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INFLUENCE OF ETHICAL PRACTICES ON PERFORMANCE OF INSURANCE FIRMS IN KENYA

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Abstract

Purpose: Following ethical practices is important for many reasons and a major selling point to many of today's consumers. By taking measures to promote ethics in Kenyan insurance companies, managers can create a better culture, improve their brand reputation and simply feel good that they're doing something positive. The purpose of this work is to enhance the reader's understanding on the influence of ethical practices on performance of insurance firms and to make recommendations for Kenya.

Methodology: A desktop literature review was used for this purpose. , a systematic search was carried out using Google Scholar, Semantic Scholar, and Research Gate. The study included relevant peer reviewed journals and book chapters that were published between 2016 and 2021. Studies that examine organizational ethical practices were included while non-English articles, articles whose full text could not be accessed were excluded.

Findings: From the reviewed studies, it is recognized worldwide that ethical business relationship with stakeholders builds customer value and profitability through several competitive advantages such as customer loyalty and retention, product quality, and efficiency in operations. it was also found that ethical practices enhances employee performance ethical and influences performance of companies by avoiding legal problems.

Recommendations: It is recommended that insurance firms should set ethics programs which are set of activities, policies and procedures intended to support employees to understand and comply with the ethical standards and policies set by the organization. This will contribute to improved employee behavior, ethical attitude and corporate image. Additionally, insurance firms should provide regular employee trainings concerning ethical practices to contribute to profitability by reducing the cost of business transactions, building a foundation of trust with stakeholders, contributing to an internal environment of successful teamwork, and maintaining social capital that is part of an organization's market-place image. In an endeavor to operate ethically, insurance practitioners should observe utmost good faith and disclose all material facts in respect of products at the time of negotiation of cover.

Keywords: *Ethical Practices, Performance, Insurance Firms*

INTRODUCTION

Ethics is defined as the moral principles that explain what is right or wrong, good or bad and what is appropriate or inappropriate in an oprganization (Eskandari & Irandust, 2016). According to Drozdenko (2019), ethics alludes to the art and discipline of applying principles and frameworks to analyze and resolve complex moral dilemmas. Candy (2021) defines ethics as the system of rules that govern the ordering of values in an organization. On the other hand, Moghaddam and Mehralian (2021) defines ethics as a philosophy of human conduct; reflecting prevailing values especially those of moral nature. According to Rahmani and Rajabdoory (2016), ethics entails the use of good and fair corporate practices and behavior by a company to guide itself and its personnel in their business activities, both internal and external. It includes principles of conduct based on ideals, honesty, and fairness that are desirable to the business and society as a whole. To summarize the preceding definitions, ethics can be described as moral rules that assist individuals and organizations in adhering to specific standards of behaviour when working with one another.

Modern firms face a slew of issues, including unlawful and unethical activities in a variety of economic transactions. The majority of corporate managers do not care whether their acts are ethical or bad, and the degree of workers' awareness of the phrase ethics, while the level of compliance is quite low (Block, 2016). Businesses that engage in immoral activities toss morality to the wind in their pursuit of maximizing profits. They are engaged in a number of moves to further their objectives. As per Klein, Schneider, and Spieth (2021), organizational performance is dependent on balancing social and ethical aims; nevertheless, many businesses claim that a firm is an economic institution and that only financial values should dictate its success.

Kenya's insurance industry operates in a volatile business climate. Because of the continually evolving competitive environment, insurance firms, just like any other business, have strived to explore new methodologies of actually meeting competition other than the traditional ways of better products (most consumers believe that competitive products are equitably equal in aspects of reliability), more services affiliated with a sell (more enterprises are discovering that to provide more and more services unfavourably affects profitability), or reduced prices ((Muia, 2017).

Companies are reacting to these difficulties by forming partnerships and developing more collaborative interactions with their consumers (Murigu, 2018). In respect to these interactions, there has been substantial conversation in recent years about insurance businesses' ethical behavior. In the sake of long-term healthy partnerships, it has been anticipated that these companies will do what is right for both their consumers and their staff. Regrettably, according to studies (Kanake, 2017; Mulupi, 2019), such conduct is not necessarily the norm. Certain insurance firms' unethical and illegal acts have damaged the bedrock of confidence between the firms and their stakeholders (Muia, 2017).

