

Transformational Leadership as a Catalyst for Innovation and Operational Efficiency in the Insurance Industry

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Abstract. This study aims to examine the role of transformational leadership in improving the performance of insurance companies. Transformational leadership is known for its ability to inspire and motivate employees to achieve organisational goals, create positive change, and improve operational efficiency and customer satisfaction. Using a literature review approach and descriptive analysis, this study collected data from 28 articles published between 1999 and 2025 through Google Scholar sources. The results show that leaders who adopt a transformational leadership style are able to create an organisational culture that supports innovation and creativity, improves the quality of customer relationships, and drives overall performance improvement. The implication of this study shows that insurance companies need to pay attention to transformational leadership development to improve the competitiveness and sustainability of the company in a highly competitive industry. This research also provides suggestions for integrating leadership training and technology adoption in employee development strategies.

Keywords: Transformational Leadership, Insurance Company Performance, Innovation, Customer Satisfaction, Operational Efficiency, Employee Development.

1. Introduction

Insurance companies operate in a highly dynamic industry, where intense competition and demands for optimal service are unavoidable challenges. In this context, leadership within insurance companies becomes crucial in steering the organization toward achieving its goals. Transformational leadership, which focuses on inspiring and motivating changes in thinking and behavior, is considered one of the approaches that can enhance the performance of insurance companies. Transformational leadership impacts operational effectiveness and influences customer satisfaction, employee commitment, and the long-term competitiveness of the company [1].

Transformational leadership involves a leader who can inspire and motivate subordinates to achieve higher goals beyond merely fulfilling routine tasks. A transformational leader plays a role in building a clear vision and encouraging employees' self-development to become more creative and innovative. In insurance companies, this type of leadership is highly relevant given the nature of the work, which demands adaptation to market changes, regulations, and the ever-evolving needs of clients. Leaders who can direct their teams to innovate, improve service quality, and respond swiftly to change will significantly contribute to the company's performance [2].

In the insurance industry context, company performance is influenced by several factors, including employee productivity, the quality of service provided to clients, and the ability to adapt to changes in the business environment. Therefore, to maintain sustainability and competitiveness, it is crucial for managers and top executives to implement transformational leadership principles that can motivate employees to be more committed and engaged in their work. Improved performance is reflected in the company's financial aspects, strengthened client relationships, and the growth in the number of policies sold [3].

Research related to transformational leadership across various industry sectors has shown positive impacts on organizational performance improvement. Previous studies conducted by [4], [5] stated that transformational leadership encourages employees to be more engaged in their work and to innovate, which in turn enhances overall organizational performance. However, although transformational leadership has been extensively discussed in the literature, there remains a limited number of studies focusing specifically on its impact within

the insurance sector. This gap opens opportunities for deeper exploration of how transformational leadership can significantly influence insurance company performance.

Another key factor to consider is the importance of the leader-subordinate relationship in establishing a positive and productive work climate. In insurance companies, where employees often interact directly with clients to offer appropriate products and services, the quality of this relationship critically determines the company's long-term success. Transformational leaders have the ability to create an environment that supports employee growth and development, making them feel valued and motivated to give their best at work [6]. This leadership style also emphasizes collaboration, which is essential within the various teams working in insurance companies, including sales, claims, and customer service teams.

Alongside the advancement of technology and digitalization, challenges for insurance companies have intensified, both in maintaining customer loyalty and facing increasingly fierce competition. In this context, transformational leadership motivates employees to innovate, respond to changes, and confront challenges with greater adaptability. Therefore, this study seeks to identify how the implementation of transformational leadership can influence the performance of insurance companies, particularly in aspects such as technological adaptation and the enhancement of customer service.

The significance of transformational leadership's impact in improving insurance company performance is further highlighted by the success of many companies that have adopted this approach in their organizational management. Insurance companies that have successfully fostered a positive and innovative work culture through transformational leadership have reported increases in customer satisfaction, operational efficiency, and even reductions in employee turnover rates, all of which contribute to better overall performance [7], [8]. Therefore, this study also aims to explore in more depth the role of transformational leadership in enhancing insurance company performance by focusing on aspects relevant to the industry.

Referring comprehensively to the previous explanation, this study aims to identify the role and influence of transformational leadership on improving the performance of insurance companies. The main focus of this research is to understand how leaders who apply transformational principles can create positive changes within insurance companies, particularly regarding innovation, employee productivity, customer satisfaction, and overall company performance.

