid pace. Different from traditional word-of-mouth, which was mainly based on face-to-face and phone conversations, new communication technologies provide online conversations and social networking sites. As a result, word-of-mouth behavior could be transmitted via a variety of online channels such as blogs, emails, review websites and forums or virtual communities [42]. Therefore, the customers can share their feedback, comments and reviews of products

and services on weblogs, discussion forums, review websites, e-bulletin board systems, newsgroup or social networking sites. The customers take advantages of not only acquiring information from a few people they already known but also gathering information from a large group of people who already experienced the products and services [43]. There are some authors research on how computer-mediated communications and interactions (e.g. [44]) but software applications in word-of-mouth behavior of organization customers in general insurance services has not yet been studied empirically. Thus, it can be seen that the expert support and primary data are essential sources to conduct this research.

With the medium value of Beta ( $\beta=.081$ ), the “reliability” factor was the fourth influential factor which had a moderate influence on organization customer word-of-mouth. It is advisable that the various communication channels, both online and offline should also be maintained constant and accessible connection to receive feedback and comments and listen to problems as well as solve the issues as quickly as possible. Therefore, the general insurance companies could be able to support the organization customers whenever required because they tend to actively ask for suggestions and recommendations from experts before making purchase decisions, especially the high-risk products or services. Moreover, reliability of general insurance services could be strengthen when the insurers perform and deliver services on promises, which means that the insurance companies thoroughly provide exactly insurance products and perform excellent insurance services as customers’ expectations.

To sum up, from the literature and research results, it is essential to maximize positive word-of-mouth effects in professional business-to-business context because of the direct and indirect benefits to the companies’ value and profits. Particularly, in the competitive insurance market where marketing messages are excessive and noisy and make customers confuse and have difficulty in choosing products and services, word-of-mouth is still considered as an effective way of persuasion and encouragement [45]. To enhance the effectiveness of word-of-mouth in business-to-business professional context, it is suggested that word-of-mouth activities are not only effective when transmitted by customers who already experienced the insurance products but the managers and members of the insurance companies, who are considered as experts in general insurance services, should also execute it. That is to say, the managers with the roles as trustworthy and integral sources of information and processing system, should actively communicate and disseminate updated information to interested corporate and stakeholder groups [13].

## VI. CONCLUSIONS

All the research objectives have been fully proved and achieved. Firstly, the study has comprehensively determined all possible factors affecting organization customer word-of-mouth behavior in professional general insurance services context. Secondly, the study has successfully found out the regression equation illustrating the positive

relationship between each factor and organization customer word-of-mouth. Finally, basing on empirical research findings, the study has provided suggestions and directions to recommend the general insurance companies promoting the strengths and minimizing the weaknesses as well as to enhance the word-of-mouth behavior.

The study has both theoretical and practical contributions to the fields of service marketing and general insurance services industry. The implications generating from the study promoted a new direction for more in-depth researches on service marketing in business-to-business context as well as supported for the further studies in professional general insurance services in Vietnam. Therefore, appropriated marketing strategies and campaigns would be implemented to promote the growth and increase the level of penetration of general insurance services in Vietnam. Nevertheless, the study has limitations in its research scope. Data was collected at the foreign insurers that offer business-to-business general insurance services and the results may be provided relatively, not wholly existing insurance companies in Vietnam. Therefore, the result of this study cannot represent for all organization customers of general insurance services in Vietnam. Moreover, this study only focused on business-to-business context and general insurance services sector so that it should be importantly and necessarily suggested that further studies on the implications of the model in scope of business-to-customer and life insurance services.

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