

# Investigating the Relationship between Interpersonal Communications with Customers' Loyalty in Asia Insurance Company (Case study: Karaj's Customers)

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## Abstract

In today's fast paced world, if companies want to survive, they would have to attract customers. More important step is to make these customers to be loyal. The purpose of this article is to investigate the role of interpersonal communication on customers loyalty in Asia insurance company. In this study, we explored the effect of providers' interpersonal communication and services' receivers and the effect of receivers' interpersonal communication in Asia Insurance company to clarify if interpersonal communications in Insurance companies' circuit affects customers' loyalty. The methodology is descriptive and includes survey. The goal of the study is functional and collecting data tool was 400-questionnaire which was verified by experts and researchers. Then, data were analyzed by Lisrel software. It has been found that, If there is an ideal level of interpersonal communication, there will be the possibility of increasing satisfaction and loyalty by the customers.

**Key words:** Asia Insurance company, Costumer, Interpersonal communications, Loyalty, Quality, Satisfaction

## INTRODUCTION

It has been seen that large cities have been created after industrial revolution and rapid improvements were made in various industries. Also, people migrated from rural to urban areas. Changes in global trade flow in the past couple of decades have gradually increased the recognition of the important role of standards and quality in effective economic development (Guasch et al., 2007; Choi et al., 2014). Operators of the industry faced the challenge of demonstrating customer-focused and continuous service improvement more than before, as a way to ensuring customer satisfaction, brand supremacy and ultimately customer loyalty (Boohene and Agyapong, 2011; Henry

and Quansah, 2013). The success of any business depends on the strength of their brands, which attracts new and existing customers for continuous growth (Kwabena and Denanyoh, 2014). Companies play an important role in the daily lives of consumers and can even influence the construction of individual's identity (Martinez and Del Bosque, 2013). Different industries have concentrated just on promoting the quality of product for a long time. Quality management can be defined as an organizational practice that relies on a managerial philosophy with determined fundamental principles (Bakotić and Rogošić, 2015). Quality management plays an important role in public organizations' efforts to create better access to, and effectiveness of specific services (Elg et al, 2015). People deserve to be treated well. Doing no harm is not good enough; this goes far beyond social validity and is a call to lead by action, to show that it can in fact be done, repeatedly (Hantula, 2015). "Treat others the way they want to be treated." This viewpoint reflects the idiographic philosophy of both humanism and behaviorism (Geller, 2015). Customers are becoming harder to please, they are smarter, more price conscious, more demanding, less

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forgiving, and they are approached by many more with equal or better offers (Hamel, 1996). However, customer involvement in the co-production and delivery of a service causes customers to produce softer/milder responses to service failures (Koc et al, 2015). Given such variables and transient teams, ensuring that the desired quality level is attained becomes a major challenge to the industry (Liu, 2003; Low and Tan, 1996; Maloney, 2002; Rad and Khosrowshahi, 1998; Tam et al., 2000), especially when 'cut-throat' competition and multi-layered subcontracting remain the most common strategies for inferior contractors to survive in a fierce market (Tang, 2001). The Iranian Vision 2020 document prospecting Iran to become the technology leader in the entire Southwest Asia by 2020 (Rezaei et al, 2015). Being technology leader needs loyal customers. Customer satisfaction is a key issue for every company wishing to increase customer loyalty and thereby create a better business performance (Gronholdt et al, 2000). Competition puts amateur companies out of market place. To remain in the bazaar, we need to act professionally. The importance of professionalism among junior and non-managerial staff has been generally overlooked (Cheng and Wong, 2015). Persistency in good quality is a reflection of the professional job. Services that provide a different outcome/experience each time they are purchased and that are not line with buyer expectations are likely to be perceived as unreliable (Brentani, 1990). The trust in higher management, which is created through the managers' behaviors, words, and applications and is perceived by personnel, was found to be an important variable for creating commitment in the personnel (Tekingündüz et al, 2015).

Today as market and marketers have come up with more effective and sophisticated ways of sales, in order to deliver higher customer value as a means to gain competitive advantage (Zaheeruddin, 2015), organizations are first supposed to satisfy customers. Satisfaction is an overall customer attitude or behavior towards the difference between what customers expect and what they receive regarding the fulfillment of some desires and needs (Hansemark and Albinson, 2004; Hoyer and MacInnis, 2001). Employees are faced with some obstacles in servicing. For instance, employees or customers may not be in good mood one time. As a result, they would not behave suitably. In particular, frontline service employees are frequently exposed to situations involving customer incivility (Han et al., 2015). An amateur employee can respond to customer awfully. Employee incivility directed at customers would generally motivate customers to take revenge against the wrong doer (the "uncivil employee") and/or the service providing organization. Such an effect can be explained by the fact that even mild- and low intensive form of rude behaviors engaged by service

staff might lead to psychological contract breach among customers (Bavik and Bavik, 2015). Role of managers to change this route is important. Supervisors should focus on the development of employee self-concept, especially the collective level self-concept that drives teamwork and organizational achievement (Luo et al., 2015). Some sessions to train employees are needed. Staff training for such communication accommodation programs should not simply focus on the operational aspects of the programs such as "what to say" (standardized service scripts) and "what to do" (customized service offerings) (Wang et al., 2015). In the management literature, meaningful initial academic attention has been paid to the investigation of the relationships between personal psychological factors, work engagement, and job-related outcomes (Paek et al., 2015).

