



The Psychological Composition of The Customer and Its Impact on The Marketing Activity in Iraqi Commercial Companies

Muaamar Aqeel Obaid^{1*}, Mouna Damak Turki²

^{1*}Waist University, Iraq

²IHEC Sfax, Tunisia

Citation: Muaamar Aqeel Obaid et al. (2025). The Psychological Composition of The Customer and Its Impact on The Marketing Activity in Iraqi Commercial Companies, *Educational Administration: Theory and Practice*, 31(2), 10 - 21

DOI: 10.53555/kuey.v31i2.10025

ARTICLE INFO ABSTRACT

Many countries, institutions, and organizations place a significant emphasis on public relations activities. This importance is highlighted in the researcher's approach to a company that has a direct touch on life as a result of social, cultural, and economic development, constructing devices aimed at establishing strong relationships with the Iraqi public.

This research gains its importance from the significance of public relations in the commercial sector, especially since public relations are under the umbrella of commerce and industry. It aims to understand the extent of commercial agencies' (brands) practice of public relations activities within Wasit Governorate and to identify the extent to which public relations methods are realized in these agencies, as well as the challenges faced in implementing these methods. Additionally, it examines the reliance of commercial agencies within Wasit Governorate on public relations activities to achieve the upper management's goals.

The analytical aspect was executed by applying it to the study sample, which represents the research community of selected samples from commercial agencies (brands) within Wasit Governorate and their customers managed by public relations (the internal audience). The research sample represents the public relations customers of the marketing activity for commercial agencies, aiming to determine the extent of scientific steps application in practicing public relations in the commercial sector in Iraq, specifically in the General Company for Food Trade.

Cronbach's alpha coefficient model was applied to evaluate the reliability of the tools used in the study. Furthermore, the correlation coefficient was applied to determine the strength of the relationships between various variables. The results show that each dimension of trust, commitment, communication, and satisfaction is positively correlated with the dimensions of customer loyalty (behavioral and attitudinal). This demonstrates the importance of building trust, enhancing communication, and achieving customer satisfaction in fostering customer loyalty in the commercial agency market.

Key terms: Commercial agencies, public relations, Customer loyalty, Behavioral and attitudinal dimensions, Customer psychology.

Introduction:

The growing role of public relations in organizational life as a scientific method and the primary communication tool in modern organizations has increased its dynamic impact on various aspects of activity practiced by administrative functions in contemporary institutions and companies. In interacting with their external environment, these organizations achieve adaptability and alignment with the changes occurring in the surrounding society. A community is a group of individuals who share essential characteristics or common features, so we can say that all individuals sharing these features represent a community [1-3].

The concept of customer psychology: The customer is the beneficiary of the products produced and offered in the markets by organizations. Therefore, the true value of any organization lies in the value of the customers it deals with. It is natural for organizations to study various factors that can influence their behavior and decisions, especially those related to purchasing [4,5].

In the past, many organizations conducted their marketing activities regardless of their customers.

. However, since the mid-1950s, many organizations have studied the factors that can impact customer behavior. They have employed various sciences in this endeavor, including sociology, psychology, mathematics, and anthropology [6,7]. As a result of these studies, a new field emerged in marketing science: customer psychology. It focuses on generating knowledge within the organization about the most influential factors on customer behavior and purchasing decisions. These factors include opinion leadership, reference groups, and brand loyalty. Customer psychology has become one of the indicators that organizations can rely on when segmenting the markets they deal with. Based on customer psychology, organizations can formulate marketing policies to interact with customers and achieve their marketing goals [8-10].

In recent years, many organizations have sought to understand the key drivers behind customer psychology. They have used various techniques to analyze and identify these drivers, considering them as guides for the purchasing decisions customers might make [11-13]. Customer psychology plays a crucial role in most marketing decisions, as it provides information necessary for making informed choices among available marketing alternatives [14]. Previous studies have explored the relationship between customer psychology and marketing. For instance, Jumaev & Hanaysha [15] found a strong relationship between relationship marketing (customer satisfaction, commitment, trust, perceived quality, and perceived value) and customer loyalty. Bataineh et al. [16] emphasized that pharmaceutical marketing managers should build trust between suppliers and buyers to reduce uncertainty and risks. They also recommended focusing on customer commitment and satisfaction by improving relationship quality. Nezhad's study [17] highlighted the importance of developing long-term relationships with customers to gain and maintain a competitive advantage for marketing service institutions. Ali's research [18] demonstrated the positive impact of relationship marketing elements on the satisfaction and loyalty of Islamic bank customers in Malaysia.

The current study aims to investigate customer psychology in samples from commercial agencies (brands) within Wasit Governorate, focusing on their customers managed by public relations (the internal audience).

Study Methodology:

In the current study, we aim to understand the extent of commercial agencies' (brands) practice of public relations activities within Wasit Governorate. Additionally, we seek to identify the extent to which public relations methods are realized in these agencies, the challenges faced in implementing these methods, and the degree of reliance of commercial agencies (brands) within Wasit Governorate on public relations activities to accomplish the upper management's objectives.