Recent controversies in the insurance industry have resulted from unethical conduct. For example, in order to beat the competition, some insurance brokers have quoted low and erroneous prices. These prices are unacceptable to any insurer, and as a result, clients face delays in receiving insurance coverage as well as extra costs associated with retendering for it (Munyingi, 2021). The nation's economic woes have culminated in the insurance sector's demise, since hyperinflation has diminished the insured's contributions. This has culminated in the insurance business having a slew of issues, including severe conflicts with clients who refused to recognize the issue of underinsurance, which then came into play during claim time.

This development harmed the industry's reputation. Because of the intricacy of the insurance procedure, the general people determined that they were being cheated out of their hard-earned money (Yatich & Musebe, 2017). To some degree, the sector has contributed to damaging its reputation. With such a low capital requirements level in place, there was literally no obstacle to entry, and as a result, the market saw an influx of new competitors, including banks offering insurance products. Because insurance is only supplied upon payment of a premium, it implies that the sector is a source of income, and as such, some individuals enter for the unethical motives, such as cashing in on naïve consumers because the industry provides the highly sought after cash. At the present, the majority of the populace, particularly those in the transportation industry, is persuaded that insurers are unscrupulous and only exist to take money by making pledges that they never keep (Azegele, Okeyo & Nyambegera,2021).

In Kenya, the insurance business contributes significantly to economic growth and development. Over the last twenty years, the industry has risen dramatically to become a major contributor to the economy. The growth of the insurance industry in Kenya has seen numerous companies join the market, with high payout levels, allowing for long-term business sustainability. This has boosted competitiveness in the market, prompting insurance companies to seek more market share, clients, and sales (Muia, 2017). With severe competition in the Kenyan insurance business, it is vital to improve firm success while maintaining ethical procedures. Nevertheless, the rapid rise of premiums and revenues has not been matched by market penetration. This demonstrates that the industry might be improved even further if more attention is placed on the fundamental variables that influence how insurance businesses function.

According to Taouab and Issor (2019), success is how successfully a company uses its existing assets to achieve its stated aims and goals. It may also be defined as a firm's capacity to acquire and utilize assets in order to obtain a competitive edge. Likewise, Selvam et al., (2016) defined performance as an evaluation of a specific organization's returns to the returns of comparable businesses in the same area. Performance is closely linked to the concepts of effectiveness and efficiency. Performance is defined as the operations of an institution that guarantee that goals are continuously accomplished in an effective and efficient way. Performance evaluation is critical in establishing the company's overall position and capabilities in not just managing current operations but also planning for the future. This allows for the assessment of both short-term and long-term successes (Aguinis, 2019). Performance is also defined as an organization's capacity to obtain a competitive edge by sustaining operational efficiency (Aguinis, 2019).

In the insurance industry, success is defined as the actual output or results as compared to the expected outputs (or goals and objectives). Richard (2019) defines organizational efficiency in the insurance market as three distinct categories of company results. Monetary success (earnings, assets ratio, and rate of return), market share (sales, market share), and investor return are examples of these (total shareholder return, economic value added). In general, it entails establishing desired results, developing strategies to accomplish those results, following out those strategies, and assessing if the intended results were met. It can assist insurance businesses in Kenya in creating

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ethical policies that may enable them to acquire a competitive edge over rivals by determining the standard conduct impacting firm performance. The goal of this study is thus, to examine how ethical behaviors affect the operation of insurance businesses in Kenya.

LITERATURE REVIEW

Ethical practices in the insurance sector

According to Zhang (2016), following ethical standards considerably increases the likelihood of avoiding consequences and creates opportunities for improved performance. Integrity, which refers to the quality of being honest and having strong moral beliefs, is one of the essential elements of business ethics in the insurance sector (Kasim, 2016). Companies and people with integrity are dependable and uphold their decisions. It entails upholding commitments. Fairness in business ethics refers to the just and equitable treatment of all individuals (Htay & Salman 2016). It also incorporates objectivity and honesty.

While objectivity is removing personal biases from conduct and decision-making, honesty refers to being true in description and maintaining one's word. Customer recommendations must be offered impartially (Tseng, 2017). Confidentiality and professionalism are also the cornerstones of insurance company conduct. Professionalism says that insurance practitioners make an effort to obtain the specialized training, skills, and education that their line of work necessitates, while confidentiality means that client information is kept secret and should not be exposed or shared with others without agreement. They must uphold the high standards that the general public has come to expect from professionals.

