



## Article

# Explaining Customer Loyalty Through Brand-Interaction: The Moderating Role of Distinct Customer-Oriented Behaviors: A Survey Study

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**Abstract:** The purpose of the current research is to interpret Customer loyalty through brand-customer interaction in reality (Information Interaction, and Social Interaction) based on the interactive role of distinctive customer-oriented behaviors represented by (Functional Behaviors, and Relational Behaviors) among a sample of mobile phone company representatives (Apple, Samsung, Xiaomi, Nokia, and Huawei) in the Al-Furat Al-Awsat region. This objective arose from the problem the research aims to address, which is the fundamental question (Can Customer loyalty be interpreted through brand-customer interaction based on the interactive role of distinctive customer-oriented behaviors among a sample of mobile phone company representatives in the Al-Furat Al-Awsat region?), and to address this problem, the research adopted a descriptive analytical approach to determine the levels of research variables, relying on the questionnaire as the primary tool for collecting appropriate data and information for analysis. Accordingly, (150) questionnaires were distributed, and (133) were retrieved. After data tabulation, it was found that (14) questionnaires were invalid, and (119) were valid for analysis, indicating an response rate of (79.33%). To analyze the results and derive the most accurate details that govern the resolution of the problem under discussion, two statistical analysis packages were used: (SPSS & AMOS.V.28). Based on the data analysis and interpretation, several results were reached, the most important of which include There is a semantic relationship between brand-customer interaction and customer loyalty, indicating that the interactive role practiced by distinct customer-oriented behaviors has contributed to strengthening the relationship between these variables. This means that the personal experience of the customer with the brand represents an important factor in building loyalty. If the customer feels that the brand cares about them and understands their needs and desires, they are more likely to remain loyal to it. The research also recommended several recommendations, the most important of which is the necessity for mobile phone companies to regularly measure customer loyalty to understand the impact of interaction strategies. This requires appropriate methods for using tools such as customer satisfaction surveys, which can help identify areas that need improvement, thereby strengthening loyalty in the long term. Additionally, mobile phone company representatives should develop loyalty programs tailored to reflect customer needs and preferences, which requires methods that can include exclusive reward programs, discounts, and personalized experiences, thereby enhancing belonging and encouraging repeat purchases

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## 1. Introduction

Customer loyalty is one of the important topics in the business world, as companies strive to understand the factors that affect customer retention, and among these factors is brand-customer interaction as a key element in building customer loyalty, representing interaction as a bridge between customers and companies, as it plays a vital role in building long-term relationships that go beyond mere business transactions. Therefore, in light of the intense and severe competition among mobile phone companies, positive interaction between sales representatives and customers becomes a strategic necessity to achieve business goals [1], [2]. Thus, the behaviors of sales representatives, such as how they handle customer inquiries and provide necessary support, primarily affect customer impressions and experiences, contributing to strengthening their loyalty to the brand [3].

As this case requires a detailed examination of the psychological and social factors that affect the behavior of Sales representatives, and identifying the tools that can determine how this behavior can contribute to improving the customer experience, since understanding this explains the issue of the impact of daily interactions on customers' feelings toward the brand, which is of paramount importance, as a single positive experience can turn into permanent loyalty [4], [5], [6]. On the other hand, a negative customer experience can lead to customer loss, as the importance of focusing on the interaction between representatives and customers stems from considering them a fundamental element in the business strategy, in addition to focusing on providing new insights on how to enhance customer loyalty by improving these interactions [7].

The importance of interaction between the representative and the customer represents an opportunity to build a close relationship, as positive interaction contributes to creating a sense of trust and belonging, which in turn contributes to understanding how company policies and procedures can affect the behavior of Sales representatives, which positively impacts customer loyalty [8] [9]. Therefore, the main objective of this study is to analyze how these behaviors affect customer perceptions and their interaction with the brand, which can contribute to developing effective marketing strategies that enhance customer loyalty [10].

## 2. Materials and Methods

### First: The Problem of Research

Customer loyalty is one of the critical issues companies face in the era of intense competition, as companies strive to understand the factors that affect customer loyalty to develop effective marketing strategies. In this context, brand-customer interaction plays a significant role in building customer loyalty, as previous studies indicate that the behavior of representatives towards customers can directly impact customer impressions and experiences. Additionally, the behavior of sales representatives related to how they interact with customers and respond to their inquiries plays a crucial role in building a positive relationship with customers. The more professional, positive, and attentive the interaction, the greater the chances of strengthening and improving customer loyalty.

On the other hand, the study of customer loyalty is not limited to providing exceptional services, but also includes how to manage daily interactions between representatives and customers, which requires companies to recognize that every interaction can have a significant impact on the customer's decision to stay and continue dealing with them. Therefore, identifying the factors that affect this interaction can help companies improve their strategies and enhance customer loyalty. This, in turn, requires an analysis of the psychological and social factors that influence the behavior of representatives, and how these factors can contribute to improving the customer experience. Positive interactions with representatives can create a sense of trust and loyalty, which motivates customers to repeat their engagement with the brand. In this context, companies must invest and provide different methods and approaches for training and developing the skills of Sales representatives to ensure the delivery of exceptional experiences that contribute to enhancing customer loyalty. **From here, the research problem can be formulated as a question:** (Can Customer loyalty be explained

through brand-customer interaction by relying on the role of interactive distinctive behaviors directed at customers among a sample of mobile phone company representatives in the Al-Furat Al-Awsat region?), and this main problem requires the study of several sub-problems:

1. What is the impact of Sales representatives' behavior on customer loyalty in mobile phone companies?
2. How does positive interaction between representatives and customers contribute to strengthening the relationship with the brand?
3. What are the psychological factors that affect Sales representatives' behavior towards customers?
4. What are the training strategies that can enhance the effectiveness of representatives' interaction with customers?

### **Second: The Importance of Research**

The importance of research in explaining Customer loyalty through brand-customer interaction is extremely crucial for companies, as most organizations strive to understand the factors that affect customer retention and develop effective strategies that strengthen their loyalty. With the increasing competition in the mobile phone market, it becomes essential for companies to differentiate themselves through unique interactions with customers, which contributes to building long-term relationships that benefit both parties. Thus, this study provides companies with an opportunity to understand how the behavior of Sales representatives can directly impact customer impressions and experiences, which contributes to strengthening their loyalty to the brand. Additionally, this understanding can guide companies' efforts toward improving internal processes and training, which enhances the effectiveness of customer interaction and achieves tangible positive results. The importance of the research is highlighted in the following aspects:

1. The research highlights the importance of interaction by adopting it as a bridge that connects the brand and customers. The more positive the customer's experience with the representatives, the greater the chances of continuing the business relationship, which leads to improving customer retention rates and increasing revenues.
2. It emphasizes the importance of positive interaction in fostering feelings of trust, belonging, and loyalty among customers.
3. Improving the understanding of psychological and social factors that affect the behavior of Sales representatives, which allows companies to design customized training programs focused on improving these behaviors.
4. Highlighting the importance of studying Customer loyalty through brand-customer interaction as a significant contribution to academic and professional literature.