This study strives to enhance the level of awareness in Iraqi society in general, and among researchers and specialists in this field in particular, regarding the presented topic. Through the analysis of field data, we aim to extract valuable results and provide tangible recommendations.

The Cronbach's alpha coefficient model was applied to assess the reliability of the tools used in the study as shown in equation (1). Cronbach's alpha is computed by taking a score from each scale item and comparing it to the overall score for each observation. The obtained correlations are then compared to the variance of all individual item values. Cronbach's alpha is best defined in terms of the number of items or questions in a measure, the average covariance between pairs of items, and the overall variance of the whole measured score [19,20].

Furthermore, Pearson's correlation coefficient was applied to determine the strength of the relationships between various variables (equation 2) [21,22]. These statistical steps play a vital role in evaluating the quality of data and the stability of the tools used in the research.

$$\alpha = \frac{n}{n-1} \left(1 - \frac{\sum_i V_i}{V_t} \right) \quad (1)$$

n represents the number of items in the measure, V_i is the variance associated with each item i , V_t is the variance of the total scores.

$$R = \frac{\sum (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum (x_i - \bar{x})^2 \sum (y_i - \bar{y})^2}} \quad (2)$$

R = correlation coefficient

x_i = values of the x-variable in a sample

\bar{x} = mean of the values of the x-variable

y_i = values of the y-variable in a sample

\bar{y} = mean of the values of the y-variable.

Practical Aspect:

The analytical aspect was implemented by applying it to the study sample, which consists of samples from commercial agencies (brands) within Wasit Governorate and their customers managed by public relations (the internal audience). The research sample represents the public relations customers of the marketing activities

for commercial agencies (brands), aiming to apply scientific steps in practicing public relations in the commercial sector in Iraq, specifically in the General Company for Food Trade.

In this section, field data were presented and analyzed with objectivity and distinction. The focus was on examining the methods and tools used in the study, clarifying the research community, and its carefully selected sample. The tools and components used in data collection and analysis were also explained. The characteristics of the sample were described accurately, providing a comprehensive view of the research context. The hypotheses related to the study were reviewed and tested, contributing to a better understanding of the relationships and trends evident in the data. The field study was conducted over four months in 2023, during which we were able to interview a sample of 100 public relations customers. Most of these customers are in Iraq and are presumed to be well-acquainted with this relationship. Therefore, data collection was carried out through direct face-to-face interviews, with the assistance of colleagues and friends who helped us fill out the questionnaire, which consisted of 301 units.

3-1 Sample Selection:

In this research, the sample is the part that is chosen from the whole, to study or measure it and generalize the results obtained to the whole. The selected sample for this study is a simple random sample.

3-2 Data Collection Method:

Data were collected from both secondary and primary sources, detailed as follows:

- **Secondary Data:** The focus was primarily on secondary sources, using available online websites to obtain information related to the research topic. Sources were carefully chosen to ensure the quality of the information used.

- **Primary Data:** A research questionnaire was used as the main tool for collecting primary data. The questionnaire was designed to obtain comprehensive answers to the research questions. It was distributed to the individuals targeted in the study. In addition, personal interviews were conducted to achieve deeper interaction and a better understanding of experiences and opinions.

-Study Tool:

The tool used in the study was designed as a questionnaire consisting of three parts. The questions were distributed across these parts in a way that appropriately covered the research problem and assumptions. This design aims to achieve a balance in collecting information in a comprehensive and integrated manner.

In summary, we used a combination of secondary and primary sources, with a focus on questionnaires and interviews as the main tools for data collection, aiming to achieve the highest levels of inclusiveness and representation in the study:

- **First Part:** Includes specific information about the respondents to the questionnaire sections, which included the following (bank name - social gender - age - educational attainment - years of service in the current job - job title).

- **Second Part:** Represents the scale of the role of relationship marketing through its dimensions: (trust - commitment - communication - satisfaction). Five questions were placed for each dimension.

- **Third Part:** Included the scale of customer loyalty through its indicators (behavioral - attitudinal). Five questions were placed for each dimension.

Results:

In this section, the field data were presented and analyzed with objectivity and distinction. The focus was on examining the methods and tools used in the study, along with a clear explanation of the research community and its carefully selected sample. The tools and components used in data collection and analysis were also elucidated. The characteristics of the sample were described accurately, contributing to a comprehensive overview of the research context. Additionally, the hypotheses related to the study were reviewed and tested, aiding in a better understanding of the relationships and trends apparent in the data.

4-1 Testing the Tool's Reliability and Validity:

4-1-1 Testing the Tool's Validity (Face Validity/Content Validity):

In this research, we assessed the tool's validity using two main tests: face validity and content validity. For face validity, a committee of experts in the fields of public relations and management reviewed the tool to ensure its appropriateness for the concepts intended to be measured. As for content validity, the tool was presented to a sample from the target group of the study, where we gathered their feedback and opinions regarding the extent to which the tool's content aligns with the studied concepts.