1.1. Transformational Leadership

Transformational leadership is a leadership style that emphasizes the leader's ability to inspire and motivate followers through a clear vision, individual empowerment, and positive organizational change [9]. A transformational leader focuses on both short-term achievement and long-term development by fostering an environment that encourages creativity, innovation, and employee commitment to the organization's vision. This leadership style includes elements such as effective communication, recognition of employee contributions, and the ability to manage internal and external organizational changes.

1.2. Insurance Company Performance

The performance of an insurance company encompasses various aspects that measure the operational effectiveness of the organization in achieving its financial and strategic goals [10]. Key indicators of insurance company performance include profit generation, customer satisfaction, insurance product sales growth, and service quality. Good performance is also characterized by the company's ability to manage risks, comply with regulatory standards, and maintain long-term trust and customer loyalty. In a highly competitive industry, insurance companies must continuously adapt to market developments and customer demands to remain competitive.

1.3. Innovation

Innovation in the context of insurance companies refers to the introduction of new ideas, products, or processes that enhance the company's competitiveness and performance [11], [12]. This can include developing new insurance products that meet evolving market needs, using technology to improve service delivery, or implementing more efficient business models. In the insurance industry, innovation is critical to maintaining market position, responding to regulatory changes, and meeting increasing customer expectations regarding service quality and accessibility. Transformational leaders play a key role in fostering an innovative culture within the organization, enabling the company to grow and meet dynamic market demands.

1.4. Customer Satisfaction

Customer satisfaction is a measure of how well a company's products or services meet or exceed customer expectations [13]. In the insurance sector, customer satisfaction is often influenced by service quality, speed of

claims processing, transparency in insurance policies, and the quality of the customer-company relationship. High customer satisfaction drives loyalty, enhances long-term business opportunities, and provides a sustainable competitive advantage. Transformational leaders, with their ability to build strong customer relationships, can enhance satisfaction and deliver a superior customer experience.

1.5. Operational Efficiency

Operational efficiency in insurance companies refers to the organization's ability to optimize resources, reduce waste, and improve productivity across all operational areas [14]. This includes managing internal processes, utilizing technology for automation, and cutting unnecessary operational costs. High operational efficiency enables companies to remain competitive with more attractive pricing, increase profit margins, and deliver added value to customers without compromising service quality. Transformational leadership can motivate teams to focus on efficiency improvements and develop creative solutions for existing operational challenges.

1.6. Employee Development

Employee development is the process of enhancing employees' skills, knowledge, and potential to support organizational goals [15]. In insurance companies, employee development involves ongoing training in insurance-related technical skills, managerial competencies, and understanding of industry trends. Transformational leaders play a crucial role in creating an environment that supports employee growth by offering opportunities to learn, develop, and innovate. With proper development, employees become more efficient, motivated, and better equipped to face challenges in a competitive market. Ultimately, this contributes to improved overall company performance.

2. Method

This study employs a qualitative approach using the literature review method. A qualitative approach was chosen because the study aims to explore and understand the role of transformational leadership in enhancing the performance of insurance companies through an in-depth analysis of relevant literature. This approach allows the researcher to analyze, interpret, and comprehend various findings related to the research topic without any direct intervention in the research object. The method of analysis used is descriptive analysis, which aims to describe and examine existing phenomena based on information derived from existing literature. Descriptive analysis helps identify trends, patterns, and relationships between transformational leadership and improved insurance company performance as found in various scholarly articles, books, and journals. This approach focuses on objective and comprehensive descriptions of the topic being studied. The data sources used in this study are scholarly articles obtained from Google Scholar, with publication dates ranging from 1999 to 2025. Google Scholar was selected as the data source because it provides broad and reliable access to various peer-reviewed scientific literature. The data collection process began with a search for articles using keywords relevant to the research topic, such as "transformational leadership," "insurance company performance," and "leadership impact on organizational performance." Initially, 50 articles relevant to the research topic were identified. However, after a rigorous selection process based on eligibility and quality criteria, the number of articles included in the study was narrowed down to 28. The selection process considered factors such as relevance to the research topic, the methodological quality of the studies, and the contribution of each article to the understanding of transformational leadership in the context of insurance companies. Articles that did not meet these criteria—such as those using outdated data or those not directly relevant to the research theme—were excluded from further analysis. Once the relevant articles were selected, the researcher analyzed the main findings of each article, focusing on how transformational leadership is applied in insurance companies and its impact on company performance. The results of this analysis are organized and presented in a descriptive narrative that illustrates the relationship between transformational leadership and the enhancement of insurance company performance based on the findings of the reviewed literature.