## **3. Results and Discussion**

### **Third: The Objectives of the Research**

The study aims to explain Customer loyalty through brand-customer interaction in reality (Information Interaction, and Social Interaction) based on the interactive role of distinctive customer-oriented behaviors represented by (Functional Behaviors, and Relational Behaviors) among a sample of mobile phone company representatives (Apple, Samsung, Xiaomi, Nokia, and Huawei) in the Al-Furat Al-Awsat region. Additionally, it explores the relationship between the quality of interaction between Sales representatives and customers and customer loyalty, through analyzing the mechanisms by which positive and negative experiences influence the customer's decision to continue dealing with the brand [11], [12]. Through this, companies can strengthen their strengths, invest in opportunities in their interactions, address weaknesses, and confront threats, which contributes to improving customer loyalty. The study also aims to achieve the following objectives:

1. Identifying the impact of Sales representatives' behaviors on customer loyalty in mobile phone companies.

2. Understanding how positive interaction between representatives and customers can contribute to strengthening the relationship with the brand [13].
3. Measuring the psychological factors that affect Sales representatives' behavior towards customers.
2. Statement of training strategies that can enhance the effectiveness of representatives' interaction with customers.

#### Fourth: The Hypothetical Scheme and Development of Hypotheses

Developing the research hypothesis is one of the essential elements in the field of scientific research, as it highlights the variables through which the research seeks to address the proposed problem and achieve the specified goals. Accordingly, Figure 1 shows the research hypothesis that was developed based on the following variables:

**Independent variable:** Represented by brand-customer interaction, measured in two dimensions: (Information Interaction, Social Interaction).

**Moderating variable:** Includes distinct customer-oriented behaviors, measured in two dimensions: (Functional Behaviors, Relational Behaviors) [14].

**Dependent variable:** Encompasses Customer loyalty, measured as a one-dimensional variable.

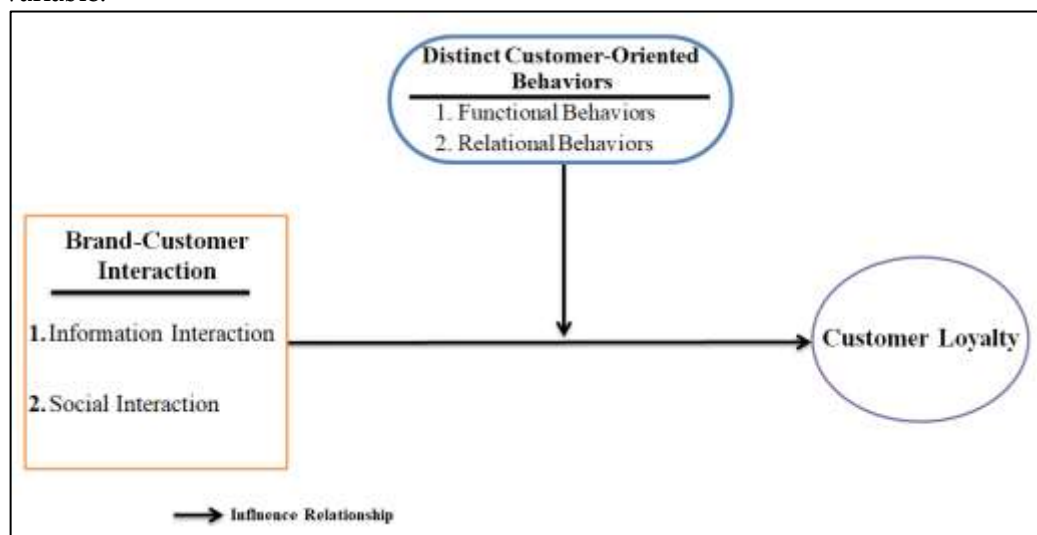


Figure 1. Hypothetical research design.

Based on Figure 1, the following hypotheses can be developed:

**H1: There is a relationship between brand-customer interaction and distinct customer-oriented behaviors, and it branches out into:**

1. There is a relationship between Information Interaction and distinct customer-oriented behaviors with its dimensions [15].
2. There is a relationship between Social Interaction and distinct customer-oriented behaviors with its dimensions.

**H2: There is a relationship between brand-customer interaction and Customer loyalty, and it branches out into:**

1. There is a relationship between Information Interaction and Customer loyalty.
2. There is a relationship between Social Interaction and Customer loyalty.

**H3: There is a relationship between distinct customer-oriented behaviors and Customer loyalty, and it branches out into:**

1. There is a relationship between Functional Behaviors and Customer loyalty.
2. There is a relationship between Relational Behaviors and Customer loyalty.

**H4: There is an emotional impact of interacting with the brand on distinct customer-oriented behaviors, and it branches out into:**

1. There is an emotional impact of informational interaction on distinct customer-oriented behaviors with its dimensions.

2. There is an emotional impact of social interaction on distinct customer-oriented behaviors with its dimensions [16].

**H5: There is an emotional impact of interacting with the brand on Customer loyalty, and it branches out into:**

1. There is an emotional impact of informational interaction on Customer loyalty.
2. There is an emotional impact of social interaction on Customer loyalty.

**H6: There is an emotional impact of customer-oriented distinctive behaviors on Customer loyalty, and it branches out into:**

1. There is an emotional effect of job-related behaviors on Customer loyalty.
2. There is an emotional effect of relationship-related behaviors on Customer loyalty.

**H7: There is an emotional effect of brand-customer interaction on Customer loyalty through the moderating role of customer-oriented distinctive behaviors:**

1. There is an emotional effect of job-related behaviors on Customer loyalty through the moderating role of customer-oriented distinctive behaviors [17], [18].
2. There is an emotional impact of relational behaviors on Customer loyalty through the moderating role of distinctive customer-oriented behaviors.

#### **Fifth: Research Sample**

The research community in mobile phone companies in Al-Furat Al-Awsat provinces (Diyala, Muthanna, Najaf, Babylon, and Karbala), while the sample of the study included Sales representatives of mobile phone companies (Apple, Samsung, Xiaomi, Nokia, and Huawei), with (150) questionnaires distributed, of which (133) were retrieved, after data tabulation it was found that (14) questionnaires were invalid, and (119) were valid for analysis, which indicates that the response rate reached (79.33%).

