

## STUDYING THE EFFECT OF SALESPERSONS' CHARACTERISTICS AND RELATIONAL SELLING BEHAVIOR ON CUSTOMERS LOYALTY

### (Case Study: Tehran Sarmayeh Bank Branches)

Mehrnoush Emaratkar<sup>1</sup>, Esfandiar Doshmanziari<sup>2</sup>, Mohammad Sadegh Ziaei<sup>3</sup>

<sup>1</sup>Master of Business Management, Islamic Azad University, E-Campus;

<sup>2</sup>Assistant Professor, Faculty of Management and Accounting, Islamic Azad University, Islamshahr;

<sup>3</sup>Professor, Faculty of Management, Islamic Azad University, West-Tehran, IRAN.

<sup>2</sup>doshmanziari@gmail.com

### ABSTRACT

*Nowadays, attracting and maintaining customers in the banking industry of country has become far more problematic due to the activation of private banks, the development of information and communication, and the customers becoming more informed and experienced, and the victory in today's highly competitive world needs appropriate strategy for marketing and acquiring customer loyalty. This research has been performed aiming to investigate the impact of salespersons' characteristics and relational selling behavior on customer loyalty. The plan of present research is descriptive of correlation type by using the causal model. The statistical population of research consisted of the customers of Tehran Sarmayeh Bank Branches that by using available cluster sampling method 384 people were selected. The research tool is a standard questionnaire with 24 questions. Validity of the questionnaire was confirmed by using content and structure validity method. Also, the reliability coefficient for the salesperson's characteristics was 0.915, the relational selling behavior was 0.925, and the customer loyalty was 0.814. The results obtained from performing the questionnaire were analyzed by using SPSS22 and Smart PLS3 software. The findings showed that the salesperson's characteristics (route coefficient = 0.472) and relational selling behavior (route coefficient = 0.439) impact on customer loyalty. Also, all of the research minor hypotheses were confirmed.*

**Keywords:** Salespersons' characteristics, Relational Selling Behavior, and Customer Loyalty.

### INTRODUCTION

Considering that the country's banking system is exiting from the public and monopoly state, and with the entry of private banks, as a result, competition in the banking industry of our country has increased; the point that necessitates the banks to pay their attention more to the customers, whereby they attract new customers and maintain current customers. For this reason, banks have to pay particular attention to the aspects of selling, and also take steps to increase the trust and commitment of customers to the bank and hence make them loyal (Fayyazi, 2015: 21).

Salespersons in most service organizations are the most prominent representatives of the company. Perhaps the salesperson's ability to impact on the customer loyalty and dependence on the service organization is determined by the behavior when selling financial services. Thus, traditionally, customer perception of the face to face action with the staff of Service Company as one of the most important determinants of customer loyalty has been considered (Gronroos, 2000: 90).

The salesperson's characteristics (Expertise, Likeability, and Similarity) have a positive impact on the relationship quality (Ou and Tseng, 8, 2016: 3). Therefore, the importance of the salesperson's behaviors and his/her ability to influence customer decisions seems to be an undeniable point (Hassankhani, 2009: 18). The role of a salesperson in sale transactions largely depends on the point that how he/she can have a good impact on the buyer. But quantitative studies (Ou and Tseng, 2016; Malali, 2006; Spiro & Perrualt, 1979) have been performed about what happens when salespersons and buyers encounter. In these studies they have explained how the salesperson really affects buyers. Therefore, in addition to providing high-quality services, the companies need to establish and maintain long-term relationship with their customers in order to increase their loyalty and ultimately increase profitability (Hassankhani, 2009: 18).

The causes of organization's tendency toward relational selling behavior can be known as cases like the increase trend in advanced economies towards service orientation and information orientation, the increasing global competition enhancement, the more complex demands of customers, increased fragmentation of customers' markets and rapid changes of customers' buying patterns that require higher standards of quality, inadequateness of quality that is needed to create sustainable competitive advantages, the impact technology has had on almost all products and services, and the uncertainty of traditional marketing associated with increased competition of strategic networks (Abdul-Rahman and Kamarulzaman, 11, 2014: 1025).

Relational selling behavior is a process by which the buyer and the supplier establish effective, efficient, ethical, enthusiastic and pleasant relationships that have benefit for both parties. Relational selling behavior helps maintaining customers and developing relationship and making this relationship with customers more attractive (Rizan et al., 2014: 2). In this research, the relational selling behavior means the characteristics of information sharing, mutual disclosure and the interaction frequency (Ou and Tseng, 2016: 5).