Insurance is an industry with a direct relationship with its customers. Customer satisfaction is a vital structure that must be taken into consideration. It is therefore necessary for Insurance companies and other financial institutions to incorporate customer satisfaction into their management portfolio. It is an objective that must be achieved in the face of competitive globalization (IBOJO and Bolanle Odunlami, 2015). Insurance companies have continued direct communication with their customers. As a result they need a high level of customer's satisfaction. Insurance (Banking) environment is significantly affected by technological, structural and regulatory factors throughout the world (Ali and Reza, 2015). To achieve a high level of customer satisfaction, a high standard of service quality should be delivered by the service provider, since service quality is considered the basis for customer satisfaction (Clemes et al., 2008). There are some researches conducted around the world on other industries. From the data analyzed, it can be concluded that customer satisfaction has positive impact on customer loyalty. More so, there is a significant relationship between customer satisfaction and customer loyalty (IBOJO and Bolanle Odunlami, 2015). In this article we are going to check this relationship in the Insurance industry in Iran.

Fulfillments of legal and ethical responsibilities play different roles in improving brand loyalty (He and Lai, 2012). Customer loyalty plays crucial role for achieving competitive advantage in any organization. It is the result of an organization's creating a benefit for customers so that they will maintain and increasingly repeat business with the organization. (Anderson and Jacobsen., 2000). True customer loyalty is created when customers become advocate of an organization without any incentive (Oliver, 1997). Hence, customer loyalty can contribute to the improvement of corporate revenues and ultimately, profit margins, while decreasing cost expenditures. Such positive relationship is also made by Reichheld and Teal (Rasheed and F. Abadi, 2014).

Before attracting new customers, Insurance companies are required to maintain their current customers. Some evidence by Wills (2009) suggest that the expense of gaining new customers may cost companies to spend five times more than to keep an existing ones (Rasheed and F. Abadi, 2014). So, organizations should try to keep their current customers and then attract new ones. Investigating customers' behavior and effective factors in their loyalty to corporates show the importance and necessity of this research for all service providers. Considering the condition of organizations in our country in recent years and the significant presence of competitors in this field, make customers' maintenance and identifying effective strategies in this field very important. Interpersonal communications also is another important factor in behavioral sciences. Wherever human interfere, there are interpersonal communications and it affects many personal and social life aspects especially in eastern countries and Iran which emotional aspects and personal feelings play important role in most of social and personal fields and have a lot of negative and positive results. Through identifying, controlling and leading this feature, appropriate and suitable usages can be obtained in market. In fact that the firm's relational intent and ability are, to a great extent, personified and expressed in practice by the front-line employees, whose characteristics and behaviors can exert considerable impact on the functioning and results of interactions with customers (Price and Arnould, 1999). In the context of business-to-business industrial relationships, it has been pointed out that "relationships require strong elements of interpersonal obligation, and are undertaken between individuals or networks of individuals rather than between organized corporate groups" (Yau et al., 1999). With regard to this aspect, Mavondo and Rodrigo (2001) showed that in business markets the "social bonding" (i.e. the degree of reciprocal friendship and personal liking between the buyer and the salesperson) is the main antecedent (both directly and indirectly) of important relational outputs for the selling company, such as customer commitment, trust and co-operation (Guenzi and Pelloni, 2004).

For creating loyalty in customers, value should be created and perceived value should be promoted systematically. Service quality, perceived value, and brand image have a positive significant impact on customer satisfaction, which can in turn lead to brand loyalty (Hussain et al., 2014). For achieving these purposes, relationship marketing has given a set of tools and attitude to managers. Managers and staffs create belonging, loyalty in customers and ultimately prevent changing the services through communicating and obtaining valuable information from customers and their needs identification. Managers, when design programs aimed at reinforcing customer loyalty, besides offering

additional benefits and showing trustworthiness, should communicate not only corporate identity but also create the notion of identification among customers (Martinez and del Bosque, 2013). Customers who come into contact with employees exhibiting attractive appearances or a professional image would experience strong positive emotions, such as pleasure and excitement (Tsaur et al., 2015). In the hospitality industry, it is generally agreed that human resource management is one of the Main competitive strategies that differentiate a firm from its competitors (Kim et al., 2015). As result the problem is that in what extent the relationship and effects of service providers' interpersonal communications with each other increases the rate of their satisfaction and loyalty toward organization. Customer satisfaction and customer loyalty are the source of competitive advantage for organizations and causes. Managers should ensure that all levels of service employees are well informed about the importance of their professionalism and the maintenance of high quality of service. One strategy for organizations to tackle employee incivility is to regularly provide training and workshops to inform their service employees about examples of uncivil behaviors that they may unintentionally display (Bavik and Bavik, 2015). whether a company has one employee or thousands, learning orientation is critical to its success (Tajeddini. 2009).