#### **Part Two: The Theoretical Aspect**

##### **First: brand-customer interaction**

##### **1. The concept of brand-customer interaction**

Interaction is essential for establishing communications between brands and their institutions and customers, and it represents a motivation for customers to create a positive interaction with the brand, as this interaction contributes to achieving a significant goal for companies, which is to have customers talk about the company and its products, and to create discussions about them [19], [20]. Therefore, companies first aim to build interaction between the company and some customers, then they aim to build interaction between these customers and other groups of customers. Interaction indicates the extent to which customers participate in the company's activities without others, as customers can talk to their peers about the quality of the service provided by service providers, and enjoy interacting with similar customers and caring about them. And between through customer participation, the relationships are moderated which involves the service provider cooperating with current and potential customers to develop new products for the organization [21]. And see that interaction motivates the company to move towards achieving the organization's marketing goals, which is an important thing that includes obtaining market information and using it effectively and efficiently [22].

This interaction indicates the extent of customer engagement with the company in the exchange of information and improving customer behavior through strengthening the relationship with the brand. Argue that customer interaction facilitates the process of building positive and lasting relationships that generate trust and commitment between the customer and the service provider, making the emotional relationship in the exchange important [23]. Consequently, this relationship is likely to lead to more benefits for both parties, resulting in participation in the company's offers and activities, which in turn leads to greater emotional commitment. Thus, customer engagement leads to favorable attitudes towards a specific product, organization, or brand, such as emotional commitment and trust [24]. Noted that interaction improves the quality of service providers' work to enhance their productivity, as the positive relationship between the



manager and the service provider, by nature, contributes to boosting the morale of service providers and influencing their well-being and productivity [25].

From another perspective, brand-customer interaction represents a fundamental process in building a positive, strong, and sustainable relationship with customers through positive contributions and interactions that enhance loyalty and trust [26]. This positively reflects on improving the brand's image from the customer's perspective and increasing the company's market share. According to brand-customer interaction focuses on customer response to the brand by providing positive opinions that align with customer requirements. Between, the focus on brand-customer interaction positively reflects on the company's status and reputation, which in turn requires the company to prioritize customer interests and desires to participate in improving the quality of its products and services, thereby enhancing the brand's ability to adapt to changes in market preferences [27].

**Given the above, it can be said that** brand-customer interaction represents a combination of skills that companies use to communicate with customers with the aim of providing added value and identifying customer opinions about the offered products, which contributes to customer engagement in the brand experience.

## **2. The importance of brand-customer interaction**

The importance of brand-customer interaction is highlighted by considering it a crucial resource for achieving companies' success in gaining the largest market share, which contributes to creating positive customer experiences, thereby strengthening the brand's ability to improve competitiveness in a continuously changing market environment [28]. Argue that analyzing brand-customer interaction helps companies better and more accurately understand customer behavior, enabling them to develop effective marketing plans that target customers precisely, thereby increasing the effectiveness of marketing campaigns and improving return on investment. Additionally, the importance of brand-customer interaction can be identified in the following aspects:

- a. Improving companies' competitiveness in an environment of uncertainty by continuously engaging with customers to understand their preferences [29].
- b. Enhancing companies' ability to strengthen customer loyalty through continuous interaction, which leads to building a strong relationship between consumers and the brand.
- c. Gaining customer trust and improving their commitment, making them more willing to make repeat choices and increasing their engagement in brand experiences [30].
- d. Improving brand image, as positive customer experiences resulting from effective interaction can enhance the brand's reputation in the market.
- e. Attracting as many new customers as possible and driving them to trust the offered products and services.
- f. Brand-customer interaction contributes to providing valuable data about consumer behavior and preferences.
- g. Interaction allows brands to modify their marketing plans to better meet market demands and increase the effectiveness of promotional campaigns [31].
- h. Strengthening the brand's competitive ability in the market environment, making it more prepared and capable of facing ongoing challenges and changes in consumer preferences.

## **3. Dimensions of brand-customer interaction**

**Brand-customer interaction can be measured through several dimensions as identified by:**

- a. **Information Interaction:** Interaction within the organization helps to invest in information and share it among its departments to enhance its ability to use flexible technology efficiently and provide the appropriate space for change [32]. Furthermore, Information Interaction works to improve the organization's

competitive capabilities based on cost, quality, and time by collecting appropriate information and sharing it with colleagues about customer preferences and working to meet these preferences. Awashreh & Bremananth noted that Information Interaction represents the process through which information is exchanged between colleagues or groups, including the use of multiple means such as the internet, social media, and email, which allows workers to access knowledge and information easily and quickly [33]. Aslam & Farhat stated that Information Interaction contributes to analyzing and interpreting information, as it allows employees to produce new content or reshape existing information, thereby enhancing their understanding of the world around them [34].

- b. **Social Interaction:** Social Interaction represents one of the fundamental pillars for achieving communication with others and maintaining contact with them. clarified that Social Interaction represents the process through which communication with customers and interaction with them take place, encompassing a variety of activities such as talking, cooperation, and exchanging opinions, which strengthens social bonds, which in turn directly and indirectly affect individual behavior. described that Social Interaction is essential for building and investing in relationships with customers, as it contributes to enhancing mutual understanding among individuals and helps shape cultural values and beliefs, as well as building individual and group identity through fostering a sense of belonging and participation among customers and employees in the company or organization [35]. argued that Social Interaction is an important issue in improving the health, behavior, and mental conditions experienced by employees due to work stress, thereby reducing stress levels and increasing feelings of happiness and satisfaction. Social Interaction relates to the entry point of studying customer behavior towards another customer to bring about a change in his feelings, behavior, and ideas, intentionally or unintentionally, so Social Interaction refers to the extent to which service providers recognize their ability to influence strategic, administrative, and operational outcomes of the organization's internal processes through influencing customer emotions and behaviors. stated that Social Interaction represents the extent to which the service provider can influence the decisions the organization makes regarding encouraging customers to purchase products. pointed out that Social Interaction refers to the behavior that the service provider should exhibit compared to organizational outcomes. argued that Social Interaction refers to the extent to which service providers can influence customer attitudes and practices [36], [37].