Therefore, the victory in today's highly competitive world requires a proper marketing strategy and acquiring customer loyalty (Samadi et al., 2014: 68). Customer loyalty is an important point, because maintenance of current customers is less costly than attracting new customers (Zareei et al., 16, 2015: 127).

Maintaining and enhancing customer loyalty for companies that are concerned about maintaining and developing their competitive position in the market is considered a strategic challenge. Companies that are not merely looking for short-term sales and make the image of their efforts as acquiring long-term satisfaction of customer through offering more valuable and distinctive products and services, have naturally more influence on the target market and will have more loyal customers than other competitors (Huber et al., 2011: 43).

Therefore, due to the fact that customers' expectations are also continuously increasing, banks are required to go beyond responding the customer's initial needs, and meet their expectations, and focus on responding the customers in order to create loyalty and trust through the creation of long-term, bilateral and profitable relationship for both sides (Ansari et al., 2012: 37). In essence, customer satisfaction and creating loyalty in them is the factor for the continuation of companies' services activity and the main component of the success of organizations. Also, the intensification of competition in the production and service sectors is not a problem that is specific to our country, Iran, or developing countries, but this issue has increased worldwide compared to the past and has made it more difficult to maintain customers and increase their loyalty to the organization. (Panahi Vanani and Shaabani, 2014: 70). Considering the proposed points, the issue investigated in this research is how the

salespersons' characteristics and relational selling behavior affect the loyalty of customers of the Sarmayeh Bank?

## **RESEARCH LITERATURE**

### **Loyalty**

Attention to the issue of customers' loyalty in the topic of marketing returns to the efforts of Copeland in 1923 and Churchill in 1942. In 1978, Jacoby and Chestnut identified more than 50 varied ways of understanding loyalty, and subsequently concluded that there is a strong desire to understand and recognize loyalty issue, but there is still no agreement on the issue that what the meaning of loyalty is (Shamsi Goshki et al., 2013: 121). Loyalty has taken its root from the theory of consumer behavior. More than 533 different definitions of loyalty have been stated since 1970 (Boohene and Agyapond, 2011: 245), which some of them will be discussed later on.

Larson and Solana (2004) believe that: "Loyalty is the creation of commitment in the customer to perform transaction with a particular organization and to buy products and services frequently" (Mousavi et al., 2014: 64). Loyalty is the attitudinal and behavioral commitment to the brand (Zhang et al., 2010: 130). Customer loyalty is defined as the ability of service provider and convincing them to recommend its services to the related potential customers and maintaining customers' loyalty (Alrubaiee and Al-Nazer, 2010: 159).

Given the above definitions, in fact, loyalty is an internal concept that shapes the belief and attitude of individuals, and causes us to be able to observe its instances in people's behavior. But the point is that this observation cannot be a reason for the existence or the lack of existence of loyalty. It should be noted that other factors such as habit, cheapness, indifference and the cost of transfer affect the customer's behavior in practice and cause the repetition of shopping (Shamsi Goshki et al., 2013: 123).

### **Relational Selling Behavior**

Relational selling behavior is to maintain customers and to develop relationships and making the relationship with the customers more attractive (Rizan et al., 2014: 3). Relational selling behavior involves dimensions of sharing information, mutual disclosure, and interaction frequency. Information sharing can be defined as solving problems and establishing good relationships between salespersons and customers. Consequently, the creation of information sharing services for customers can help reducing uncertainty within organizations and the process of activities. In the system of sales relations, the purpose of customer disclosure is to clarify him the point that he/she needs a special product, which is very critical and important for the salesperson that sometimes is referred to as solving complex problems and structures. The number of interaction frequency also represents a salesperson's attempt to maintain channels of communication with the customer, which is a very vital point because it shows commitment in the relationship. The number of interaction frequency often leads to a massive amount of information, thus it reduces distrust and ambiguity on both sides of the relationship (salesperson and customer) (Ou and Tseng, 2016: 5).

### **Salesperson's Characteristics**

The characteristics of salesperson means the specialized levels that must be obtained by the salespersons themselves and include the knowledge and experiences or skill in a particular field. These characteristics include the salesperson's expertise, salesperson's likeability, and similarity with the customer. The salesperson's expertise generally includes knowledge, technical competences, and the salesperson's ability to answer special questions. The level of

expertise should be obtained by the salesperson, themselves. Likeability refers to the customer evaluation as to find how his/her partner is friendly, courteous and affectionate. A salesperson who behaves friendly is usually struggling to convey to the customer the feeling that he/she (the salesperson) is very benevolent, the point that leads to trust. Additionally, a likeable salesperson creates a sense of pleasure and satisfaction in the customer, and the purpose of similarity is to state the cases and conditions required by the salesperson in a way that it is understandable for the customer (Ou and Tseng, 2016: 4).