The results of the tool's validity test were analyzed using suitable statistical criteria, and the findings showed an agreement exceeding 60% between the opinions of the experts and the study participants. We verified that all statements of the tool are valid and contain clear and appropriate degrees for application to the study community. This indicates a high quality in the tool's design and its capability to measure the targeted variables accurately and effectively.

4-1-2 Testing the Tool's Reliability: A test for the tool's stability was also conducted using the reliability coefficient (internal consistency) according to Cronbach's alpha equation. The resulting values of Cronbach's alpha for the different axes and the tool showed good and excellent estimates, indicating the tool's stability and reliability in measuring the studied concepts.

In Table (1), the values of Cronbach's alpha coefficient for the different axes are shown. The value for the first axis was 0.662, for the second axis 0.720, the third 0.661, the fourth 0.735, the fifth 0.678, and the sixth 0.731. All these values range between acceptable and good levels, indicating the tool's stability. For the tool, the value of Cronbach's alpha was 0.881, a high percentage indicating good and excellent stability of the tool in measuring the studied concepts.

Based on these results, the researcher can confidently rely on the validity and stability of the tool used for data collection. Thus, the researcher has full confidence in the tool's ability to achieve the study's objectives and meet the requirements for analysis and testing of the proposed hypotheses.

Table 1: Cronbach's Alpha Internal Consistency Coefficient for the Questionnaire.

Axis	α	Number of Items
Trust	0.662	5
Commitment	0.720	5
Communication	0.661	5
Satisfaction	0.735	5
Behavioral Dimension	0.678	5
Attitudinal Dimension	0.731	5
Total	0.881	30

4-1-3 Validity of the Study Tool: The validity of the tool in the study was determined by calculating Pearson's coefficient R , which measures the relationship between the statements used in the tool and the arithmetic mean of the study's axes. The following Table 2 shows the test results for the validity of the measurement tools using Pearson's coefficient for the different axes in the study:

Table 2: Test Results for the Validity of Measurement Tools Using Pearson's Coefficient for Different Axes.

Item Number	1	2	3	4	5
(p-value) Level of Significance	0.00	0.00	0.00	0.00	0.00
Trust					
R	0.594	0.452	0.689	0.664	0.581
Commitment					
R	0.647	0.681	0.726	0.650	0.735
Communication					
R	0.584	0.625	0.696	0.729	0.618
Satisfaction					
R	0.664	0.738	0.736	0.689	0.660
Behavioral Dimension					
R	0.557	0.652	0.660	0.706	0.733
Attitudinal Dimension					
R	0.638	0.728	0.709	0.722	0.675

From Table (2), it is shown that the correlation coefficients for statements 1 to 5 for all axes (trust, commitment, communication, satisfaction, behavioral dimension, attitudinal dimension) range between 0.452 and 0.738, all indicating a positive correlation with the overall degree of the axis. The statistical values (p-value) equal (0.000), indicating that these correlations have high statistical significance.

The P value assessed the strength of evidence in favor of the null hypothesis. Additionally, smaller p-values are more extreme in comparison to the null distribution. As a result, the lower the p-value, the more evidence the sample statistic provides against the null hypothesis [23,24].

4-2-1 Presentation of the Demographic Data of the Study Sample:

4-2-1-1 Gender: The diagram in Figure (1) illustrates the distribution of the sample individuals by gender, presenting the number of individuals, their percentage, the correct percentage, and the cumulative percentage. The total number of individuals in the sample is 301, reflecting the size of the studied sample. The table shows that 54.2% of the individuals in the sample are male, while 45.8% are female. The slight difference between the number of males and females may have an impact on the research results or analysis. The gender distribution is an indicator of diversity in the sample and helps ensure representation of all community categories. Ultimately, analyzing the sample distribution by gender is an important part of assessing the health and reliability of any study or research based on the used sample.

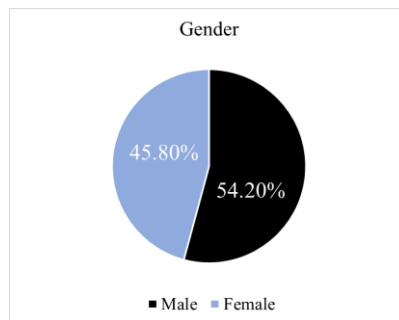


Figure 1: The distribution of the sample individuals according to gender.