## **Second: distinct customer-oriented behaviors**

### **1. Concept of distinct customer-oriented behaviors**

Companies seeking a competitive advantage today face increasing complexity in customer requirements, and since Sales representatives interact and engage directly with customers, a better understanding of the effective motivations that drive Sales representatives to identify and meet complex customer needs is highly important for both academic researchers and executive practitioners [38]. Argue that distinctive behaviors are a key criterion for job-related creativity in the workplace context, indicating the achievement of exceptional results that exceed the mean and highlight individual or collective capabilities and competencies. State that distinctive behaviors enhance innovation and change in the workplace context. This requires thinking outside the box and experimenting with new and innovative ideas [39]. Argue that through innovation, improvements and developments can be achieved that lead to operational efficiency improvements, revenue increases, cost reductions, or the development of new products and services. Contends that distinctive behaviors contribute to adding value to the organization, as they can lead to internal process improvements, quality enhancement,

customer service excellence, or the development of new strategies that strengthen the organization's competitiveness in the job market [40].

On the other hand, achieving creativity requires the organization to differentiate itself, and thus, the concept of differentiation is of great importance to management in the current time due to the turbulent business environment and fundamental changes at the local and global levels due to technological advancements, information systems, knowledge, communication tools, and the spread of global commerce. All these reasons drive businesses to build competitive advantages aimed at achieving competitive superiority. Described differentiation as one of the topics that have garnered significant attention in modern management fields due to the fundamental changes in the business environment at the local and global levels, resulting from the information and knowledge revolution, the communication revolution, and the liberalization of global trade [41]. Pointed out that businesses can achieve the goal of differentiation through competitive advantages that are often based on comparative advantages in their nature. The real challenge since the mid-1990s has been in the way competitive advantages can be converted into creative advantages within the organization, as it is important for the organization to have a competitive advantage, but the most important thing is to maintain it. argue that distinct behaviors highlight individual or group abilities that exceed the mean, demonstrating clear superiority in performance [42], [43]. Innovation and creativity require thinking outside the box and experimenting with new and innovative ideas, achieving remarkable results.

**From the above, it can be said that** distinct customer-oriented behaviors represent a combination of skills, abilities, and cognitive achievements that a service provider possesses to attract new customers and deliver positive service, reflecting the company's reputation, position, and brand image [44].

## **2. Importance of distinct customer-oriented behaviors**

Enhancing the achievement of outstanding behaviors strengthens recognition and appreciation within the organization, reflecting positive recognition and appreciation from colleagues and managers for innovative work and excellence, and encourages more creativity and excellence. Argues that achieving outstanding behaviors also contributes to personal growth and development, as individuals who achieve outstanding achievements can develop their skills and abilities, and enhance their professional and personal levels. Indicate that the importance of achieving outstanding behaviors represents a strong indicator of job creativity and excellence in the workplace [45]. Organizations and individuals can benefit from this criterion to achieve success and innovation in their different fields. Therefore, distinct customer-oriented behaviors play a vital role in the success of a company, and this importance can be identified as follows:

- a. Positive behaviors help create a positive, comfortable, and satisfactory experience for customers, increasing their loyalty.
- b. Improving customer capabilities makes them more willing to purchase and recommend products to others.
- c. Building a strong positive reputation for the company by attracting more customers due to the outstanding products offered.
- d. Achieving a positive interaction in understanding customer needs and providing customized solutions strengthens the relationship between the company and the customer.
- e. Customer-oriented behaviors allow companies to gather high-value information, which contributes to improving products and services [46].
- f. Achieving marketing and competitive differentiation contributes to obtaining a larger market share.
- g. Distinctive behaviors that focus on customer needs contribute to greater satisfaction, reducing complaints and increasing positive interaction.



### 3. Dimensions of distinct customer-oriented behaviors

**Distinct customer-oriented behaviors can be measured through several dimensions as identified by:**

- a. **Functional Behaviors:** Functional Behaviors represent a form of marketing control that focuses on marketing performance, whether financial or non-financial, as well as maintaining information effectively and efficiently. clarified that distinctive customer-oriented Functional Behaviors refer to a set of responses and skills exhibited by employees in the workplace to meet customer needs and desires and achieve their satisfaction, including behaviors such as providing high-quality services, responding quickly to customer requirements, and the ability to solve problems effectively [46], [47]. pointed out that the ability to communicate effectively is an important element in distinctive Functional Behaviors, meaning that employees must master verbal and written communication skills, as they must have strong abilities to convey information clearly and in a way that achieves positive interaction with customers.
- b. **Relational Behaviors:** Relational Behaviors refer to marketers who aim to build strong relationships with employees, customers, and stakeholders, and enhance management's understanding of customer attitude trends, focusing on financial review, sales growth, market direction, and the reasons for decreased self-reliance and employee training inefficiency. State that marketing relationships developed in the 1980s from transactional marketing in the 1960s and 1970s. explain that the company is a coalition of stakeholders including employees, suppliers, shareholders, the community, and also customers, thus the scope of relationship marketing should be expanded to include business relationships with stakeholders. Other commentators have recognized that the financial performance of businesses is affected by a larger number of stakeholders who only deal with customers [48], [49]. argue that relationship marketing involves building long-term relationships with various parties associated with a business, including customers, employees, and marketing partners (suppliers, retail traders, wholesalers), and financial partners (shareholders, investors, banks), thus the tangible outcome of relationship marketing is expected to be a mutually beneficial marketing network.

### **Third: Customer loyalty**

#### **1. Concept of Customer loyalty**

Customer loyalty is considered the primary purpose of the marketing efforts that the organization undertakes to achieve its goals. indicate that Customer loyalty works to strengthen the customer's intention to purchase the organization's products. In turn, pointed out that Customer loyalty contributes to developing long-term relationships between the organization and its customers and retaining them by creating a certain type of loyalty and dedication in them and not being attracted to other competitors. explained that loyal customers are willing to pay more money to obtain the offered product or service [50].

Customer loyalty refers to the customer's intention or readiness to purchase from the same seller or brand. emphasized that to maintain customer loyalty, the organization needs to restore customer trust in enhancing the organization's status by evoking feelings of satisfaction based on the organization's social responsibility initiatives aimed at strengthening compliance measures for customer complaints. noted that customer loyalty represents an important factor in corporate service management, as loyal customers represent unique value to the company, as this allows for a greater flow of profits towards the organization. The organization, in turn, works to reduce the costs of some of its own products [51], [52], [53].

As customer loyalty contributes to achieving customer satisfaction, customer engagement, and enhancing service quality and customer perceived value. And argue

that Customer loyalty represents a strong commitment to repurchasing or repeatedly ordering a preferred product or service in the future, despite situational influences and marketing efforts that may cause behavior to change [54]. And state that Customer loyalty to the brand is a state in which the customer is willing to buy the brand in the future, as brand loyalty represents a strong commitment to repurchasing or repeatedly ordering a preferred product/service in the future, which leads to repeated purchases of the same brand or buying the same brand.