### Research Conceptual Model

Considering the raised theoretical bases, the conceptual model of research can be presented as figure 1.

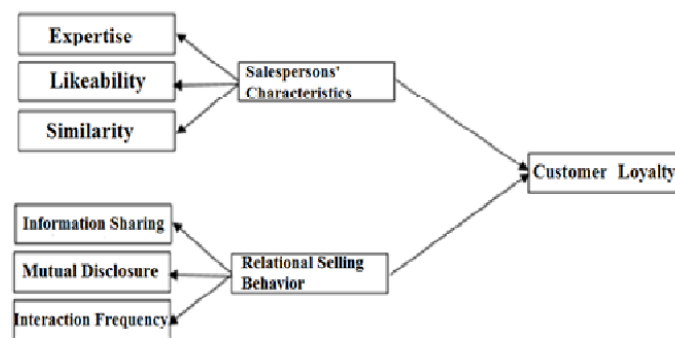


Figure 1: Research Conceptual Model

## RESEARCH HYPOTHESES

### Major Hypothesis

Salespersons' characteristics and relational selling behavior have an impact on customer loyalty.

### Minor Hypotheses

1. Salesperson's expertise has impact on customer loyalty.
2. Salesperson's likeability has an impact on customer loyalty.
3. Similarity with customer has impact on customer loyalty.
4. Information sharing has impact on customer loyalty.
5. Disclosure has impact on customer loyalty.
6. Interaction frequency has impact on customer loyalty.

## RESEARCH METHOD

The research approach of present research is a descriptive and the research method type is survey. The statistical population consisted of all customers of Tehran Sarmayeh Bank Branches, that 384 individuals were estimated as samples by using Morgan and Krejcie Table. The sampling method is cluster and available. To this end, the districts of Tehran were divided into 5 clusters of North, South, East, West and Central, and then from each cluster, two bank branches were randomly selected as sample. The data collection tool is a 24-item questionnaire, which in table 1 the indicators along with measures and resources have been shown.

Table 1. Questionnaire Measures

| Factor                        | Indicator                 | Question  | Source                                     |
|-------------------------------|---------------------------|---|--|
| Salesperson's Characteristics | Salesperson's Expertise   | Having the necessary knowledge and information in the field of banking services, full expertise in the field of banking services, having the power of penetrating the customer, expressing the details of bank services well, being an expert advisor | Ou and Tseng (2016), Dani and Konon (1997) |
|                               | Salesperson's Likeability | Likeability, and having polite behavior, good attitude and friendly behavior  |  |
|                               | Similarity with Customer  | Expressing conditions, banking services and necessary items in an understandable way for the customer, having the same values and concerns as the customer and sharing their similar interests with the customer.                                     |  |
| Relational Selling Behavior   | Information Sharing       | Stating details of banking services to the customer, providing proprietary banking information to the customer, informing the customer of the banking services changes  | Li and Lin (2006)                          |
|                               | Mutual Disclosure         | Clear and unambiguous statement of the terms and the necessity of using banking services to the customer and sharing complete information of banking services with the customer in order to attract customer's trust                                  | Ou and Tseng (2016), Crosby et al., (1990) |
|                               | Interaction Frequency     | Contact by phone, SMS and email with the customer for further interaction   | Ou and Tseng (2016),                       |
| Loyalty                       |                           | Choosing the same salesperson if you need new banking services, saying positive points about the services of Sarmayeh Bank to others and selecting the Sarmayeh Bank as the first choice for banking activities.                                      | Mandhira and Polson (2011)                 |

In order to show the validity of questionnaire, face, content, and structure validity were used. For assessing the reliability, Cronbach's alpha coefficient was also used by using SPSS 20 software that the alpha value obtained for the salesperson's characteristics was 0.916, it was 0.940 for relational selling behavior, and it was 0.814 for customer loyalty, which is an appropriate coefficient for the reliability of questionnaire.

## RESULTS

### Investigating the Normality of Data Distribution

In order to investigate and test the hypotheses, firstly the normality of data should be investigated. In the present research, we have used the Kolmogorov-Smirnov test to investigate the normality of variables that the obtained results have been presented in table 2.