Success on competitive landscape, with the rise of the era of globalization customer satisfaction has become more important and organizations are putting lot of efforts to understand the behavior of customers and satisfy their needs (Arshad et al., 2014). Do interpersonal communications cause customers' satisfaction and loyalty in organization's environment? If this relationship in organizations' environment causes customer's satisfaction, this tool can be used for maintaining and attracting customers and also for surviving organization from closure. Therefore the main problem of research is if there is a relationship between interpersonal communications and customers' satisfaction and loyalty toward Asia Insurance company.

## Research Hypotheses

### Main hypothesis

1. There is a meaningful relationship between interpersonal communications and customers' loyalty.

### Sub-hypotheses

2. There is a meaningful relationship between the closeness of staffs' relationships with customers and customer's personal loyalty to other customers.
3. There is a meaningful relationship between the closeness of staffs' relationships with customers and attitudinal loyalty.

4. There is a meaningful relationship between the closeness of staffs' relationships with customers and behavioral loyalty.
5. There is a meaningful relationship between the closeness of staffs' relationships with customers and customer's personal loyalty to staffs.
6. There is a meaningful relationship between the closeness of customer's relationships with customers and customer's personal loyalty to other customers.
7. There is a meaningful relationship between the closeness of customer's relationships with customers and attitudinal loyalty.
8. There is a meaningful relationship between the closeness of customer's relationships with customers and behavioral loyalty.
9. There is a meaningful relationship between the closeness of customer's relationships with customers and customer's personal loyalty to staffs.

### Analytical Conceptual Model of Research

As above Hypothesis, it is observed the relationship between interpersonal communications with customers' loyalty in Diagram 1.

## RESEARCH THEORETICAL PRINCIPLES

### Loyalty

Customer loyalty is one of the most frequently discussed subjects in the marketing and service literature (Eshghi et al., 2007; Heskett and Sasser, 2010). It is making customers feel

committed: When the benefits are meaningful to them, they will stay on (Grossman, 1998). Customer loyalty is one of the key factors and can help a company achieve long-term success (Andres, 2007).

### Service Quality

Quality is the comparison of perceived performance and expected performance (Kang, 2006). Service quality is the customer's overall impression of the relative inferiority/superiority of an organization and its service offerings (Bitner et al., 1990). The firm's ability to create and sustain competitive advantage depends upon the high level of service quality provided by the service provider (Yoo and Park, 2007). Theoretically, positive relationships between service quality, customer satisfaction, and customer loyalty are well documented in the extant literature. (Buzzell and Gale, 1987; Brown et al., 1992; Zeithaml et al., 1996). Also empirical findings have shown positive relationships existing between service quality and customer satisfaction, on one hand and between service quality and customer loyalty, on the other hand in a number of industries (Zeithaml et al., 2008; Venetis and Ghauri, 2004).

### Communication

Anderson and Narus (1984) perceived communication as a partaking of significant and welltimed formal as well as informal information between a customer and a supplier. Anderson and Narus (1990) perceived communication as an interactive dialogue between company and its customers during the pre-selling, selling, consuming and post-consuming stages. Claycomb and Martin (2002) stressed on