From the foregoing, it can be said that Customer loyalty represents the state in which the customer has a high level of engagement in developing and designing the company's products and purchasing these products to satisfy their needs and desires, and working to repeat the purchasing process [55], [56].

## 2. Importance of Customer loyalty

Customer loyalty is one of the key pillars that determine the success of any business, as it significantly contributes to sustainability and long-term growth. Loyal customers not only repeatedly purchase products and services but also contribute to participating in the design of these products and improving the overall brand image by recommending them to friends and family [57]. This leads to an increase in the company's new customer base without the need for additional marketing costs. Additionally, these customers tend to spend more on their favorite brand products, which significantly increases their profits. Furthermore, Customer loyalty helps companies adapt to changes in the work environment and target markets, as they have valuable information about customer preferences and needs [58], [59], [60]. This enables them to build and develop modern products and services that better meet these needs. Thus, the importance of Customer loyalty can be identified as follows:

- a. Reducing marketing costs by attracting new customers.
- b. Increasing the company's sales, which leads to an increase in the company's market share.
- c. Improving the brand's ability to build and invest in strong and effective relationships with its customers, which enhances their trust, loyalty, and stability towards the brand.
- d. Reducing the risk rates of customer loss to competitors, as Customer loyalty achieves a competitive advantage in highly competitive markets.
- e. Reducing price sensitivity, which allows the company to produce distinctive products with the best possible quality.
- f. Improving the company's ability to invest in customer loyalty enhancement strategies, such as reward programs, excellent customer service, and continuous communication.
- g. Reducing customer retention costs, increasing return on investment, thereby strengthening the company's financial stability [61].
- h. Enhancing employee job satisfaction, as a customer-focused work environment encourages the achievement of their goals and objectives.
- i. Improving the company's overall performance.

## Part Three: The Practical Aspect

### First: Encoding and describing variables

This paragraph highlights the importance of defining the reader, writer, and researchers on the research variables and the results it presents, by replacing these variables with a set of symbols to facilitate their analysis and interpretation with accuracy, clarity, and objectivity. Table 1 explains the coding of the research variables.

Table 1. Encoding of research variables

| Variables                  | Dimensions              | NO. | The Code |     | Source          |
|----------------------------|-------------------------|-----|----------|-----|-----------------|
| brand-customer interaction | Information Interaction | 3   | BCI      | BII | Cao et al.,2021 |
|                            | Social Interaction      | 5   |          | BSI |                 |

|                                                                                                        |                      |   |      |      |                  |
|--------------------------------------------------------------------------------------------------------|----------------------|---|------|------|------------------|
| distinct customer-oriented behaviors                                                                   | Functional Behaviors | 5 | DCOB | DFUB | Zang et al.,2020 |
|                                                                                                        | Relational Behaviors | 4 |      | DREB |                  |
| Customer loyalty                                                                                       | One-Dimensional      | 3 | CL   |      | Sah et al.,2025  |
| The Moderating role between brand-customer interaction and distinct customer-oriented behaviors (BCDO) |                      |   |      |      |                  |

### Second: Testing the normal distribution of the study

The results in Table 2 indicate the acceptance of the normality test for the sampled data, as the p-values for both tests were greater than (0.05). Thus, it can be concluded that the studied data meet the conditions of normal distribution, which allows generalizing the results obtained by the study to the community.

Table 2. Results of the normal distribution test for internal variables

| Indicators           | Dimensions                 |                    |                                      |                      |                  |
|----------------------|----------------------------|--------------------|--------------------------------------|----------------------|------------------|
|                      | Information Interaction    | Social Interaction | Functional Behaviors                 | Relational Behaviors | Customer loyalty |
| Kolmogorov-Smirnov Z | 0.182                      | 0.183              | 0.182                                | 0.131                | 0.193            |
|                      | brand-customer interaction |                    | distinct customer-oriented behaviors |                      |                  |
|                      | 0.167                      |                    | 0.158                                |                      |                  |
| Sig.                 | 0.159                      | 0.125              | 0.109                                | 0.096                | 0.135            |
|                      | brand-customer interaction |                    | distinct customer-oriented behaviors |                      |                  |
|                      | 0.167                      |                    | 0.098                                |                      |                  |

### Third: Exploratory Factor Analysis

Exploratory factor analysis is considered one of the most important statistical tests that helps in building the relationship between variables and latent factors [62]. This analysis aims to identify the factors that describe the variables, where the statistical saturation value for the variables should not be less than (0.60). The results in Table 3. indicate that the standardized saturation values for the research variables are acceptable, as the saturation value exceeded (0.60) at a significance level of less than (0.00001). This suggests that all the paragraphs designed to measure the proactive behavior variable represent the variable and explain it effectively.

Table 3. Exploratory Factor Analysis Loadings for Research Variables

| Component Matrix |       |       |       |       |    |
|------------------|-------|-------|-------|-------|----|
| NO.              | BCI   |       | DCOB  |       | CL |
| BII1             | 0.845 |       |       |       |    |
| BII2             | 0.891 |       |       |       |    |
| BII3             | 0.697 |       |       |       |    |
| BSI1             |       | 0.846 |       |       |    |
| BSI2             |       | 0.876 |       |       |    |
| BSI3             |       | 0.763 |       |       |    |
| BSI4             |       | 0.866 |       |       |    |
| BSI5             |       | 0.728 |       |       |    |
| DFUB1            |       |       | 0.745 |       |    |
| DFUB2            |       |       | 0.816 |       |    |
| DFUB3            |       |       | 0.674 |       |    |
| DFUB4            |       |       | 0.693 |       |    |
| DFUB5            |       |       | 0.751 |       |    |
| DREB1            |       |       |       | 0.742 |    |
| DREB2            |       |       |       | 0.758 |    |

|       |  |  |  |       |       |
|-------|--|--|--|-------|-------|
| DREB3 |  |  |  | 0.704 |       |
| DREB4 |  |  |  | 0.646 |       |
| CL1   |  |  |  |       | 0.724 |
| CL2   |  |  |  |       | 0.681 |
| CL3   |  |  |  |       | 0.874 |

#### Fourth: Test of Measurement Tool Stability

Stability is considered a common measurement tool, aimed at measuring the degree of homogeneity and stability of the extracted data. As for reliability, it reflects the consistency of the respondents' answers to the research questions [63]. One of the key measures used in these tests is Cronbach's alpha, which requires the extracted values to be higher than (0.70) to classify the data as stable and reliable. Table (4) explains the Cronbach's alpha coefficients for the studied variables.