**Table 2. Investigating the Normality of Variables**

| Variables                     | Kolmogorov-Smirnov | sig   | Status   |
|-------------------------------|--------------------|-------|----------|
| Salesperson's Characteristics | 1.601              | 0.012 | Abnormal |
| Expertise                     | 1.571              | 0.029 | Abnormal |
| Likeability                   | 1.655              | 0.008 | Abnormal |
| Similarity                    | 1.548              | 0.017 | Abnormal |
| Relational Selling Behavior   | 1.579              | 0.014 | Abnormal |
| Information Sharing           | 1.573              | 0.014 | Abnormal |
| Mutual Disclosure             | 1.448              | 0.03  | Abnormal |
| Interaction Frequency         | 1.512              | 0.021 | Abnormal |
| Loyalty                       | 1.672              | 0.04  | Abnormal |

According to table 2, it is observed that the values of significance level obtained for the variables of Kolmogorov-Smirnov test are less than 0.05, therefore, the research variables in the sample under investigation does not have normal distribution. Therefore, partial least squares method with Smart PLS3 software has been used. These software are not sensitive to the sample size and non-normality of data in structural equations modeling.

### **Fitness of the Research Measurement Model**

In order to investigate the fitness of measurement model, three criteria of indicator reliability, convergent validity and divergent validity are used. Reliability indicator is measured by three criteria of the coefficients of factor loads, Cronbach's alpha, and composite reliability. The factor loads for all questions are higher than 0.4, the Cronbach's alpha coefficients and the composite reliability of structures have also been shown in table 3. As it is observed, all factors have acceptable reliability, Cronbach's, and composite coefficient, therefore it can be concluded that the research questionnaire has an appropriate reliability.

**Table 3. Reliability Coefficients of the Questionnaire**

| Latent Structure              | Number of Questions | Cronbach's Alpha > 0.7 | Composite Reliability CR > 0.7 |
|-------------------------------|---------------------|------------------------|--------------------------------|
| Relational selling behavior   | 8                   | 0.793                  | 0.877                          |
| Loyalty                       | 5                   | 0.810                  | 0.869                          |
| Salesperson's Characteristics | 11                  | 0.847                  | 0.908                          |

The obtained results of investigating convergent validity have been shown in table 4, that in all dimensions, the convergent validity of model is established (values are higher than 0.5).

**Table 4. Convergent validity of Model Structures Based on AVE**

| Latent Structure              | Average Variance Extracted |
|-------------------------------|----------------------------|
| Relational selling behavior   | 0.705                      |
| Loyalty                       | 0.573                      |
| Salesperson's Characteristics | 0.766                      |

### **Divergent Validity**

Divergent validity results have been presented in table 5. According to the obtained results, the divergent validity of measurement model is confirmed.



**Table 5. Results of Investigating the Divergent Validity of Model Based on the Fornell and Larcker Matrix**

| Salesperson's Characteristics | Loyalty | Relational Selling Behavior |                               |
|-------------------------------|---------|-----------------------------|-------------------------------|
|                               |         | 0.840                       | Relational Selling Behavior   |
|                               | 0.763   | 0.757                       | Loyalty                       |
| 0.875                         | 0.738   | 0.763                       | Salesperson's Characteristics |

**Fitness of Research Structural Model****Significance Coefficients of t**

The significance results of all routes have been presented in table 6. As it can be observed in the table above, the significance level of t is more than 1.96 in all routes of the model, which indicates the appropriate fitness of structural model.

**Table 6: Significance Coefficients of t**

| Route                         |   | Statistics t |       |
|-------------------------------|---|--------------|-------|
| Relational Selling Behavior   | → | Loyalty      | 5.327 |
| Salesperson's Characteristics | → | Loyalty      | 5.451 |
| Salesperson's Expertise       | → | Loyalty      | 4.836 |
| Salesperson's Likeability     | → | Loyalty      | 4.016 |
| Similarity with Customer      | → | Loyalty      | 2.444 |
| Information sharing           | → | Loyalty      | 2.651 |
| Disclosure                    | → | Loyalty      | 2.716 |
| Interaction Frequency         | → | Loyalty      | 2.703 |

**R Squares Criterion**

The value of  $R^2$  for the customer loyalty variable is 0.670, which shows a strong fitness of structural model according to three criterion values of 0.19, 0.33, and 0.67.

**F Square Criterion**

According to table 7 and criterion values, appropriate fitness of research structural model is confirmed.

**Table 7. F<sup>2</sup> Values**

| Salesperson's Characteristics | Loyalty | Relational Selling Behavior |                               |
|-------------------------------|---------|-----------------------------|-------------------------------|
|                               | 0.266   |                             | Relational Selling Behavior   |
|                               |         |                             | Loyalty                       |
|                               | 0.267   |                             | Salesperson's Characteristics |

**Fitness of Research General Model**

The obtained result of 0.493 values for GOF indicates the strong fitness of research general model.