3. Result and Discussion

Transformational leadership has proven to be highly effective in driving organizational performance improvement, particularly in sectors that rely heavily on human interaction, such as the insurance industry. Leaders who possess the ability to inspire and motivate employees to achieve individual goals while working toward the collective objectives of the organization can foster a more productive and innovative work environment. In the context of insurance companies, transformational leadership is essential because it helps

shift employees' mindsets to become more customer-oriented—an element that is crucial for maintaining and expanding insurance market share. Leaders can build more competent teams capable of delivering high-quality services and driving higher sales by prioritizing the development of human resources [16]. Furthermore, leadership that focuses on guiding and nurturing each individual's potential within the organization enhances job satisfaction, which in turn positively impacts operational efficiency and overall company performance.

Insurance companies such as Allianz Indonesia operate in an intensely competitive market where customers demand more personalized and tailored products, while at the same time, increasingly strict regulations require companies to act with greater caution and transparency. In navigating these pressures, transformational leadership plays a crucial role by inspiring employees to think more creatively and adaptively in responding to market dynamics and regulatory demands. Transformational leaders encourage teams to work smarter and harder to generate innovative solutions that can improve operational efficiency—for instance, by developing insurance products better suited to individual needs and enhancing customer service. Allianz Indonesia has successfully implemented this approach by focusing on service quality improvements, which has strengthened customer relationships and increased both retention and loyalty [17]. Transformational leaders help insurance companies remain competitive by emphasizing collaboration and employee empowerment, while continuously evolving through effective change management and responsiveness to market needs.

Transformational leadership emphasizes creating a clear vision and the ability to inspire employees to strive toward achieving it, which is a critical component in driving innovation and change within insurance companies. This vision often involves the development of new products that meet the ever-evolving needs of customers, as demonstrated by Prudential Indonesia. Under transformational leadership, Prudential succeeded in launching digital-based insurance products targeted at younger generations—a strategic move focused on meeting customer demands for accessibility and flexibility while also expanding the company's market reach [18], [19]. These digital products have allowed Prudential to reach previously underserved segments and boost revenue through a business model that is more adaptive to digital trends. Transformational leadership that successfully creates a compelling vision and mobilizes teams to achieve it contributes to product innovation and helps insurance companies stay relevant amid rapid changes in consumer preferences and technological advancements.

Transformational leadership also emphasizes not only short-term results but also the development of human resources as key organizational assets, aiming to create more competent and empowered employees. In the insurance industry, this means leaders must ensure that employees are equipped with the skills needed to perform their duties effectively and adapt to the rapidly changing market landscape. AIA Financial, for instance, has demonstrated how transformational leadership can enhance sales team performance through intensive training programs focused on improving communication skills and deepening understanding of insurance products [20]. This training enables employees to interact more confidently with clients, better understand their needs, and offer more accurate solutions. Moreover, the development of such skills also prepares employees to navigate the ongoing challenges in the industry, including regulatory changes and digital transformation trends. Thus, transformational leaders can foster a culture of continuous learning, which ultimately boosts individual and team performance and enhances the competitive edge of insurance companies in an increasingly demanding marketplace.

The performance of insurance companies is heavily influenced by strong and trusting relationships between employees and customers, in addition to internal factors such as employee motivation and skills. Transformational leadership plays a valuable role in strengthening these relationships by promoting a more human-centered approach that focuses on fulfilling customers' emotional needs rather than merely transactional aspects. Transformational leaders inspire employees to work more productively and foster a corporate culture that encourages close collaboration between employees and customers. Manulife Indonesia, for instance, has successfully improved service quality and strengthened long-term relationships with clients through deeper personalization, which stems from transformational leadership initiatives at the managerial level. By emphasizing a more individualized and customer-oriented approach, Manulife is able to deliver more relevant experiences to its clients, thereby increasing their satisfaction and loyalty. Such initiatives demonstrate that with the right leadership, insurance companies can enhance employee competencies and build stronger, mutually beneficial relationships with customers, ultimately contributing to better performance in a highly competitive market.