Table 4. Cronbach's Alpha Coefficients for the Included Variables

| NO.   | Cronbach's Alpha |       |       |
|-------|------------------|-------|-------|
| BII1  | 0.784            | 0.853 | 0.934 |
| BII2  | 0.815            |       |       |
| BII3  | 0.761            |       |       |
| BSI1  | 0.788            | 0.903 |       |
| BSI2  | 0.802            |       |       |
| BSI3  | 0.816            |       |       |
| BSI4  | 0.826            |       |       |
| BSI5  | 0.790            |       |       |
| DFUB1 | 0.844            | 0.868 | 0.902 |
| DFUB2 | 0.834            |       |       |
| DFUB3 | 0.826            |       |       |
| DFUB4 | 0.785            |       |       |
| DFUB5 | 0.782            |       |       |
| DREB1 | 0.770            | 0.821 |       |
| DREB2 | 0.847            |       |       |
| DREB3 | 0.819            |       |       |
| DREB4 | 0.775            |       |       |
| CL1   | 0.840            | 0.869 |       |
| CL2   | 0.791            |       |       |
| CL3   | 0.823            |       |       |

The results in Table (4) indicate that the measurement tool exhibits internal consistency and relative stability, where the research variables achieved stability values higher than (0.70), specifically (0.934) for the variable brand-customer interaction, (0.902) for the variable distinct customer-oriented behaviors, and (0.869) for the variable Customer loyalty [64]. This demonstrates the consistency of the research sample's opinions regarding the questionnaire, and confirms that the items of the measurement tool adequately explain the objectives for which they were designed.

#### Fifth: Descriptive statistics of the data

The results in Table (5) indicate that the variable brand-customer interaction has an mean score of (3.28) with a standard deviation of (0.79), and its significance stems from the focus on the Information Interaction BII dimension, which contributed to achieving an mean score of (3.29) and a standard deviation of (0.89), suggesting the importance of this dimension in enhancing brand-customer interaction. Meanwhile, the Social Interaction BSI dimension ranked last with an mean score of (3.28) and a standard deviation of (0.81), indicating that Information Interaction with the brand is considered the most contributing factor in strengthening the relationship between the consumer and the brand, while Social Interaction is less important in this context [65]. This highlights the need to focus on

providing attractive informational content to improve the customer experience and enhance their loyalty.

As shown in Table (5), the variable "distinct customer-oriented behaviors" has an mean score of (3.41) with a standard deviation of (0.59), and its significance comes from the focus on the "Functional Behaviors DFUB" dimension, which contributed to achieving an mean score of (3.45) and a standard deviation of (0.64), indicating the importance of these behaviors in improving customer experience. Meanwhile, the "Relational Behaviors DREB" dimension ranked last with an mean score of (3.37) and a standard deviation of (0.63), which suggests that "Functional Behaviors" toward customers have the most impact on improving their experiences and satisfaction, while "Relational Behaviors" are considered less important in this context. This indicates the need to focus on improving the functional efficiency in handling customers to enhance their loyalty and satisfaction [66], [67].

It is also observed from the results in Table 4 that the variable Customer loyalty has an mean score of (3.62) and a standard deviation of (0.43), and the importance of this variable resulted from the focus on the first paragraph CL1, which contributed to achieving an mean score of (3.76) and a standard deviation of (0.66), indicating that this paragraph is more influential in enhancing customer loyalty. Meanwhile, the third paragraph CL3 ranked last with an mean score of (3.57) and a standard deviation of (0.67), which suggests that the first paragraph significantly contributes to enhancing customer loyalty, indicating the need to focus on the factors associated with this paragraph to improve customer experiences and increase their loyalty. While the third paragraph indicates the presence of a scope for improving customer loyalty by strengthening factors related to it [68], [69].

Table 5. Descriptive analysis

| NO.                      | S.D  | Mean | NO.   | S.D  | Mean | NO.   | S.D  | Mean |
|--------------------------|------|------|-------|------|------|-------|------|------|
| BII1                     | 3.39 | 1.04 | BSI   | 3.28 | 0.81 | DREB2 | 3.56 | 0.90 |
| BII2                     | 3.40 | 1.08 | BCI   | 3.28 | 0.79 | DREB3 | 3.13 | 0.88 |
| BII3                     | 3.38 | 0.97 | DFUB1 | 3.61 | 0.94 | DREB4 | 3.49 | 0.89 |
| BII                      | 3.29 | 0.89 | DFUB2 | 3.45 | 0.88 | DREB  | 3.37 | 0.63 |
| BSI1                     | 3.29 | 1.16 | DFUB3 | 3.43 | 0.91 | DCOB  | 3.41 | 0.59 |
| BSI2                     | 3.33 | 1.00 | DFUB4 | 3.39 | 0.83 | CL1   | 3.76 | 0.66 |
| BSI3                     | 3.30 | 1.09 | DFUB5 | 3.55 | 0.91 | CL2   | 3.65 | 0.67 |
| BSI4                     | 3.34 | 1.17 | DFUB  | 3.45 | 0.64 | CL3   | 3.57 | 0.67 |
| BSI5                     | 3.53 | 0.96 | DREB1 | 3.50 | 0.91 | CL    | 3.62 | 0.43 |
| Standard Deviation (S.D) |      |      |       |      |      |       |      |      |

#### Sixth: Hypothesis testing

**H1: There is a correlation between brand-customer interaction and distinct customer-oriented behaviors.**

Table 6 shows a meaningful correlation between brand-customer interaction and distinct customer-oriented behaviors, indicating the strength of the correlation with a value of (0.886), which represents the sum of the relationship between these variables [70]. This strong hypothesis emerged due to the interest of mobile phone companies' agents in prioritizing the relationship between the distances of these variables, ranging from a correlation strength of (0.763) between Social Interaction BSI and Functional Behaviors DFUB to (0.892) between Information Interaction BII and Relational Behaviors DREB. This means that mobile phone companies are keen to provide added value to customers in a way that can enhance their loyalty to the company's products, whether through discounts, free services, or exclusive information, as customers tend to continue dealing with the brand, as well as remaining loyal to brands that provide them with tangible benefits [71], [72], [73].

**H2: There is a correlation between brand-customer interaction and Customer loyalty.**



The table (6) indicates a meaningful correlation between brand-customer interaction and Customer loyalty, showing the strength of the correlation with a value of (0.662) which represents the sum of the relationship between these variables. This strong hypothesis emerged due to the focus of mobile phone companies' representatives on prioritizing their relationships with these variables, with a correlation strength ranging from (0.693) between Information Interaction BII and Customer loyalty CL to (0.722) between Social Interaction BSI and Customer loyalty CL [74]. This means that mobile phone companies are keen on involving customers in product design, as participation represents an effective tool for understanding their needs. Therefore, the brand's response to customer feedback and adjusting its plans accordingly reflects its commitment to achieving customer satisfaction, which leads to increased loyalty.