## Investigating Research Hypotheses

Figures 2 and 3 show the estimation of model for investigating the major hypothesis of research, and figures 4 and 5 show the estimation of model for investigating the minor hypotheses of research in standard and significance mode.

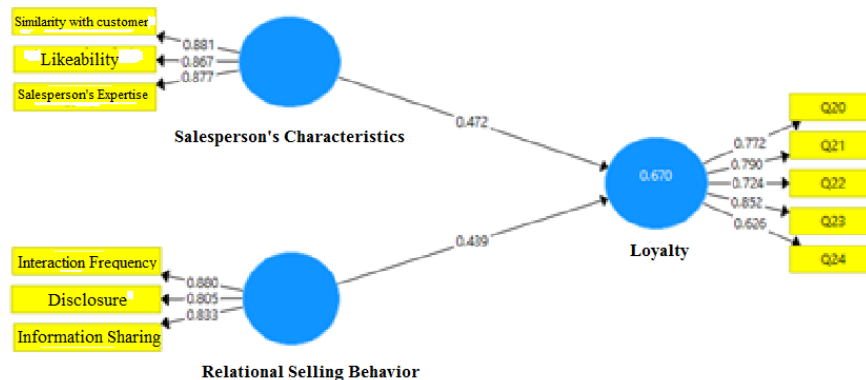


Figure 2: Standard Estimation of Model Investigating Mode of the Major Hypothesis of Research

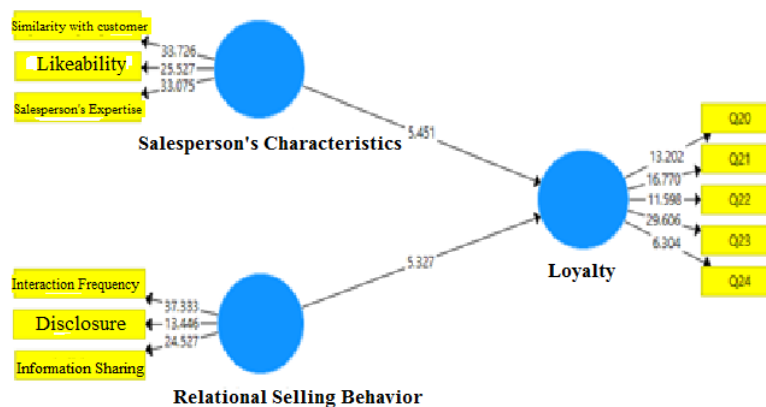


Figure 3: Estimation of Model in Significance Mode for Investigating Major Hypothesis of Research

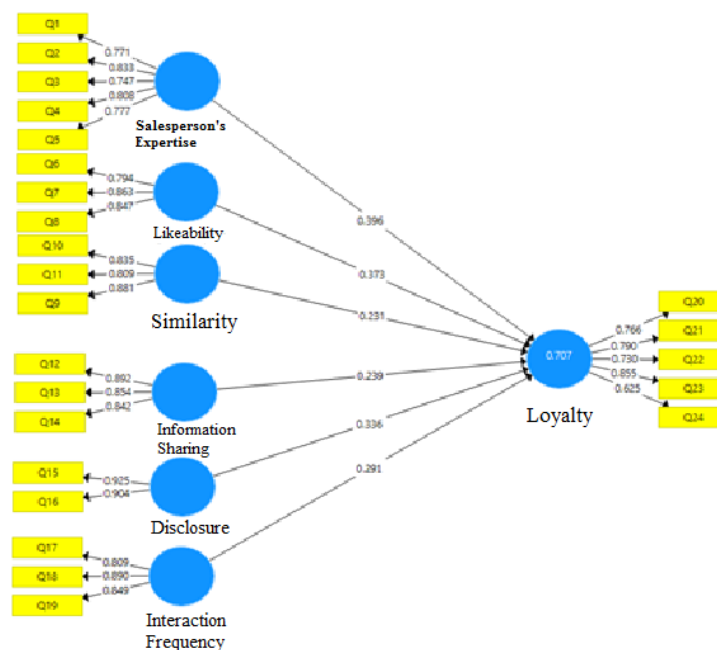


Figure 4: Standard Estimation of Model in Investigation Mode of Minor Hypothesis of Research