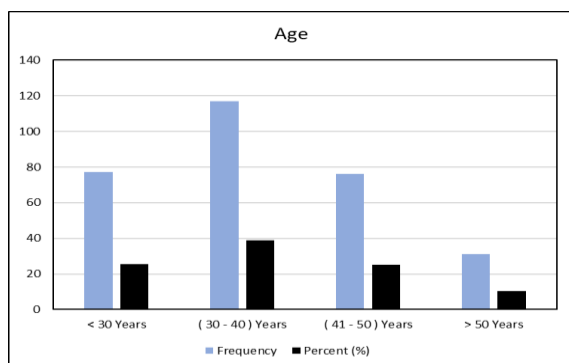
4-2-1-2 Age: Figure (2a) shows the distribution of the sample individuals based on the age variable, displaying the number of individuals and their percentage. There appears to be a relative balance in the sample distribution among age groups, which helps represent a diverse range of ages. The largest percentage of individuals in the sample falls in the age group of 30 to 40 years at 38.9%. This is followed by the group of individuals under 30 years old at 25.6%, then the group of individuals aged between 41 and 50 years at 25.2%. Additionally, individuals over 50 years old constitute the lowest percentage at 10.3%. This distribution can be used to understand the impact of age on the results or trends in the data. Understanding the sample distribution based on age enhances the quality of the analysis and helps draw more accurate and detailed conclusions.

4-2-1-3 Educational Qualification: Figure (2b) illustrates the distribution of the respondents based on the educational qualification variable, showing the number of respondents and their percentage. This distribution can be used to understand the diversity in educational levels among participants and how it may affect the results. The educational level may also significantly impact the responses or behaviors represented by the study. The most common among the study participants are those with a bachelor's degree at 50.5%. They are followed by those with a master's degree at 36.2%, then a higher diploma at 10.6%, and finally a doctorate at 2.7%. There appears to be a relative balance among the study participants in terms of educational qualifications, which helps represent a diverse range of qualifications. Analyzing the distribution of educational qualifications enhances our understanding of the sample and helps guide the research or study with more precision and detail.

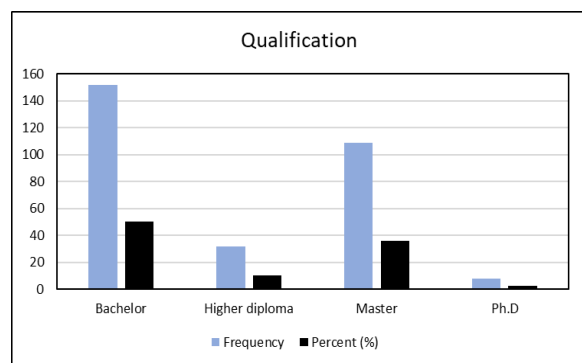
4-2-1-4 Job Position: The job position may affect the decisions and behaviors of participants, which can be influenced by their job status. Figure (2c) shows the distribution of the respondents based on the job position variable, displaying the number of respondents and their percentage. Analyzing the distribution of job positions enhances our understanding of the sample and helps better guide the research or study, focusing on the impact of job positions on the results. The distribution shows a relative balance among various job positions, which helps represent a diverse range of job positions. The largest percentage of study participants are employees at 39.5%. They are followed by department heads at 13.0%, then deans at 18.3%, then deputy managers at 7.0%, and finally managers at 22.3%. This distribution can be used to understand the extent of management diversity in the sample and how it may affect the study results.

4-2-1-5 Years of Work (Experience): Figure (2d) displays the distribution of the respondents based on the years of work (experience) variable, including the number of respondents and their percentage.

The chart shows that 30.2% of the participants have work experience between 10 and less than 15 years. They are followed by those with experience between 5 and less than 10 years at 22.3%, then those with more than 15 years of experience at 28.2%, and finally those with less than 5 years of experience at 19.3%. There seems to be a balanced distribution among the experience years categories, which helps represent a diverse range of work experiences. Therefore, the level of experience may affect the decisions and behaviors of participants and can have an impact on the study results. Analyzing the distribution of work years helps guide the study and enhances understanding of the impact of work experience on research or analysis outcomes.



(a)



(b)