**H3: Existence of a correlation between distinct customer-oriented behaviors and Customer loyalty.**

It is clear from Table (6) that there is a meaningful correlation between distinct customer-oriented behaviors and Customer loyalty, indicating the strength of the correlation with a value of (0.870), which represents the sum of the relationship between these variables. This strong hypothesis emerged due to the focus of mobile phone companies' representatives on prioritizing the relationship between the distances of these variables, with a correlation strength ranging from (0.830) between Functional Behaviors DFUB and Customer loyalty CL to (0.892) between Relational Behaviors DREB and Customer loyalty CL. This means that mobile phone companies focus on investing in technology to improve the customer experience by providing multiple distribution and communication channels, which in turn allows company representatives to leverage applications and websites to facilitate interaction, making customers feel that they are always connected and engaged in brand-customer interaction [75].

Table 6. Research hypothesis testing

|      | BII    | BSI    | BCI    | DFUB   | DREB   | DCOB   | CL |
|------|--------|--------|--------|--------|--------|--------|----|
| BII  | 1      |        |        |        |        |        |    |
| BSI  | .703** | 1      |        |        |        |        |    |
| BCI  | .830** | .715** | 1      |        |        |        |    |
| DFUB | .875** | .763** | .868** | 1      |        |        |    |
| DREB | .892** | .834** | .811** | .743** | 1      |        |    |
| DCOB | .825** | .742** | .886** | .734** | .533** | 1      |    |
| CL   | .693** | .722** | .662** | .830** | .892** | .870** | 1  |

Source: SPSS output

**H4: There is an emotional impact of interacting with the brand on distinct customer-oriented behaviors.**

Table 7 results indicate an emotional impact of interacting with the brand on distinct customer-oriented behaviors, as an increase in brand-customer interaction by one unit contributes to enhancing distinct customer-oriented behaviors by (0.747) with a standard error of (0.082) and a critical value of (9.110). It is also observed that a decrease in brand-customer interaction has an emotional impact on distinct customer-oriented behaviors, achieving an improvement of (0.633) in the Information Interaction dimension within distinct customer-oriented behaviors, and a value of (0.716) in the Social Interaction dimension within distinct customer-oriented behaviors. This is while brand-customer interaction explains (0.785) of the variation in distinct customer-oriented behaviors, meaning mobile phone companies recognize the importance of direct interaction between Sales representatives and customers to ensure the enhancement of emotional bonds [76]. This, in turn, contributes to enhancing customer responsiveness and effectiveness, thereby making them feel valued, which increases their loyalty. This interaction can create a positive impression that motivates the customer to return [76].

**H5: There is an emotional impact of interacting with the brand on Customer loyalty.**

The results of Table 7 show a significant effect of brand-customer interaction on Customer loyalty, as an increase in brand-customer interaction by one unit contributes to enhancing Customer loyalty by (0.410) with a standard error of (0.126) and a critical value of (3.254). It is also observed that a decrease in brand-customer interaction has a significant effect on Customer loyalty, achieving an improvement of (0.360) in the Information Interaction dimension of Customer loyalty and a value of (0.458) in the Social Interaction dimension of Customer loyalty [77]. This is while brand-customer interaction explains (0.438) of the variation in Customer loyalty, meaning mobile phone companies, with transparency in their customer interactions, represent a fundamental element in building trust. This is because when customers are clearly aware of the company's policies, product prices, and after-sales services, it enhances their sense of comfort and loyalty toward the brand [78], [79].

**H6: There is a significant effect of customer-oriented behaviors on Customer loyalty.**

It is observed from the results in Table 7 that there is a significant effect of distinct customer-oriented behaviors on Customer loyalty, as an increase of one unit in distinct customer-oriented behaviors contributes to enhancing Customer loyalty by (0.853) with a standard error of (0.066) and a critical value of (12.924). Additionally, it is noted that there is a significant effect of the reduction in distinct customer-oriented behaviors on Customer loyalty, which achieved an improvement of (0.670) in the Functional Behaviors dimension of Customer loyalty and a value of (0.757) in the Relational Behaviors dimension of Customer loyalty [80]. Between these, brand-customer interaction contributed to explaining (0.785) of the variation in Customer loyalty, which means mobile phone companies' emphasis on involving customers in product design is due to the fact that participation represents an effective tool for understanding their needs. Therefore, the brand's responsiveness to customer feedback and its adjustment of plans accordingly reflects its commitment to achieving customer satisfaction, which leads to increased loyalty [81], [82].

Table 7. Final Results of the Fourth and Fifth Hypotheses

| Hypotheses | Path |      |      | Estimate | S.E.  | C.R.   | )R <sup>2</sup> ( | P     |
|------------|------|------|------|----------|-------|--------|-------------------|-------|
| H4         | BCI  | ---> | DCOB | 0.747    | 0.082 | 9.110  | 0.785             | 0.001 |
|            | 1    | BII  | ---> | DCOB     | 0.633 | 0.118  | 5.364             | 0.001 |
|            | 2    | BSI  | ---> | DCOB     | 0.716 | 0.075  | 9.547             | 0.001 |
| H5         | BCI  | ---> | CL   | 0.410    | 0.126 | 3.254  | 0.438             | 0.001 |
|            | 1    | BII  | ---> | CL       | 0.360 | 0.116  | 3.103             | 0.001 |
|            | 2    | BSI  | ---> | CL       | 0.458 | 0.096  | 4.771             | 0.001 |
| H6         | DCOB | ---> | CL   | 0.853    | 0.066 | 12.924 | 0.757             | 0.001 |
|            | 1    | DFUB | ---> | CL       | 0.670 | 0.093  | 7.204             | 0.001 |
|            | 2    | DREB | ---> | CL       | 0.841 | 0.081  | 10.383            | 0.001 |