Leadership that prioritizes change and innovation is a key element for insurance companies that seek to remain relevant and competitive in the rapidly evolving digital era. Technology now serves not only as a supporting tool but also as an integral part of insurance operations, ranging from mobile apps for insurance claims to online platforms for product purchases. Transformational leaders act as key drivers in facilitating technological adoption, ensuring that employees and the organization as a whole are ready to adapt to these

changes. For example, AXA Mandiri has successfully applied transformational leadership by introducing digital technologies into customer service processes, such as allowing clients to access policy information and file claims online. This innovation simplifies service access for customers and enhances operational efficiency by reducing the time and costs associated with manual processes. Additionally, this ease of access contributes to improved customer satisfaction, which is vital for maintaining customer loyalty in an increasingly competitive industry. Insurance companies like AXA Mandiri can create added value for their clients and stay relevant amidst rapid industry shifts through leadership that encourages a culture of technological adaptation.

Leaders with a transformational leadership style play a vital role in managing organizational change, especially in the insurance industry, which often faces regulatory shifts and unpredictable market conditions. The ability to respond quickly and effectively to change is not just about being reactive but also being proactive in planning the right steps to ensure a smooth transition. In the context of insurance companies, government policy changes—such as the requirement to include health components in life insurance products—present challenges that require leaders capable of motivating and directing teams to efficiently adapt to new regulations. Leaders who adopt a transformational approach not only comply with these policies but also use the opportunity to enhance product and service quality by engaging employees in the adaptation process. For instance, insurance companies that have successfully adjusted to such changes are typically those led by individuals who can clearly communicate the importance of the new policy to their teams, provide training support, and foster a culture open to innovation. This ensures smooth implementation of new policies and boosts company performance by leveraging change as an opportunity to grow and deliver added value to clients.

Transformational leadership focuses on achieving organizational goals and employee well-being as key elements of long-term success. Transformational leaders are committed to ensuring that employees feel valued and are given opportunities for professional development, which in turn enhances their motivation and performance. In the insurance industry, where the job often involves high pressure and demands to deliver excellent service, attention to employee well-being is essential. PT. Asuransi Sinar Mas, for example, has successfully implemented a holistic employee wellness policy by launching health programs that include regular check-ups and offering flexible work-life balance policies. Such initiatives not only increase productivity and employee performance but also contribute to reducing turnover rates, which often lead to higher operational costs and organizational instability. When employees feel cared for and supported in both personal and professional aspects, they are more likely to commit to the company's goals and work more effectively, resulting in improved overall performance for the insurance company.

Transformational leadership plays a key role in developing a corporate culture that prioritizes innovation and creativity, which is crucial in the ever-evolving and transforming insurance industry. Amidst growing competition, insurance companies that can create efficient and relevant solutions for their clients are more likely to maintain their market positions and lead change within the industry. Leadership that encourages innovation enables teams to think creatively and develop products and services that are more responsive to the constantly changing needs of clients. For instance, Prudential Indonesia successfully adopted digital technology in the policy issuance process, significantly improving the company's operational efficiency. By leveraging technology to streamline processes and accelerate service delivery, Prudential was able to boost customer satisfaction and strengthen its position in a highly competitive market. This success demonstrates that transformational leadership, which supports the adoption of technology and innovative approaches, can positively impact both operational efficiency and the customer experience, contributing to the long-term success of the insurance company.

Transformational leadership plays a crucial role in building and strengthening trust between employees and management, which is especially important in the insurance industry where direct interaction with clients is a core service element. This trust is cultivated through leaders who lead by example in terms of transparency, work ethics, and corporate social responsibility, thereby creating a culture that upholds integrity and mutual respect. In this context, insurance companies led with integrity, such as PT. Allianz Life Indonesia, can create a harmonious and supportive work environment where employees feel valued and motivated to work with high dedication. When management exhibits leadership based on honesty and strong ethics, employees are more likely to trust in the company's vision and feel inspired to deliver the best service to clients. This strengthens internal relationships and enhances organizational performance, as employees who feel supported and trusted are more likely to innovate, boost productivity, and maintain high service standards. Thus, transformational leadership that prioritizes integrity is key to creating a productive work environment and achieving superior corporate performance in the insurance industry.

From the various examples of insurance companies discussed, it is clear that transformational leadership has a significantly positive impact on company performance, both operationally and in terms of external relationships. This type of leadership focuses on enhancing individual employee performance and cultivating a

corporate culture oriented toward innovation, efficiency, and human resource empowerment to face challenges. Transformational leaders can inspire employees to adapt to change and encourage the development of products and services that align with market needs, as seen in the implementation of digital technology across many insurance companies. Moreover, this leadership style also strengthens long-term customer relationships by emphasizing more personalized and responsive service quality. Therefore, companies that adopt transformational leadership can improve internal performance and efficiency while strengthening their competitiveness and sustainability in increasingly dynamic and competitive markets, ensuring their continued relevance and ability to innovate in response to the demands of the times.