Competence and diligence are two more key characteristics of corporate ethics in the insurance industry. The capacity to accomplish something well defines competence. A person should develop the essential abilities to perform tasks competently and to the required standard, and they should only operate within their own scope of competence and authority. Conversely, a diligent person approaches their work with attention, diligence, and thoroughness. Such a person does not skimp on their efforts or take short corners. Since the provision of insurance is reliant on trust, the burden of ethical duty is greater in the insurance industry.

Customers are in a vulnerable situation when they put their trust and faith in the insurance company or individual because insurance's goal is to give protection (Przybytniowski, 2021).Unfortunately, research have shown that there are numerous unethical behaviors prevalent in the insurance industry, particularly in developing nations. These include cover duplication, cover churning, and twisting. Twisting is the practice of advising policyholders to revoke any applicable policies and switch insurers and brokers in order to generate more business. This is immoral since it results in the loss of discounts, as necessary, the application of short-term rates for yearly covers, and the application of the surrender value clause, if appropriate, where this clause is included in the policy (Alshammari & Altarturi, 2021). Duplication of coverage refers to brokers advising clients to purchase policies that cover needs that are already covered by similar existing policies with the sole intention of increasing commissions. Churning concerns encouraging policyholders to increase applicable policy limits or change covers with the sole motive of increasing.

Additionally, insurance companies occasionally set cheap premiums to obtain a competitive advantage in the marketplace. These premiums are insufficient, making it difficult for the insurer to cover claims. Insurance companies can put off paying claims. This undermines the public's confidence in the insurance sector (Sidelnyk, Margasova & Duzhyi, 2021). Brokers may participate in unethical business practices and other actions that harm the insurance industry in addition to unethical behavior when selling insurance. In an effort to undercut the competition, they might provide inexpensive and inaccurate premium quotes. These premiums might not be acceptable to any insurer, which would cause the customer to wait longer to get insurance coverage and pay more money to reapply for it. The majority of clients now demand that insurers supply them with a bid bond for the quotes they submit as a result of this.

In order to attract new business, brokers may also provide inappropriate inducements, gifts, and commission rebates. Brokers occasionally lie on returns to the supervisory authority to avoid being fined for late premium payments (Petsch, 2019). Medical professionals that participate in assessments for insurance firms, such as for life assurance proposed life assureds, may provide the insurer with misleading information. These have an impact on how accurately the insurer underwrites the life risk since they may accept unsatisfactory insureds. In exchange for a commission from the insured, they may also provide excessive Workmen's Compensation and Personal Accident payments. Medical practitioners occasionally charge patients with health insurance astronomical costs that are greater than usual. This has a negative impact on the insurer's claims experience and has an impact on other insureds who would have to pay higher premiums in the future to help pay for the rising claim amounts. Alternately, the insurers might no longer be able to provide the coverage (Przybytniowski, 2021).

Motor Assessors occasionally work along with garage owners to inflate the cost of repairs or have repairable cars declared total losses so they can acquire and sell them for a profit. Assessors could also raise the cost of replacement parts. The insurers suffer unwarranted financial losses as a result of this activity, which reduces their capacity to pay valid claims. It is also a type of theft committed against the insured who might want to keep their cars (Petsch, 2019). When they make improper use of confidential information they have acquired while performing their duty, investigators may also act unethically. By encouraging innocent third parties to file shady claims, such detectives and attorneys may scam insurance companies (Kasim, 2016).

Stakeholder Theory

Freeman presented the theory (1984). According to the principle, a company's managers have an ethical duty to balance or pursue the interests of all of its stakeholders when conducting business. According to Freeman, an organization is made up of several stakeholders, and its goal should be to be able to manage its own needs, wants, and interests. Because transparency is a key value for those supporting stakeholder ethics, firms must strive to be as transparent as possible before, during, and after conducting business. According to Sharma (2016), in order to maximize advantages across the range of those whose lives are impacted by the firm, corporate directors are required to appeal to all parties and balance everyone's interests and welfare. Understanding this relationship and how business operations affect society and vice versa is the goal of business ethics, both as an academic subfield of business studies and as a managerial tool for practitioners (Carroll, 2016). When used correctly, business ethics will create a strong relationship between an organization and its stakeholders, resulting in increased dedication, trust, customer loyalty, and investments from suppliers and investors, which will improve organizational growth (Carroll, 2016).