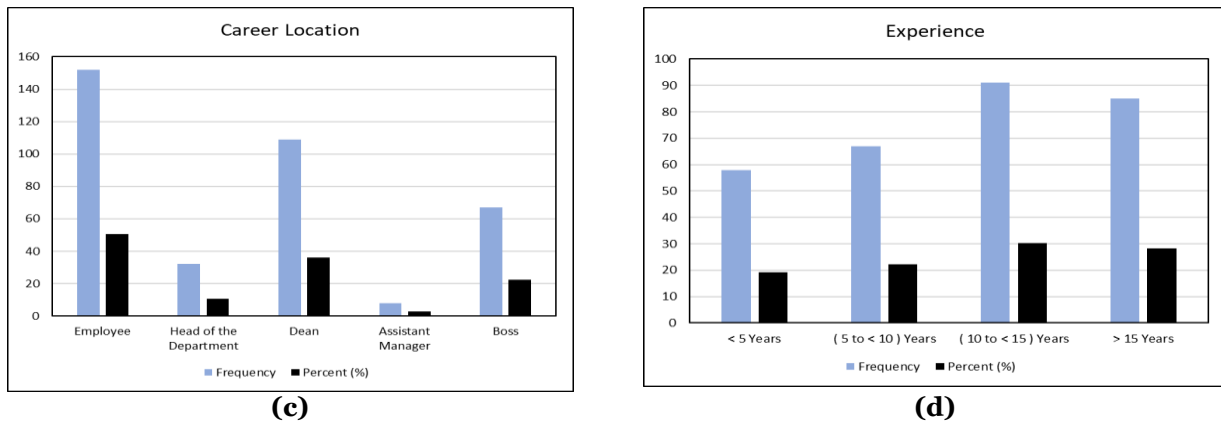


Figure 2: Sample distribution according to (a) age, (b) qualifications, (c) career position, and (d) experience.

4-2-2 Analysis of Study Data

4-2-2-1 General Results of Axis Analysis:

Table 3 and Figure 3 show the results of the arithmetic mean and standard deviation for the axes, indicating that:

4-2-2-1-1 Axis of the Role of Public Relations in Marketing

- **Trust:** The level of trust was high (Mean = 3.86), indicating that the sample expresses significant trust towards commercial agencies.
- **Commitment:** The level of commitment was high (Mean = 3.84), showing a strong commitment of the sample towards commercial agencies.
- **Communication:** The level of communication was high (Mean = 3.91), indicating effective interaction between the sample and commercial agencies.
- **Satisfaction:** The level of satisfaction was high (Mean = 3.94), suggesting strong satisfaction from the sample towards commercial agencies.

4-2-2-1-2 Behavioral and Attitudinal Dimensions of Customer Loyalty:

- **Behavioral Dimension:** The average measure of behavior was high (Mean = 3.96), indicating positive behavior from the sample towards commercial agencies.
- **Attitudinal Dimension:** The average measure of attitude was high (Mean = 3.95), demonstrating a strong commitment from the sample to continue dealing with commercial agencies.

Table 3: General Results of Axis Analysis.

Item number	1	2	3	4	5	Total
Trust						
Arithmetic Mean	4.09	3.89	4.06	3.71	3.95	3.92
Standard Deviation	0.713	0.737	0.876	0.818	0.733	0.457
Commitment						
Arithmetic Mean	3.78	3.75	3.92	3.94	3.81	3.84
Standard Deviation	0.818	0.842	0.846	0.746	0.75	0.551
Communication						
Arithmetic Mean	4.04	4.05	3.82	3.83	3.83	3.91
Standard Deviation	0.811	0.747	0.837	0.851	0.81	0.529
Satisfaction						
Arithmetic Mean	3.91	3.94	3.93	3.94	3.97	3.94
Standard Deviation	0.838	0.817	0.786	0.806	0.774	0.561
Behavioral Dimension						
Arithmetic Mean	4.02	3.9	3.89	4.01	4.0	3.96
Standard Deviation	0.755	0.781	0.79	0.761	0.728	0.505
Attitudinal Dimension						
Arithmetic Mean	4.01	3.93	3.88	3.98	3.92	3.95
Standard Deviation	0.789	0.763	0.806	0.794	0.808	0.55

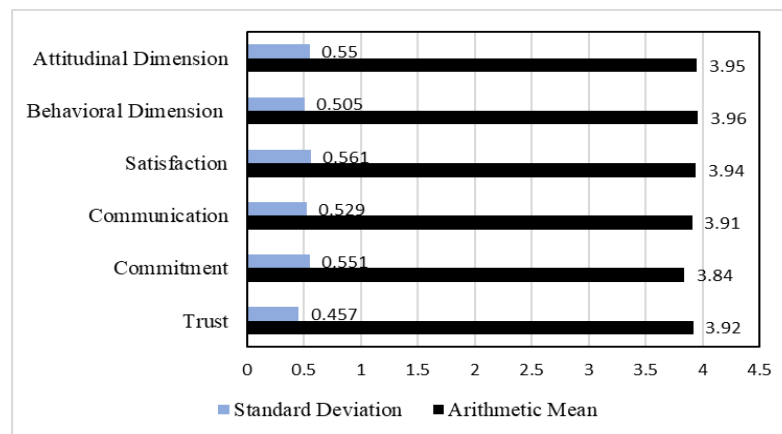


Figure 3: Total standard deviation and total arithmetic mean for all axes.