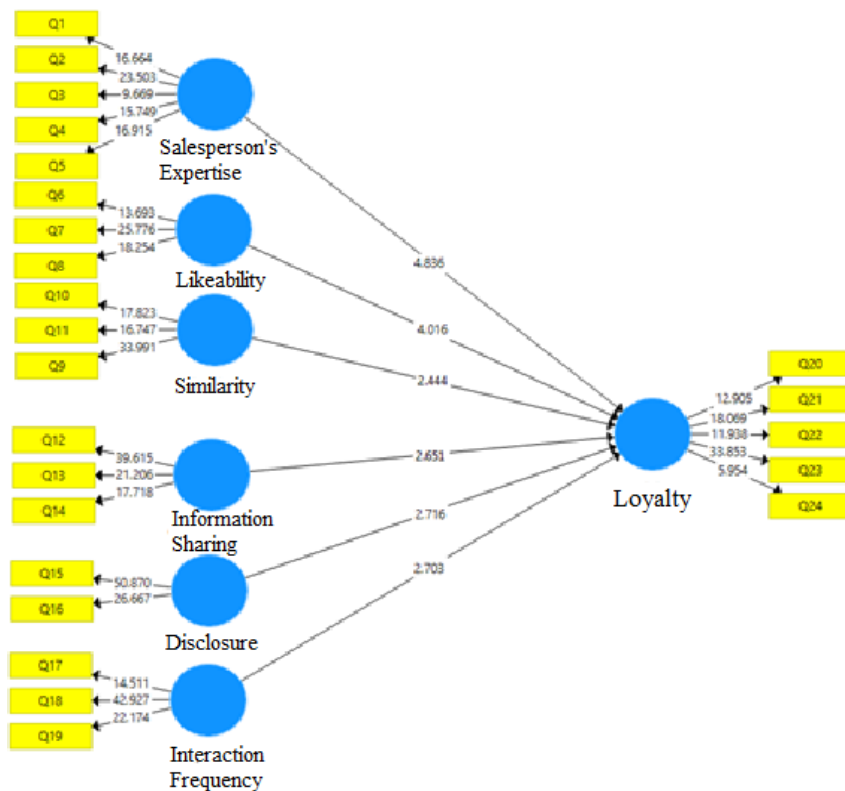


Figure 5: Estimation of Model in Significance for Investigating Minor Hypothesis of Research

Table 8. Results of Partial Least Squares Method Analysis Concerning Hypotheses Test

| Route  | P-Value | T-Value | Standard Route Coefficient | Test Result |
|--|---------|---------|----------------------------|-------------|
| Salespersons' Characteristics → Customer Loyalty | 0.000   | 5.451   | 0.472                      | Confirmed   |
| Relational Selling Behavior → Customer Loyalty   | 0.000   | 5.327   | 0.439                      | Confirmed   |
| Salesperson's Expertise → Customer Loyalty       | 0.000   | 4.836   | 0.396                      | Confirmed   |
| Likeability with Customer → Customer Loyalty     | 0.000   | 4.016   | 0.373                      | Confirmed   |
| Similarity with Customer → Customer Loyalty      | 0.000   | 2.444   | 0.231                      | Confirmed   |
| Information Sharing → Customer Loyalty           | 0.000   | 2.651   | 0.239                      | Confirmed   |
| Disclosure Loyalty → Customer Loyalty            | 0.000   | 2.716   | 0.336                      | Confirmed   |
| Interaction Frequency → Customer Loyalty         | 0.000   | 2.703   | 0.291                      | Confirmed   |

According to the results obtained from the route coefficient and the t statistic shown in figures 2, 3, 4, and 5, the research hypotheses are confirmed with 95% confidence.

## DISCUSSION AND CONCLUSION

In this research, the impact of salespersons' characteristics and relational selling behavior on customer loyalty of Tehran Sarmayeh Bank Branches was investigated. The results of investigating the hypothesis showed that the salesperson's characteristics and the relational selling behavior impact on customer loyalty. The impact ratio of the salesperson's characteristics on customer loyalty according to the standardized route coefficient was 0.472. This means that salesperson's characteristics directly accounted for 47% of customer loyalty changes. Also, the investigation of the minor hypotheses of research showed that the salesperson's expertise directly accounted for 39% of customer loyalty changes, the salesperson's likeability directly accounted for 37% of customer loyalty changes, and

similarity with customer directly accounted for 23% of customer loyalty changes. This means that the salesperson's expertise, likeability and his/her similarity with customer impact on customer loyalty. This result is consistent with the result of Ou and Tseng (2016) research, which showed that the salesperson's characteristics have a positive and significant impact on customer loyalty. Also, Lin and Wu (2012) in a research investigated the relationship between salesperson's ethical behavior the benefits of customer's received trust and customer satisfaction based on the theory of transaction costs. This research emphasized the key role of salesperson in maintaining customer loyalty.