The central tenet of the stakeholder theory is the notion that managing stakeholder relationships is the most crucial concern for enterprises. Business ethics, on the other hand, deals with the obligations that a company must meet. The Stakeholder Theory is a useful metric for assessing the expansion of insurance firms (Baudot, Dillard, & Pencle, 2020). Over economic objectives, it places a priority on the needs and interests of the organization's stakeholders. From the standpoint of the stakeholder model, the emphasis shifts to how to win over and forge relationships with the beneficiary community. On the basis of this supposition, it is possible to suggest that the business ethics activities conducted under the stakeholder model's guiding philosophy can encourage stakeholders in the insurance industry to participate more actively.

Influence of ethical practices on firm performance

According to a study done in Bangladesh by Sarbabidya and Saha (2020), the professional disciplinary apparatus needs to be enhanced in order to deal forcefully with people who continue harmful and unprofessional practices. These unethical actions include promoting false and wildly overstated claims as well as other impolite actions that harm the reputation and visibility of the insurance sector. The aforementioned demonstrates that the ethical dilemma in the Nigerian insurance sector involves a deception drive that confronts the person whether they choose to lie or not. This difficult situation arises from the fact that lying occasionally prevents harm and occasionally results in personal or organizational gains (Sarbabidya et al., 2020). Furthermore, Sarbabidya et al. (2020) noted that lying may potentially have unfavorable effects. Deception can partially affect those who are being misled, it may have long-term negative effects on a group of people, and if it is uncovered, it may even harm the agent or his or her organization.

According to Alimohammadzadeh (2021), there is a link between an organization's ethical actions and conduct and its financial performance. The reputation for moral corporate practices, says Alimohammadzadeh, can be a significant source of economic advantage. High corporate ethics standards can increase profitability by lowering transaction costs, fostering a culture of successful teamwork internally, fostering stakeholder trust, and preserving social capital that is important to an organization's reputation in the marketplace. Furthermore, according to Alimohammadzadeh, a company's corporate image grants it some benefits and privileges. It is challenging to replicate while also introducing obligations. In light of the aforementioned idea, he suggests that businesses maintain their corporate image by cultivating strong bonds with all of its stakeholders, preserving their dedication to honesty, openness, and transparency, and ultimately earning the trust and confidence of their clients.

Keogh and Lacaze conducted a qualitative study among insurance providers in Australia (2020). It has been shown that ethics are a crucial component in developing and maintaining relationships over time with clients, affiliated insurance firms, or with all the other stakeholders. This includes responding to unusual and difficult circumstances and providing innovative products that meet consumer demand. According to the researchers, from the perspective of the clients, ethics refers to punctuality during the meeting (time is very valuable and limited for all risk managers), presentation in front of the client, the first impression, behavior, and posture can be factors in the future decision-making process, a clear and concise presentation of the offer to the client, saving as much time as possible.

McMurrian and Matulich (2016) conducted research in Argentina to determine how business ethics in the banking sector might contribute to increasing customer value and profitability. According to the business community, organizations that are regarded as ethical by their stakeholders—customers, employees, suppliers, and the general public—do have a competitive edge. A higher level of operational efficiency, a higher level of dedication and loyalty from workers, a higher degree of perceived product excellence, a higher level of consumer engagement and loyalty, and improved financial results are some of these benefits. According to McMurrian et al. (2016), banks' ethical conduct and deeds serve as the cornerstone of trust-building procedures. Furthermore, ethics has a significant role in how customers see the quality of the processes involved in doing business with a company. The aforementioned serves as evidence that while an insurance company that operates unethically may initially be lucrative, sustainability over the long term depends on upholding moral standards.

Another study by Jones and Harrison (2019) in the United States, which looked at strategies to improve the insurance sector, showed that an insurance firm's functionaries' ethical behavior should be a top priority rather than only the desire to make a revenue. Revenue, according to Jones et al. (2019), is not the goal of company but rather a measure of how effective it is. Ethical standards can deter bribery and fraud if management sets fair rules and regulations, including a fair reward and punishment system. People are expecting more from the insurance industry in terms of how they carry out their responsibilities, especially in terms of ethics and social responsibility. This is because, by definition, it is open to ethical criticism (Kondalkar, 2020). Insurance purchases are based on trust because the buyer will not be able to use it until a specified event occurs. As a result, insurance practitioners must demonstrate a high level of social responsibility in all of their actions (Kondalkar, 2020). Because professionalism has become particularly crucial around the world, most insurance companies in the United States are developing detailed codes of ethics and practice documents to guide workers when confronted with an ethical quandary at work.