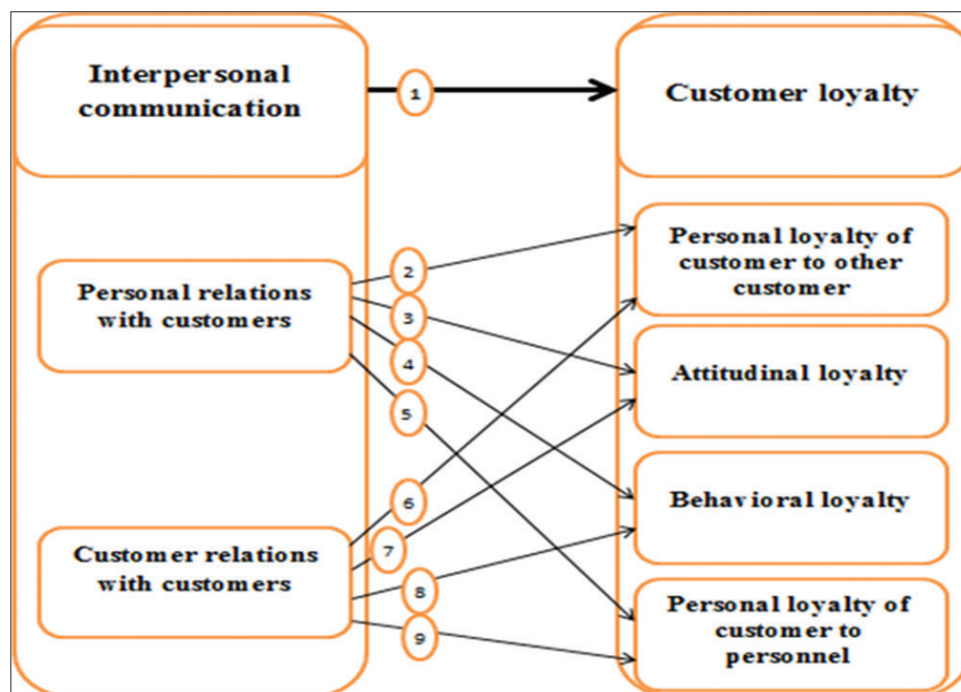


Diagram 1: Relationship between Interpersonal Communications with Customers' Loyalty



the importance of regular communication with customers while suggesting that extended durations where customers are not contacted should be avoided as regular interactions reduce the perceived risks associated with purchasing. Ndubisi and Chan (2005) suggested that in context of relationship marketing, communication involves rendering trustworthy information, fulfilling promises and informing in case of delivery related problems. Jaya chandran et al. (2005) proposed that the quality of relationship is likely to be improved if customers find it easy to communicate within the relational information processes (Rai and medha, 2013).

### Research History

- The effect of customer's satisfaction on customer's loyalty: case study in a famous bank in Oyo, a state in Nigeria (IBOJO, BolanleOdunlami, 2015)  
This article investigates the effect of customer's satisfaction on customer's loyalty. The goals of this paper are determining the relationship between customer's satisfaction and customer's loyalty and the effect of customer's satisfaction on customer's loyalty. Permanent existence of financial institutions depends on relationships between institutions and customers. Customer's satisfaction is a necessary thing that must be specially noticed. Based on obtained information, it is concluded that customers' satisfaction has positive effect on customer's loyalty. Moreover there is a significant relationship between customer's satisfaction and loyalty. Findings show that there is a significant relationship between customer's satisfaction and customer's loyalty ( $r = 0.617^{**}$ ,  $N=107$ ,  $P<0.01$ ). The meaning of this result is that 1% change in customer's satisfaction causes 61.7% change in customer's loyalty. Findings also show that customer's loyalty is the result of customer's satisfaction.
- The effect of service's quality and perceiving value on customer's loyalty in service industries of Malaysia (A. Rasheed and Masoumeh F. Abadi, 2014)  
This paper investigates three factors of service quality, confidence and perceived value on customers' loyalty in banking, insurance companies and communication industry. A quantitative method has been used for measuring the relationship among study variables. Statistical experiments including descriptive statistics, inside stability, confidence, correlation and downward to determine the relevance and validity of study have been done. This paper showed that there is a positive relationship between services' quality and trust, services' quality and perceiving value and customers' confidence and loyalty and perceiving value and customers' loyalty. Therefor based on findings, the quality of services, confidence and value perception are considered as the field of customers' loyalty.

## METHODOLOGY

Current study is functional in terms of goal because the goal of research is investigating the relationship between interpersonal communications with Asia Insurance company's customers' satisfaction and loyalty. In term of performing, current study is a kind of descriptive and survey researches. Current research statistical population is all customers of Asia Insurance company. For collecting data from statistical sample also, first statistical population (Tehran city) was divided into northern, southern, eastern and western areas and then questionnaire were distributed and information were collected. Sample volume determining is when population volume is unlimited.

For collecting data in this study, questionnaire was used. Mentioned questionnaire has two parts. First part includes field questions and factors such as gender, marital status, education level and the age of customers in Asia Insurance company. Second part of questionnaire includes questions in the field of research variables that all questions in this part are designed in the form of Likert dichotomy.

For investigating the validity of questionnaire in this study, content validity is used in order to localizing questionnaire. So first a copy of the questionnaire was given to experts and scholars to evaluate questionnaire's content validity, their suggestions about questionnaire were applied. For estimating the reliability of questionnaire, Cronbach's alpha method was used. The value of Cronbach's alpha is more than 0.7 which shows that the questionnaire is reliable. Calculated alpha coefficient through SPSS software is equal to 0.830, therefor it can be said that above questionnaires are appropriately reliable.

For confirming the model, Lisrel software has been used. Considering that used model is structural one, Lisrel software is appropriate for confirmation. Based on this, four criteria named AGFI, GFI and  $N_2$  (Chi-square) RMR will be used for goodness of model's fit.

## ANALYZING DATA

The General Features of Respondents based on gender, age, academic degree and marital status are seen in Diagrams 2-5.

As can be seen in Table 1. The mean of all variables is close to 4 (agree) and big change range (among 3.5 to 4) but data standard deviation is almost small and varies among 0.5 to 0.7. Mean and median of variables also are 4 (agree) therefor respondents almost agreed with questions. Testing the Normality of Data can be seen in Table 2.