Figure 1. Reconstructing the Adaptive Performance Management Model

| No | Key Findings | Description |
|----|--|--|
| 1 | Transformational Leadership | Leaders who adopt a transformational leadership style are able to inspire, motivate, and guide employees, which in turn improves company performance and innovation. |
| 2 | The Importance of Transformational Leadership in Enhancing Company Performance | Transformational leadership has been proven to improve insurance company performance, particularly by enhancing operational efficiency, customer satisfaction, and market competitiveness. |
| 3 | Innovation in Insurance Companies | Innovation driven by transformational leaders creates new products, introduces new technologies, and results in more efficient processes to enhance company performance. |
| 4 | The Influence of Leadership on Customer Satisfaction | Transformational leadership improves customer relationships, enhances communication, and provides more responsive and higher-quality service, thereby increasing customer satisfaction. |
| 5 | Improved Operational Efficiency | Transformational leaders are capable of increasing a company's operational efficiency by optimizing resources, utilizing technology, and reducing waste, all of which contribute to cost savings. |
| 6 | Employee Development as a Key to Success | Transformational leaders support employee development through training and opportunities for growth, ultimately improving both individual and organizational performance. |
| 7 | Positive Organizational Culture | Transformational leadership fosters an organizational culture that encourages innovation and collaboration, boosting employee morale and driving positive change within the company. |
| 8 | Implementation of Technology and Innovation for Sustainability | Transformational leaders play a key role in promoting the adoption of technology and innovative solutions, helping insurance companies remain relevant and competitive in a rapidly changing industry. |
| 9 | Employee Motivation and Commitment | Effective transformational leadership increases employee motivation and commitment to company goals, resulting in high performance and reduced turnover. |
| 10 | Relationship Between Leadership and Organizational Change | Transformational leaders are capable of driving the organizational changes necessary to remain competitive, both in terms of products and operational methods. |
| 11 | The Importance of Employee Participation in Decision-Making | Transformational leaders involve employees in the decision-making process, increasing a sense of ownership and satisfaction, and accelerating the achievement of organizational goals. |

4. Conclusion

Based on the discussion presented, it can be concluded that transformational leadership plays a crucial role in enhancing the performance of insurance companies. Leaders who adopt a transformational leadership style are able to inspire and motivate employees to work more productively and innovatively, which positively impacts operational efficiency, service quality, and customer satisfaction. Furthermore, transformational leadership also fosters positive change in organizational culture, improves customer relations, and introduces product innovations aligned with market needs.

The implication of this research is that insurance companies should consider the importance of transformational leadership in their efforts to improve organizational performance. Organizations led by individuals with this leadership style are better equipped to face the challenges in the highly competitive and dynamic insurance market. Another implication is the need to develop transformational leaders at all levels of the organization, as they have the ability to stimulate necessary changes to ensure company sustainability and growth. In this regard, leadership development through training and mentoring becomes the key to creating leaders who can inspire and mobilize teams toward achieving corporate goals.

Several recommendations regarding the implementation of transformational leadership in insurance companies are as follows: (1) Leadership Training: Insurance companies should provide more structured training for leaders to develop transformational leadership skills, particularly in effective communication, employee empowerment, and creating a clear vision. (2) Enhancing Employee Engagement: Transformational leaders should encourage employee involvement in decision-making and innovation processes. This can increase a sense of ownership of the company and improve overall performance. (3) Focus on Employee Development: Providing opportunities for employees to grow through training and skills development will bring long-term benefits to the company. Mentoring and coaching programs can help fully develop employee potential. (4) Technology Adoption: Transformational leaders must promote the adoption of technology to improve operational efficiency and customer service. Insurance companies should explore more technology-based solutions to remain competitive in today's digital era.

This study has several limitations to consider. First, as a literature review, the data used is limited to articles available within a specific time frame, from 1999 to 2025, which may not cover the entire context or the latest developments in the insurance industry. Second, this study does not delve deeply into external factors that may affect the success of transformational leadership, such as government regulations or global economic conditions. Third, although it includes several insurance company case studies, the diversity of company contexts is not fully represented, so the results may not be entirely generalizable to all insurance companies. For future research, it is recommended to conduct empirical studies using primary data to provide a more in-depth picture of the impact of transformational leadership in the insurance company context.

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