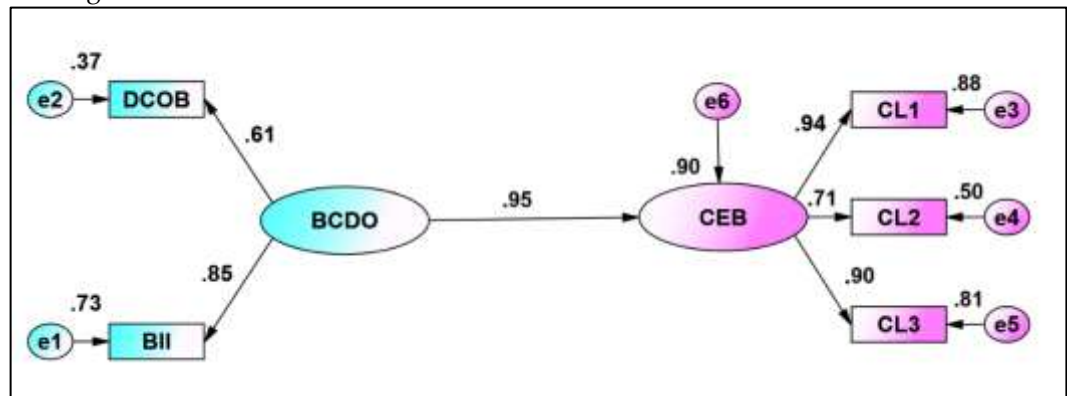
Source: SPSS output

**H7: There is an emotional brand-customer interaction effect on Customer loyalty through the moderating role of distinctive customer-oriented behaviors.**

For this hypothesis, which involves the moderating role between brand-customer interaction and distinct customer-oriented behaviors, it is necessary to construct a new interactive variable between these variables with a new coding, and this variable was coded as (BCDO). Therefore, Figure (2) shows the standard model of the indirect effect of the moderating role between brand-customer interaction and distinct customer-oriented behaviors. It is clear from Table (8) that as mobile phone companies' agents recognize the moderating role between brand-customer interaction and distinct customer-oriented behaviors, this in turn contributes to strengthening Customer loyalty [83]. In other words, an increase of one unit in the moderating role between brand-customer interaction and distinct customer-oriented behaviors leads to an improvement of (0.948) in the standardized weight and a standard error (0.062) with a critical value (15.290) in Customer loyalty, which means that if mobile phone companies are keen to provide added value to

customers in a way that can strengthen their loyalty to the company's products, whether through discounts, free services, or exclusive information, customers tend to continue dealing with the brand, as well as remaining loyal to the brands that provide them with tangible benefits [84], [85].

As the results indicate, there is a significant increase in the interpretation of the Moderating role between brand-customer interaction and the distinct customer-oriented behaviors, amounting to (0.899) of the variance in Customer loyalty. This shows the interest of mobile phone companies in analyzing customer behaviors in a way that can provide valuable insights into improving interaction. By analyzing purchasing patterns and preferences, brands can personalize customer experiences and increase loyalty levels, see Figure 2.



**Figure 2.** The Structural Model of the Effect of brand-customer interaction on Customer loyalty Through the Interactive Role of Customer-Oriented Distinct Behaviors

**Table 8.** Final Results of the Effect of brand-customer interaction on Customer loyalty Through the Interactive Role of Customer-Oriented Distinct Behaviors

| Hypotheses | Path         | Estimate | S.E.  | C.R.   | )R <sup>2</sup> ( | P     |
|------------|--------------|----------|-------|--------|-------------------|-------|
| H6         | BCDO ---> CL | 0.948    | 0.062 | 15.290 | 0.899             | 0.001 |

#### 4. Conclusion

##### First: Conclusions

1. There is a relationship of connection and emotional impact between brand-customer interaction and Customer loyalty, which indicates that the moderating role distinct customer-oriented behaviors practiced contributed to strengthening the relationship between these variables, meaning that the personal experience of the customer with the brand represents an important factor in building loyalty, as if the customer feels that the brand cares about him and understands his needs from requirements and desires, he tends to remain loyal to it [87], [88].
2. Mobile phone companies are concerned about the importance of direct interaction between Sales representatives and customers to ensure the strengthening of emotional bonds, which in turn contributes to enhancing customer response and effectiveness, and thus he feels appreciated, which increases his loyalty, and this interaction can create a positive impression that drives the customer to return.
3. Mobile phone companies focus on the transparency of dealing with customers as it represents an essential element in building trust, as when customers are fully aware of the company's policies, product prices, and after-sales services, it enhances their feeling of comfort and loyalty towards the brand.
4. Mobile phone companies strive to involve customers in product design as participation represents an effective tool for understanding their needs [89], [90]. Thus, the brand's responsiveness to customer feedback and adjusting its plans accordingly reflects its commitment to achieving customer satisfaction, which leads to increased loyalty.

5. Mobile phone companies focus on investing in technology to enhance the customer experience by providing multiple distribution and communication channels. This, in turn, allows company representatives to leverage applications and websites to facilitate interaction, making customers feel they are always connected and engaged in brand-customer interaction.
6. Mobile phone companies strive to offer added value to customers in a way that can strengthen their loyalty to the company's products, whether through discounts, free services, or exclusive information. Customers tend to continue dealing with the brand, as well as remain loyal to brands that provide tangible benefits.
7. The results indicated that mobile phone companies are interested in analyzing customer behavior, which can provide valuable insights into improving interaction. By analyzing purchasing patterns and preferences, brands can personalize customer experiences and increase loyalty levels.

#### **Second: Recommendations**

The achievement of the results presented by the research is essential, and this requires several recommendations to identify the best solutions and guidelines that can address the shortcomings experienced by companies, which requires:

1. Mobile phone companies must regularly measure customer loyalty to understand the impact of interaction strategies, which requires appropriate methods for using tools such as customer satisfaction surveys that can help identify areas needing improvement, thereby contributing to long-term loyalty.
2. Mobile phone company representatives should develop customized loyalty programs that reflect customer needs and preferences, which requires methods that can include exclusive reward programs, discounts, and personalized experiences, thereby strengthening belonging and encouraging repeat purchases.
3. Mobile phone companies must invest time and resources in training representatives on effective communication skills, which requires methods to enhance good communication that can create a positive impression on customers, thereby strengthening their loyalty.
4. Mobile phone companies use data analysis skills to understand customer behaviors and preferences, which requires mechanisms for collecting and analyzing information about purchasing patterns and interactions, allowing company representatives to develop plans to better meet customer needs and increase their loyalty.
5. Companies must work on providing multiple communication channels, such as live chat, email, and social media, which requires appropriate mechanisms to enable customers to connect with the company in convenient ways, thereby enhancing their experience and increasing their loyalty.
6. Companies must focus on responding quickly to customer inquiries or complaints, which can enhance trust and loyalty, requiring mechanisms to improve representatives' abilities to set activities that ensure fast and effective responses, making customers feel valued.
7. Mobile phone companies should organize interactive events such as workshops or promotional campaigns, which requires mechanisms to provide an opportunity for face-to-face meetings with customers, thereby strengthening belonging and encouraging the building of strong relationships.

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