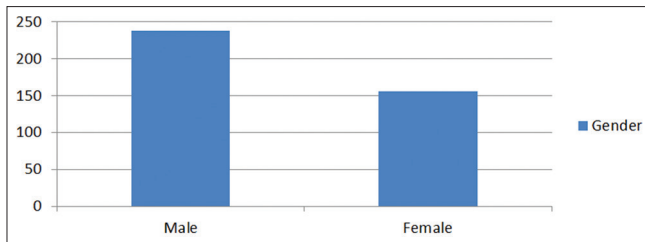


Diagram 2: Diagram of respondents frequency based on gender

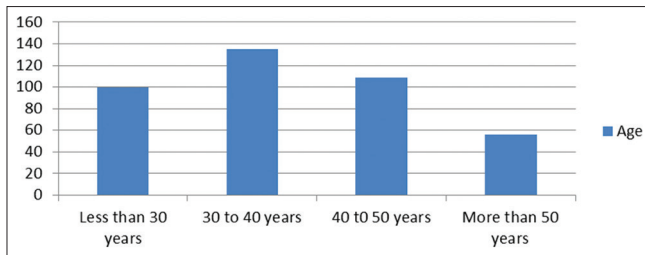


Diagram 3: Diagram of respondents frequency based on age

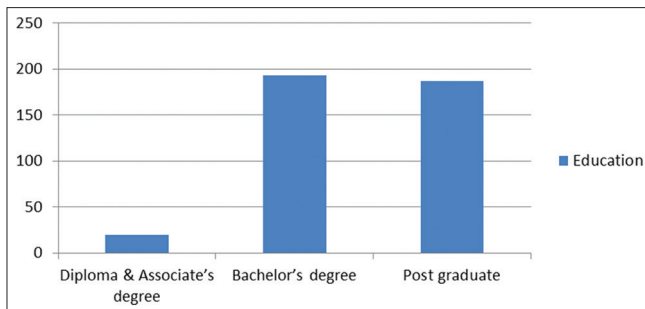


Diagram 4: Diagram of respondents frequency based on academic degree

Summary results of confirmatory factor analysis for used scale is seen in Table 3, and Investigating Customers' Point of View is seen in Table 4. In addition, it is observed standard load factor of confirmatory factor analysis of research scale, and the value of t statistic (significance) confirmatory factor analysis of research scale in Diagrams 6 and 7.

Ranking the Status of Research Variables are seen in Tables 5 and 6.

For investigating the relationship among variables, correlation technique has been used. For evaluating the relationship of research variables, Pearson product-moment correlation coefficient has been used. It is showed the correlation of close relationship with customer with loyalty aspects in Table 7.

### Research Main Hypotheses

In each one of previous hypotheses, the relationship among interpersonal communications, customers' loyalty was investigated. In this part a general model of research three

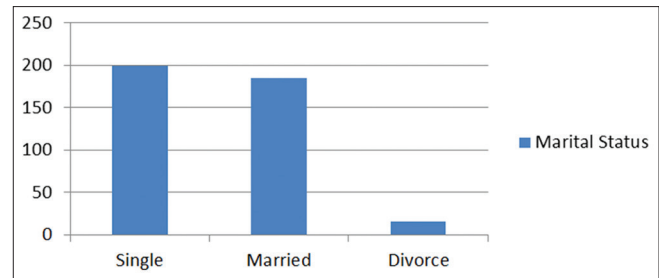


Diagram 5: Diagram of respondents frequency based on marital status

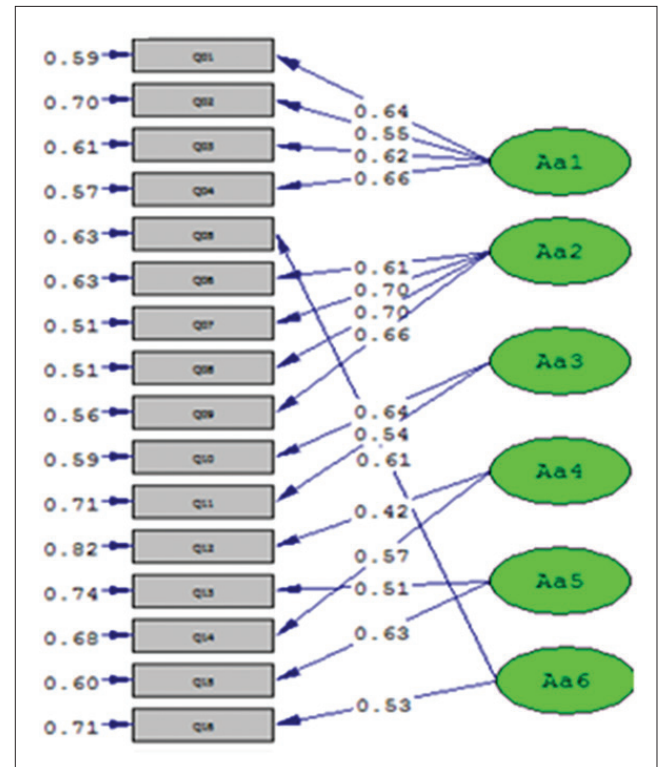


Diagram 6: Standard load factor of confirmatory factor analysis of research scale

constructs is investigated in form of two main hypotheses. This issues are shown in Diagrams 8 and 9.