Also, the results showed that the relational selling behavior affects customer loyalty. The impact ratio of relational selling behavior on customer loyalty, according to the standardized route coefficient, was 0.439. This means that the relational selling behavior directly accounts for 43% of the customer loyalty changes, meaning that information sharing, disclosure, and interaction frequency with customer affect customer loyalty. Also, investigating the research minor hypotheses showed that information sharing directly accounts for 0.23% of customer loyalty changes, disclosure directly accounts for 0.33% of customer loyalty changes, and finally, interaction frequency directly accounts for 0.29% of customer loyalty changes. Ou and Tseng (2016) also showed in their research that relational selling behavior has a positive and significant impact on customer loyalty. Also, Haghigh Kafash et al. (2011) in a research investigated the relationship between ethical selling behavior and customer loyalty in life insurances. They showed that by increasing the salesperson's ethical behavior, customer loyalty has increased and loyal customers consciously or unconsciously play a role as an active marketer for the company. Ghadami (2013) also in a research investigated the effects of ethical behavior in selling with the approach of the theory of transaction cost on customer loyalty. The obtained results of research confirm the existence of a significant relationship between ethical selling behavior and customer loyalty. On the other hand, Vazifehdost and Memarian (2014) in a research investigated the relationship between salesperson's ethical behavior and satisfaction, trust and the loyalty of insurers in life insurances. The results indicate that ethical selling behavior does not have a direct impact on customer loyalty, but its positive impact on customer loyalty is significant through the mediating variables of customer satisfaction and customer trust to the company.

According to the results of hypotheses test, the following suggestions are presented:

1. The results of hypotheses test showed that the salesperson's characteristics are the factors affecting customer loyalty. With regard to its low impact ratio (route coefficient 0.472), it is suggested that the salesperson share his/her similar interests with the customer, and always have a good, polite and friendly behavioral with the customer, acquire the expertise, information and knowledge required about bank services, so that he/she can state the details for the customer properly, and in this way he/she can acquire the ability of penetrating the customer, hence the customer finds the willingness to choose the salesperson of this bank as the first option for doing his/her banking activities.
2. The results of hypotheses test showed that relational selling behavior is a factor affecting customer loyalty. With regard to its low impact ratio (route coefficient 0.439), it is suggested that salespersons by giving proprietary information, details of banking services, and informing customers of the bank's service changes share their information with the customers. On the other hand, the salesperson should share his/her working mistakes, if any, with the customer, express the conditions and necessity of using banking services in a clear and unambiguous manner to provide the background for attracting customer trust, and also the salesperson for further interaction with his/her customers should be in contact with them through telephone, SMS or email, so that if the

customer needs a new banking service decides about referring to the same salesperson and also tells positive points about the services of the Sarmayeh Bank to others, and ultimately he/she becomes a loyal customer.

## REFERENCES

- [1] Abdul- Rahman, M., & Kamarulzaman, Y. (2012). The influence of relationship quality and switching costs on customer loyalty in the Malaysian hotel industry. *Social and Behavioral sciences*, 62, 1023-1027.
- [2] Al-Rubaiee, L., & Al-Nazer, N. (2010). Investigate the impact of relationship marketing orientation on customer loyalty: The customer's perspective. *International Journal of Marketing Studies*, 2(1), 155-175.
- [3] Ansari, M., Hosseini, A., Rahmani, Y., Hossein, H., & Seifi, S. (2012). Impact of observing the employees: Professional ethic principles on the loyalty of banks customers. *Journal of Ethics in Science and Technology*, 7 (3), 1-21.
- [4] Boohene, R., & Agyapong, G.K.Q. (2011). Analysis of the antecedents of customer loyalty of telecommunication industry in Ghana: The case of Vodafone (Ghana). *International Business Research*, 4(1), 240-299.
- [5] Fayyazi, Y. (2015). *Investigating the impact of selling ethical behaviors on customer relationship and loyalty quality in the management of Branches of Bank Mellat District 2 of the city of Tehran*. Tehran: Faculty of Management, Azad University, Central Tehran Branch.
- [6] Gerami, S. (2014). *Determining the role of gender in the impact of customer relationship quality on customer loyalty with emphasis on relational marketing, case study: Bank Saderat of the City of Ramsar*. Tehran: Faculty of Management, Economics and Accounting, Payame Noor University.
- [7] Ghadami, M. J. (2013). *Investigating the impact of ethical behavior on selling with the approach of transaction cost theory on customer loyalty (Case Study: Car Body Insurance of the Iran Insurance Company)*. Tehran: Faculty of Management, Azad University, Central Tehran Branch.
- [8] Godfred, Y. K., & Joyce, K., & Jonathan N.O.W. (2013). Relationship marketing tactics and customer loyalty. *Case of the Mobile*, 5(1), 56-67.
- [9] Gronroos, C. (2000). Service management marketing: A customer relationship management approach. *Management*, 89-97.
- [10] Haghighi, K., Mehdi, S., & Abbasnejad, S. (2011). *Investigating salespersons' ethical behavior in the loyalty of life insurances customers*. Tehran: Fourth Conference on Business Insurance.
- [11] Hassankhani, Z. (2009). *The impact of influencing tactics used by salespersons on different groups of buyers in the personal selling process (Case Study: Life Insurance of Saman Insurance Company)*. Tehran: Faculty of Social Sciences, Alzahra University (PBUH).
- [12] Huber, F., Herrmann, A., & Morgan, R. (2011). Gaining competitive advantage through customer value oriented management. *Journal of Consumer Marketing*, 18(1), 41-53.