4-2-3 Analysis of the Relationship Between the Role of Relationship Marketing and its Relation to Customer Loyalty Measures

To ascertain the validity of the relationship between the role of relationship marketing with its dimensions (trust, commitment, communication, satisfaction) and its relation to customer loyalty measures in behavioral and attitudinal dimensions, we analyzed the Means for each dimension of the role of relationship marketing with the behavioral and attitudinal dimensions as follows:

4-2-3-1 Trust Dimension

Table 4 shows the relationship between the trust dimension and the behavioral and attitudinal dimensions of customer loyalty measures according to regression analysis and statistical analysis of variance (ANOVA):

- Trust Dimension and Behavioral Dimension: The statistical test (ANOVA) shows that there is a statistically significant difference in the means of the trust dimension between the behavioral and attitudinal dimensions ($F = 8.121$, $p < 0.001$). Regression analysis indicates a positive linear relationship between the trust dimension and the behavioral dimension. In other words, the higher the level of trust, the higher the average behavioral measure of customer loyalty.

- Trust Dimension and Attitudinal Dimension: The statistical test (ANOVA) shows that there is a statistically significant difference in the means of the trust dimension between the behavioral and attitudinal dimensions ($F = 4.748$, $p < 0.001$). Regression analysis indicates a positive linear relationship between the trust dimension and the attitudinal dimension. In other words, the higher the level of trust, the higher the average attitudinal measure of customer loyalty.

The results show that the trust dimension is positively and statistically significantly related to both the behavioral and attitudinal dimensions of customer loyalty measures. This analysis demonstrates that an increase in the level of trust has a positive impact on the customer's behavior and attitude towards the brand, which is an indicator of the importance of the trust dimension in building and maintaining customer loyalty.

Table 4: The Relationship Between the Trust Dimension and the Behavioral and Attitudinal Dimensions of Customer Loyalty Measures.

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig. (p-value)
Behavioral Dimension * Trust	Between Groups	(Combined)	19.305	12	1.609	8.121	.000
		Linearity	10.492	1	10.492	52.962	.000
		Deviation from Linearity	8.813	11	.801	4.044	.000
	Within Groups		57.053	288	.198		
	Total		76.358	300			
Attitudinal Dimension * Trust	Between Groups	(Combined)	14.991	12	1.249	4.748	.000
		Linearity	8.115	1	8.115	30.842	.000
		Deviation from Linearity	6.876	11	.625	2.376	.008
	Within Groups		75.777	288	.263		
	Total		90.768	300			
Measures of Association							
	R	R Squared	Eta	Eta Squared			
Behavioral Dimension * Trust	.371	.137	.503	.253			
Attitudinal Dimension * Trust	.299	.089	.406	.165			

4-2-3-2 Commitment Dimension:

Table (5) shows the Means test between the commitment dimension and the behavioral and attitudinal dimensions, analyzing the commitment and its relationship with the behavioral and attitudinal dimensions:

- Commitment Dimension and Behavioral Dimension:

- The statistical test (ANOVA) shows a statistically significant difference in the means of the commitment dimension between the behavioral and attitudinal dimensions ($F = 4.170$, $p < 0.001$).

- Regression analysis indicates a positive linear relationship between the commitment dimension and the behavioral dimension, meaning that an increase in the level of commitment is associated with an increase in the average behavioral measure of customer loyalty.

- Commitment Dimension and Attitudinal Dimension:

- The statistical test (ANOVA) shows a statistically significant difference in the means of the commitment dimension between the behavioral and attitudinal dimensions ($F = 5.078$, $p < 0.001$).

- Regression analysis indicates a positive linear relationship between the commitment dimension and the attitudinal dimension, meaning that an increase in the level of commitment is associated with an increase in the average attitudinal measure of customer loyalty.

The results show that the commitment dimension is positively and statistically significantly related to both the behavioral and attitudinal dimensions of customer loyalty measures. This suggests that customers who exhibit a high level of commitment are more positive in their behavior and attitude towards the brand, emphasizing the importance of the commitment dimension in achieving customer loyalty.

Table (5): Means Test Between the Commitment Dimension and the Behavioral and Attitudinal Dimensions.

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig. (p-value)
Behavioral Dimension * Commitment	Between Groups	(Combined)	13.742	15	.916	4.170	.000
		Linearity	8.831	1	8.831	40.196	.000
		Deviation from Linearity	4.911	14	.351	1.597	.079
	Within Groups		62.616	285	.220		
	Total		76.358	300			
Attitudinal Dimension * Commitment	Between Groups	(Combined)	19.143	15	1.276	5.078	.000
		Linearity	14.204	1	14.204	56.517	.000
		Deviation from Linearity	4.939	14	.353	1.404	.150
	Within Groups		71.625	285	.251		
	Total		90.768	300			
Measures of Association							
	R	R Squared	Eta	Eta Squared			
Behavioral Dimension *	.340	.116	.424	.180			
Attitudinal Dimension *	.396	.156	.459	.211			

4-2-3-3 Communication Dimension:

Analysis of communication and its relationship with the behavioral and attitudinal dimensions as shown in the Means test between the communication dimension and the behavioral and attitudinal dimensions is detailed in Table 6:

- Communication Dimension and Behavioral Dimension:

- The statistical test (ANOVA) shows a statistically significant difference in the means of the communication dimension between the behavioral and attitudinal dimensions ($F = 3.753$, $p < 0.001$).