### Model's Fit Goodness

Since fit indicator RMSEA is 0.013 which is less than 0.05, model is well fitted. Other indicators of fit goodness were placed in accepted return. Research structural model's fit goodness indicators are seen in Table 8.

## CONCLUSION AND RECOMMENDATIONS

### Research Findings

#### Ranking aspects

For ranking the status of research variables, Freidman test was used. The results of Freidman test showed that the closeness of staffs' relationship with customer is in the best

**Table 1: Descriptive analysis of research variables**

	Count	Average	Median	Mode	Standard deviation	Variance	Range	Minimum	Maximum
Close relations with customer	400	4.116	4.250	4.250	0.526	0.277	3.500	1.500	5.000
Customer relations with customer	400	3.568	3.750	4.000	0.748	0.560	3.500	1.500	5.000
Personal loyalty of customer to other customers	400	3.746	4.000	4.000	0.867	0.752	4.000	1.000	5.000
Behavioral loyalty	400	3.975	4.000	4.000	0.647	0.419	4.000	1.000	5.000
Attitudinal loyalty	400	3.910	4.000	4.000	0.625	0.390	4.000	1.000	5.000
Personal loyalty of customer to personnel	400	3.798	4.000	4.000	0.669	0.448	4.000	1.500	5.000

**Table 2: Testing the normality of data**

	Close relations with customer	Customer relations with customer	Personal loyalty of customer to other customers	Behavioral loyalty	Attitudinal loyalty	Personal loyalty of customer to personnel
N	400	400	400	400	400	400
Average	4.116	3.568	3.746	3.975	3.910	3.798
Standard deviation	0.526	0.748	0.867	0.647	0.625	0.669
Kolmogorov-Smirnov	4.361	3.318	4.152	4.508	4.695	5.379
Significant	0.124	0.099	0.287	0.215	0.271	0.355

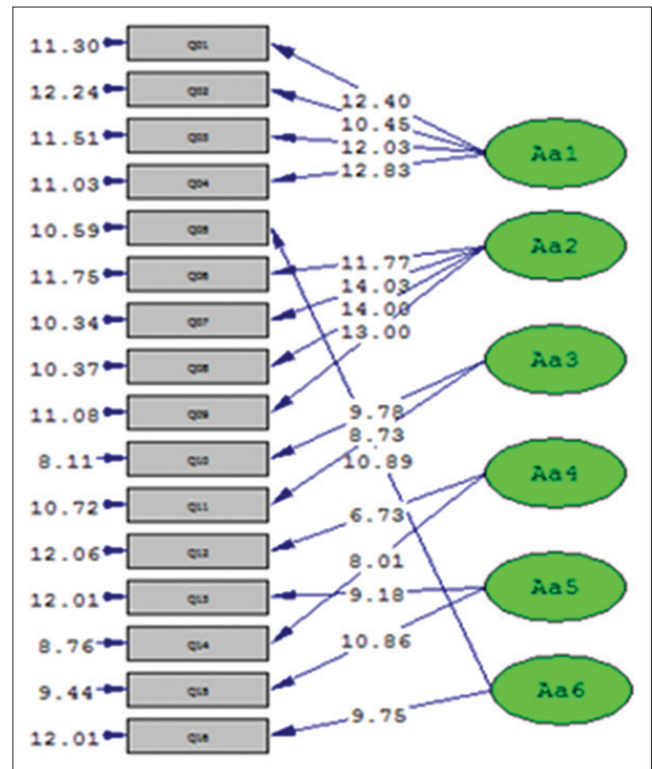
**Table 3: Summary results of confirmatory factor analysis for used scale**

	Items	Standard load factor	T-statistics
Close relations with customer	Q01	0.64	12.40
	Q02	0.55	10.45
	Q03	0.62	12.03
	Q04	0.66	12.33
Customer relations with customer	Q06	0.61	11.77
	Q07	0.70	14.03
	Q08	0.70	14.00
Personal loyalty of customer to other customers	Q09	0.66	13.00
	Q10	0.64	9.78
	Q11	0.54	8.73
Behavioral loyalty	Q12	0.42	6.73
	Q14	0.57	8.01
Attitudinal loyalty	Q13	0.51	9.18
	Q15	0.63	10.86
Personal loyalty of customer to personnel	Q05	0.61	10.89
	Q16	0.53	9.75

status with Freidman rank of 5.141. Behavioral loyalty was in second rank with score of 4.320. Attributional loyalty was in third rank with score of 4.129. Personal loyalty of customer with other customers, personal loyalty of customers to staffs. The aspect of customers' relationship closeness with customers was in the last position with the least score of 3.201.