Jones et al. (2019) observed that the insurance industry ethical codes of conduct and practical application in the United States is updated constantly to improve conformance by all industry actors (insurers, brokers, loss adjusters, agencies, and so on) and to improve surveillance for adherence by the regulatory agency. According to a study conducted in India by Iglesias, Markovic, Singh, and Sierra (2019), principles are critical in establishing relationships with customers and negotiating with them. Business ethics contributes to a company's dependability and public image with its customers. Nobody wants to do business with someone or a company that is known to be bogus Iglesias et al (2019). Enhanced global business affairs necessitate the formation and application of moral absolutes.

This approach advocates for ethical universalism and proactive corporate social responsibility (CSR), which could serve as a foundation for an unified ethical code that becomes the norm for society and corporations in India and around the world. Without a doubt, the insurance sector in Kenya urgently needs to reposition and re-equip industry players for a more productive, efficacious, and competitive sector. Trevino and Nelson (2021) expressed similar sentiments, noting that if insurance companies and specialists pay attention to their public image, they can perform more efficiently, allowing them to lower their premium rates. Good ethics can also improve the personality and capability of insurance agents and brokers, growing the subsector's patronage in the coming years (Trevino et al., 2021).

A study conducted in Nigeria by Newman, Round, Bhattacharya, and Roy (2017) discovered that a strong ethical environment provides workers with a foundation for constantly thinking about moral issues. Although an organization's members may effectively reason about what is right, translating purpose into action is dependent on the moderating effect of two additional contextual factors: collective moral feeling and collective morally acceptable efficacy. Furthermore, moral framework reflected in morally acceptable environment is more plausible to translate to ethical conduct if participants care about those affected by their deeds and have faith in their aptitude to effectively carry out their decision Newman et al (2017). As a result, ethical culture, collective moral sentimentality, and collaborative ethical efficacy come into contact to establish a more strongly related atmosphere to ethical conduct.

Another study conducted in Croatia by Bouslah, Kryzanowski, and M'Zali (2018) focused on the topic of business ethics. Business ethics reduces costs and risks. Just as bribery and corruption are seen as deleterious to the growth of a stable economy, a lack of high standards of conduct is seen as deleterious to loyalty and trust both of which have negative effects on a corporation. Bouslah and colleagues (2018). There was a link between employees' perceptions of ethics and their level of trust and loyalty. As a result, loyalty and trust have a high value in terms of efficiency and effectiveness. A strong moral operation will invariably spend less on safeguarding itself against fraud, which can both motivate employees and lessen business risks (Bouslah et al., 2018).

A study conducted in South Korea by Xu, Loi, and Ngo (2016) discovered that good ethics have an impact on the preservation of skilled workers. Xu et al. (2016) define working atmosphere as the extent to which persons' expectations of working within an organization are fulfilled. Organizational climate is a measurement of perception that includes career development, work satisfaction, group interaction, and withdrawal behaviors. The commonality of shared views and acts that reflect such convictions reveals a morally healthy society. Skilled people at all levels of a business want to be adequately compensated for their efforts and dedication. Workers want their advancement within the firm to be based on the quality of their work rather than favoritism. They want to work for a firm whose leadership team is honest about what is going on, such as when layoffs or reorganizations are being considered. Businesses that are transparent and fair in their dealings with employees, according to Xu et al., (2016), have a higher probability of retaining the most competent personnel. Workers who do not consider the remuneration method is fair, for example, are often less committed to their work than they may be.

Another research performed in Japan by Chen and Hou (2016) discovered that ethical practices had an impact on a positive atmosphere at work. Workers have an obligation to be honest beginning with their first job interview. They must be truthful about their skills and expertise. Workers who are ethical are viewed as team players rather than persons who are only interested in themselves (Chen & colleagues, 2016). They form excellent relationships with their coworkers. Because their bosses trust them with sensitive material, they are frequently granted additional freedom. Workers who are found telling lies by their managers jeopardize their chances of progress and may be fired. Employee stealing is an extreme example of unethical behavior. In some businesses, such as restaurants, staff stealing food from the storage locker or freezer can cost the

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organization a large amount of money. Kim and colleagues (2017). One technique ethical businesses use to prevent this kind of conduct is to teach every person of the firm on the anticipated conduct.