- Regression analysis reveals a positive linear relationship between the communication dimension and the behavioral dimension, indicating that an increase in the level of communication is associated with an increase in the average behavioral measure of customer loyalty.

- Communication Dimension and Attitudinal Dimension:

- The statistical test (ANOVA) shows a statistically significant difference in the means of the communication dimension between the behavioral and attitudinal dimensions ($F = 4.391$, $p < 0.001$).

- Regression analysis reveals a positive linear relationship between the communication dimension and the attitudinal dimension, indicating that an increase in the level of communication is associated with an increase in the average attitudinal measure of customer loyalty.

The results demonstrate that the communication dimension is positively and statistically significantly related to both the behavioral and attitudinal dimensions of customer loyalty measures. This indicates that customers with a high level of communication show positive interaction in their behavior and attitude, highlighting the importance of the communication dimension in achieving customer loyalty.

Table 6: Means Test Between the Communication Dimension and the Behavioral and Attitudinal Dimensions.

ANOVA Table								
			Sum of Squares	df	Mean Square	F	Sig. (p-value)	
Behavioral Dimension Communication	*	Between Groups	(Combined)	11.850	14	.846	3.753	.000
			Linearity	8.916	1	8.916	39.531	.000
			Deviation from Linearity	2.933	13	.226	1.000	.451
	Within Groups		64.508	286	.226			
	Total		76.358	300				
Attitudinal Dimension Communication	*	Between Groups	(Combined)	16.060	14	1.147	4.391	.000
			Linearity	11.913	1	11.913	45.605	.000
			Deviation from Linearity	4.147	13	.319	1.221	.263
	Within Groups		74.708	286	.261			
	Total		90.768	300				
Measures of Association								
		R	R Squared	Eta	Eta Squared			
Behavioral Dimension Communication	*	.342	.117	.394	.155			
Attitudinal Dimension Communication	*	.362	.131	.421	.177			

4-2-3-4 Satisfaction Dimension:

Analysis of the satisfaction dimension and its relationship with the behavioral and attitudinal dimensions is presented in Table (7):

- Satisfaction Dimension and Behavioral Dimension:

- The statistical test (ANOVA) shows a statistically significant difference in the means of the satisfaction dimension between the behavioral and attitudinal dimensions ($F = 6.639$, $p < 0.001$).
- Regression analysis reveals a positive linear relationship between the satisfaction dimension and the behavioral dimension, indicating that an increase in the level of satisfaction is associated with an increase in the average behavioral measure of customer loyalty.

- Satisfaction Dimension and Attitudinal Dimension:

- The statistical test (ANOVA) shows a statistically significant difference in the means of the satisfaction dimension between the behavioral and attitudinal dimensions ($F = 6.350$, $p < 0.001$).
- Regression analysis reveals a positive linear relationship between the satisfaction dimension and the attitudinal dimension, indicating that an increase in the level of satisfaction is associated with an increase in the average attitudinal measure of customer loyalty.

Table (7): Means Test Between the Satisfaction Dimension and the Behavioral and Attitudinal Dimensions.

ANOVA Table					Sum of Squares	df	Mean Square	F	Sig. (p-value)
Behavioral Dimension Satisfaction	Between Groups	(Combined)			20.785	16	1.299	6.639	.000
		Linearity			13.984	1	13.984	71.466	.000
		Deviation from Linearity			6.801	15	.453	2.317	.004
	Within Groups				55.573	284	.196		
	Total				76.358	300			
Attitudinal Dimension Satisfaction	Between Groups	(Combined)			23.916	16	1.495	6.350	.000
		Linearity			13.465	1	13.465	57.200	.000
		Deviation from Linearity			10.451	15	.697	2.960	.000
	Within Groups				66.852	284	.235		
	Total				90.768	300			

Measures of Association				
	R	R Squared	Eta	Eta Squared
Behavioral Dimension * Satisfaction	.428	.183	.522	.272
Attitudinal Dimension * Satisfaction	.385	.148	.513	.263

4-2-4 Relationships Between Relationship Marketing Axes and Customer Loyalty:

4-2-4-1 Trust Dimension and Customer Loyalty:

- There is a statistically significant positive correlation between the trust dimension and the behavioral dimension of customer loyalty ($R = 0.371$, $p < 0.001$), indicating that trust positively influences customer loyalty behavior.
- There is a statistically significant positive correlation between the trust dimension and the attitudinal dimension of customer loyalty ($R = 0.299$, $p < 0.001$), showing that trust positively affects the attitude towards commercial agencies.

4-2-4-2 Commitment Dimension and Customer Loyalty:

- There is a statistically significant positive correlation between the commitment dimension and the behavioral dimension of customer loyalty ($R = 0.340$, $p < 0.001$), indicating that commitment positively influences customer loyalty behavior.
- There is a statistically significant positive correlation between the commitment dimension and the attitudinal dimension of customer loyalty ($R = 0.396$, $p < 0.001$), showing that commitment positively affects the attitude towards commercial agencies.