- [13] Lin, C. P., & Ding, C.G. (2005). Opening the black box: assessing the mediating mechanism of relationship quality and the moderating effects of prior experience in ISP service. *International Journal of Service Industry Management*, 16 (1), 55-80.
- [14] Lin, S.H., & Wu, H. (2012). Effects of ethical sales behavior considered through transaction cost theory: To whom is the customer loyalty. *The Journal of International Management Studies*, 7(1), 31-42.
- [15] Mousavi, A., Hosseini, S. Y., & Amiri, L. (2014). Investigating the factors affecting the citizenship behavior of banking services customers. *Scientific Research Journal of Management Studies (Improvement and Evolution)*, 23 (76), 59-80.
- [16] Mussakhani, M., Haghighi, M., & Turkzadeh, S. (2012). Presentation of a model for acquiring customer loyalty by using customer knowledge management in the banking industry of the country (Private Banks). *Business Management*, 4 (12), 147-164.
- [17] Ou, W.M., Shih, C.M., Chan, C.Y., & Wang, K.C. (2011). Relationship among customer loyalty programs, service quality, relationship quality and loyalty: An empirical study. *Chinese management studies*, 5(2), 194-206.
- [18] Panahi, V. M., & Shaabani, R. (2014). Investigating the impact of pleasurable services and trust on customer loyalty. *Journal of Marketing Management*, 25, 67-82.
- [19] Rizan, M., Warokka, A., & Listyawati, D. (2014). Relationship marketing and customer loyalty: Do customer satisfaction and customer trust really serve as intervening variables? *Journal of Marketing Research and Case Studies*, 1-12.
- [20] Samadi, S., Motaharnejad, F., Pourashraf, Y., & Tolaby, Z. (2014). "Designing a Loyalty Model for Insurance Car Customers of Insurance Companies, Emphasizing the Role of Relational Marketing Links. *Insurance Research Journal*, 29 (2), 67-88.
- [21] Shamsi, G., Sajjad, S., Mohammad, B., & Mohammad, M. (2013). Evaluation of the relationship between loyalty programs, customer loyalty and affiliated components. *Journal of Marketing Management*, 21, 119-140.
- [22] Vazifehdost, H., & Memarian, S. (2014). Relationship of salesperson's ethical behavior with satisfaction, trust and loyalty of insurers in life insurances. *Insurance Research Journal*, 29 (1), 127-151.
- [23] Yu, T.W., & Tseng, L.M. (2016). The role of salespeople in developing life insurance customer loyalty. *International Journal of Retail & Distribution Management*, 44(1), 1-34.
- [24] Yu, T.W., & Tung, F.C. (2013). Investigating effects of relationship marketing types in life insurers in Taiwan. *Managing Service Quality*, 23(2), 111-130
- [25] Zareei, A., Rastgar, A., & Babanezhad, M. M. (2014). The study of relationship between service quality of e-banking and customer loyalty (Case Study: Mellat Bank of Babol). *A Journal of Economics and Management*, 7, 123-138.
- [26] Zhang, J., Dixit, A., & Friedmann, R. (2010). Customer loyalty and lifetime value: An empirical investigation of consumer packaged goods. *Journal of Marketing Theory Practice*, 18(2), 127-140.