### Testing Hypotheses and Discussion

As it can be seen in Table 7, the results of first hypothesis showed that there is relationship between the closeness of staffs' relationships with customers and

**Diagram 7: The value of t statistic (significance) confirmatory factor analysis of research scale**

customer's personal loyalty to other customers. In this test Pearson correlation coefficient has been obtained as 0.213 between two variables of closeness of staffs' relationships with customers and customers' personal loyalty. Generally, as expected, it was clarified that there is a significant relationship between the closeness of staffs' relationships with customers and customer's

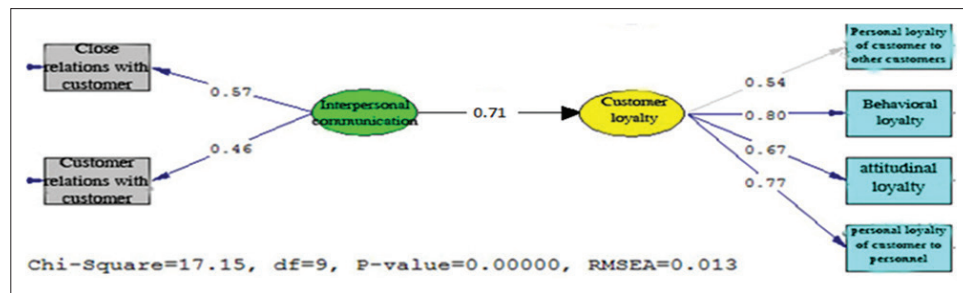


Diagram 8: Load factor of effect of interpersonal communications on customers' satisfaction

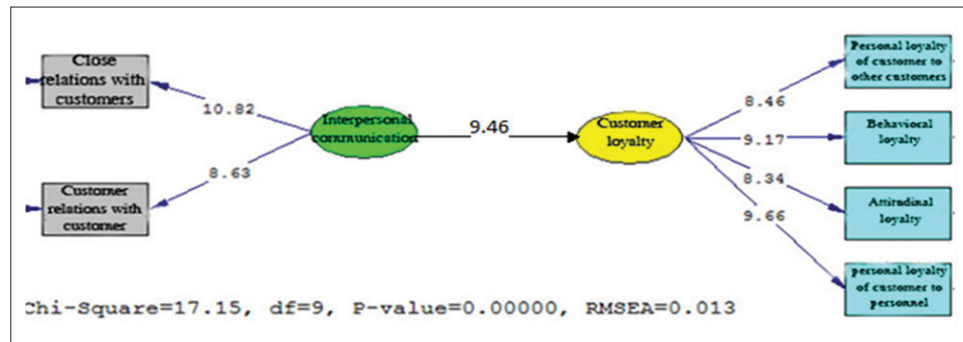


Diagram 9: t-value statistics of interpersonal communications on customers' satisfaction

**Table 4: The summary of single sample t-test results for research variables**

Research variables	Average	T value	Significant	Confidence interval of 95%	
				Lower limit	Upper limit
Close relations with customer	4.116	42.406	0.000	1.064	1.167
Customer relations with customer	3.568	15.172	0.000	0.494	0.641
Personal loyalty of customer to other customers	3.746	17.213	0.000	0.661	0.831
Behavioral loyalty	3.975	30.119	0.000	0.911	1.039
Attitudinal loyalty	3.910	29.129	0.000	0.849	0.971
Personal loyalty of customer to personnel	3.798	23.840	0.000	0.732	0.863

**Table 5: Ranking study variables**

Main aspects	Average	Friedman rank	Importance rank
Close relations with customer	4.116	5.141	1
Customer relations with customer	3.568	3.201	7
Personal loyalty of customer to other customers	3.746	3.864	4
Behavioral loyalty	3.975	4.320	2
Attitudinal loyalty	3.910	4.129	3
Personal loyalty of customer to personnel	3.798	3.829	5

**Table 6: Ranking research variables' status test Statistics**

N	400
Chi-square	244.141
df	6
Asymp. Sig.	0.000

a. Friedman Test

personal loyalty to other customers. Therefor creating a close relationship with customers improves their loyalty to the organization.

Testing second hypothesis showed that there is relationship between the closeness of staffs' relationships with customers and behavioral loyalty. Pearson correlation coefficient has been obtained as 0.284 between two variables of closeness of staffs' relationships with customers and behavioral loyalty. The value of significance also has been obtained as 0.000 which is less than error level 1% and shows observed correlation is significant. Therefor with the confidence of 99% there is a significant relationship between the closeness of staffs' relationships with customers and behavioral loyalty.