A study conducted in South Africa by Bedi, Alpaslan, and Green (2016) discovered that ethical behaviors influence company efficiency through avoiding legal complications. In the quest of profit, a company's leadership may be inclined to cut shortcuts, such as not completely complying with regulatory protections or labor laws, ignoring worker safety dangers, or utilizing inferior materials in their products. The consequences of being caught can be significant, involving legal expenditures as well as fines or sanctions imposed by government bodies. Negative exposure can inflict long-term damage to a company's image that is more expensive than legal bills or penalties.

Additional study conducted in Spain by Martin and Murphy (2017) found that ethical behaviors had an impact on employee performance. Employee effectiveness benefits from ethical behavior. Employees in some circumstances are so focused with going ahead and gaining money that they disregard procedures and policy. This can result in additional documentation and thoughtless errors, requiring the task to be redone. Furthermore, workers who believe that acting ethically and obeying the rules would help them advance in the organization may feel motivated, which often leads to an increase in performance (Martin, Emich, McClean & Woodruff, 2022).

Firms can make better recruiting judgments if they know the ethical intentions of those they are considering hiring. Similarly, the lack of workplace bullying encourages employees to act ethically (Martin et al., 2022). The avoidance of workplace harassment is associated with a high rating of ethical acts as well as psychological ownership. The benefits of corporate ethics become obvious in these instances because organizations that adhere to the highest ethical standards are extremely improbable to find themselves in such positions.

Davies (2016) discovered in a study conducted in Kenya that ethical practices protect firm credibility. If a company's lack of ethics becomes public awareness, that company's credibility suffers. While some organizations can survive public awareness of a lapse in ethics through reimagining and ad campaigns, many lose a vital client base. Even if a company rebounds from news about its manque of ethics, it takes a long time and a lot of money to rebuild its image and consumer trust. Customers that depart a company due to unethical actions will seek out other services and items to fulfill their demands.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

From the reviewed studies, it is recognized worldwide that ethical business relationship with stakeholders builds customer value and profitability through several competitive advantages such as customer loyalty and retention, product quality, and efficiency in operations. Insurance firms in Kenya would perform outstandingly better if the industry is ethically oriented. Although some businesses still feel that unethical business activities will not be found, or that even if found, they would not hurt their company image, there are still valid reasons why service organizations should be worried about their moral reputations. First, business relationships and activities have an impact on stakeholders. In a service sector like insurance, any firm that is not trusted by its workers, clients, vendors, and other partners will slowly and over time diminish in both growth and financial performance over time. Second, every business action has an ethical or unethical trajectory consequence. Continuous unethical behavior may lead to government intervention and legislation, which will be more difficult to implement than self-policing in the first place. Many barriers have been highlighted as being responsible for the low performance and expansion of insurance as a strategic business activity in Kenya's growing economy. Some of the troubles identified by previous researchers as affecting the business include ethical issues, poor premium collection, solvency issues/low liquidity, an absence of standards, an absence of government assistance, poor governance, a low degree of information technology, a lack of integrity/trust, Kenyan attitudes toward insurance services, and a failure to innovate.

Recommendations

Insurance firms should set ethics programs which are set of activities, policies and procedures intended to support employees to understand and comply with the ethical standards and policies set by the organization. This will contribute to improved employee behavior, ethical attitude and corporate image. Furthermore, insurance companies should focus on providing routine worker trainings on ethical practices in order to make a contribution to revenue growth by lowering the cost of business transactions, establishing confidence with stakeholders, fostering an internal environment of effective team spirit, and preserving social capital that is component of an organization 's industry image. In order to function ethically, insurance practitioners should act in good faith and reveal all material information about products at the point of cover discussion. Agents and brokers should only use appropriate tactics to persuade customers to purchase their services. They should disclose all beneficial and unfavorable product attributes as soon as feasible in order to guarantee that the client makes an educated selection. While at the same time, they must regard clients' information as secret and privileged, and not disclose it to anyone, because secrecy is critical in the conduct of agency business. The government should provide a strict regulatory framework that promotes a supportive framework and optimal use of IT systems, as well as the punishment of unethical insurance activities.

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