In testing third hypothesis it was clarified that there is relationship between the closeness of staffs'



**Table 7: Correlation of close relationship with customer with loyalty aspects and satisfaction**

	Personal relations with customer	Customer relations with customer
Personal loyalty of customer to other customers		
Correlation coefficient	0.213	0.432
Significant	0.000	0.000
Count	400	400
Behavioral loyalty		
Correlation coefficient	0.336	0.223
Significant	0.000	0.000
Count	400	400
Attitudinal loyalty		
Correlation coefficient	0.406	0.147
Significant	0.000	0.003
Count	400	400
Personal loyalty of customer to personnel		
Correlation coefficient	0.566	0.371
Significant	0.000	0.000
Count	400	400

**Table 8: Research structural model's fit goodness indicators**

Fitting indexes	SRMR	RMSEA	GFI	AGFI	NFI	NNFI	IFI
Valid values	<0.05	<0.1	>0.9	>0.9	>0.9	>0.9	0-1
Calculated values	0.029	0.013	0.98	0.96	0.96	0.96	0.98

relationships with customers and attitudinal loyalty. Pearson correlation coefficient has been obtained as 0.203 between two variables of closeness of staffs' relationships with customers and attitudinal loyalty. In another word this test showed that with the confidence of 99% there is a significant relationship between the closeness of staffs' relationships with customers and attitudinal loyalty.

Testing fourth hypothesis showed that there is relationship between the closeness of staffs' relationships with customers and customer's personal loyalty to staffs. Pearson correlation coefficient has been obtained as 0.268 between two variables of closeness of staffs' relationships with customers and customer's personal loyalty. Therefor with the confidence of 99% there is a significant relationship between the closeness of staffs' relationships with customers and personal loyalty to staffs. This result shows that the existence of an intimate environment between clerk and customer causes increasing the loyalty of customer to staff and in this way path will be paved for customer's loyalty toward whole organization. Such this relationship will cause more productivity for organization in long term in competitive world of business (Nicholson et al., 2001).

Testing fifth hypothesis showed that there is relationship between the closeness of customer's relationships with customers and customer's personal loyalty to other customers. Pearson correlation coefficient has been obtained as 0.432 between two variables of closeness of customers' relationships with customers and customer's personal loyalty. Therefor with the confidence of 99% there is a significant relationship between the closeness of customer's relationships with customers and customer's personal loyalty to other customers. So it can be seen that the closeness of customer's relationships with customers as one of the aspects of interpersonal communications eventually causes customers' loyalty. Therefor such this close relationship among customers can be considered as an effective strategy to achieve predetermined insurance companies goals.

In sixth hypothesis relationship between the closeness of customer's relationships with customers and behavioral loyalty was investigated. Pearson correlation coefficient has been obtained as 0.223 between two variables of closeness of customers' relationships with customers and behavioral loyalty. The result of this test showed that with the confidence of 99% there is a significant relationship between the closeness of customer's relationships with customers and behavioral loyalty.

Testing seventh hypothesis showed that there is relationship between the closeness of customer's relationships with customers and attitudinal loyalty. Pearson correlation coefficient has been obtained as 0.347 between two variables of closeness of customers' relationships with customers and attitudinal loyalty. Considering the significance of this correlation with the confidence of 99% there is a significant relationship between the closeness of customer's relationships with customers and attitudinal loyalty. Attitudinal loyalty as one of the aspects of customers' loyalty has an effective role in further reference of customer to the product or service provider (Tom et al, 2001); therefor making a close relationship among customers is suitable for organization in this term that ultimately will increase their loyalty to the insurance company and greatly help in gaining competitive advantage.

In the end testing eighth hypothesis showed that there is relationship between the closeness of customer's relationships with customers and customer's personal loyalty to staffs. In this test Pearson correlation coefficient has been obtained as 0.371 between two variables of closeness of customers' relationships with customers and customer's personal loyalty to staffs. Considering the significance of this correlation it can be said that with 99% there is a significant relationship between the closeness of

customer's relationships with customers and customer's personal loyalty to staffs. As it was mentioned before, each factor which be able to improve customer's loyalty to staff eventually can increase their loyalty toward mentioned organization and in long term causes more productivity for organization (Nicholson et al., 2001).

The things which have been presented earlier show the relationship among different aspects of these research variables. Following that, the relationship among three main constructs in research that are interpersonal communications and customers' loyalty, was investigated in form of two main hypotheses and using structural equation model.

In first hypothesis the effect of interpersonal communications on customer's loyalty was investigated. In this test Standard load factor of the effect of interpersonal communication on customer's loyalty was calculated as 0.71. test statistic also was 9.46 which was bigger than critical value of *t* in error level of 5% means 1.96 and shows observed correlation is significant. Therefor with the confidence of 95% interpersonal communications affect customer's loyalty.

### Recommendations

1. Through different methods such as nice and warm greeting, insurance company's staffs make close relationship with customers till increase customers' personal loyalty with each other.
2. Insurance company's staffs get closer to customers with appropriate behavior and positive feelings to develop their attitudinal loyalty. This eventually causes more productivity for insurance company.
3. Some special strategies are used for making close relationship between staffs and customers because such this relationship will cause customers' behavioral loyalty. If there is a close relationship among organization's staffs and customers, customer's behavioral loyalty toward that organization will increase.
4. Through creating an intimate and close environment between staff and customer, insurance company's managers provide the field for increasing personal loyalty of customers toward staffs.

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