4-2-4-3 Communication Dimension and Customer Loyalty:

- There is a statistically significant positive correlation between the communication dimension and the behavioral dimension of customer loyalty ($R = 0.342$, $p < 0.001$), indicating that communication positively influences customer loyalty behavior.
- There is a statistically significant positive correlation between the communication dimension and the attitudinal dimension of customer loyalty ($R = 0.362$, $p < 0.001$), showing that communication positively affects the attitude towards commercial agencies.

4-2-4-4 Satisfaction Dimension and Customer Loyalty:

- There is a statistically significant positive correlation between the satisfaction dimension and the behavioral dimension of customer loyalty ($R = 0.428$, $p < 0.001$), indicating that satisfaction positively influences customer loyalty behavior.
- There is a statistically significant positive correlation between the satisfaction dimension and the attitudinal dimension of customer loyalty ($R = 0.385$, $p < 0.001$), showing that satisfaction positively affects the attitude towards commercial agencies.

The results show that the dimensions of trust, commitment, communication, and satisfaction are all positively correlated with the behavioral and attitudinal dimensions of customer loyalty. This highlights the importance of building trust, enhancing communication, and achieving customer satisfaction in fostering customer loyalty in the commercial agency market.

In addition to the above, the results of personal interviews revealed a conscious awareness of the importance of public relations in enhancing marketing activities within commercial companies in Iraq. Participants focus on building trust and credibility, enhancing effective communication, and achieving effective marketing as key factors in achieving this goal. The results also indicate challenges in applying scientific steps in practicing public relations in the commercial sector, highlighting the need to enhance scientific analysis and adopt modern practices. Furthermore, the results suggest that public relations play a vital role in adapting to social and economic changes in Iraqi society. This role involves enhancing communication, building a positive image, effectively managing crises, and responding to public aspirations during periods of change.

Regarding the role of relationship marketing in commercial companies, it should be characterized by effective communication strategies, transparency in relationships, commitment to promises, the ability to analyze data, and the use of modern technologies. The results also show the necessity of understanding the depth of interaction between customers and commercial agencies and how this interaction can be improved to enhance relationships and customer satisfaction.

On the other hand, the problems that customers may face in achieving public relations goals in commercial companies, such as lack of effective communication, transparency, fulfilling promises, difficulty in responding to customer needs, and companies' handling of crises, are revealed. Finally, the analysis indicates that there is a need to include indicators to understand the extent to which commercial agencies rely on public relations activities to achieve the objectives of senior management in Iraq, which helps enhance overall performance and ensure better achievement of goals.

4-Conclusion and Recommendations:

The results show that the dimensions of trust, commitment, communication, and satisfaction are all positively correlated with the behavioral and attitudinal dimensions of customer loyalty. This demonstrates the importance of building trust, enhancing communication, and achieving customer satisfaction in fostering customer loyalty in the agency market. Based on the results, the following general recommendations can be made:

- **Enhancing the Effectiveness of Public Relations:** It is advisable to enhance the effectiveness of public relations strategies within commercial agencies by providing training and workshops aimed at developing the team's skills in this area.
- **Using Technology and Social Media:** It is preferable to invest in the use of technology and social media as tools to enhance interaction with customers and enhance their understanding of the brand.
- **Enhancing Transparency:** Commercial agencies should enhance the level of transparency in their interactions with customers, whether in terms of policies or operations.
- **Analyzing Customer Feedback:** It is recommended to enhance the analysis of customer feedback and use it as a tool to improve services and products and integrate it into public relations strategies.
- **Providing Performance Measurement Standards:** It is advisable to develop standards and indicators to measure the performance of public relations within commercial agencies, which helps in evaluating the effectiveness of efforts and identifying areas that need improvement.
- **Enhancing Communication with the Public:** It is preferable to enhance communication strategies with the public to understand their expectations and meet their needs, contributing to building strong and sustainable business relationships.
- **Organizing Workshops and Training:** It is recommended to organize workshops and continuous training programs for employees to enhance their skills in public relations and communication with customers.
- **Continuous Research:** It is recommended to conduct more in-depth studies to understand the challenges and opportunities of practicing public relations in the context of commercial agencies continuously.

These recommendations aim to enhance public relations practices within commercial agencies and ensure the effective achievement of senior management's goals.

References

1. Ramadhan, D. O., & Marif, C. S. (2019). The extent of public relations reliance on the use of online newspapers in election campaigns. *Journal of Duhok University*, 22(1), 256-271.
2. Harris, T.L., & Whalen, P.T (2006). *The Marketer's Guide to Public Relations in the 21st century*, 1st ed. Ohio: Thomson/South-Western.
3. Papasolomou, I., Thrassou, A., Vrontis, D., & Sabova, M. (2014). Marketing public relations: A consumer-focused strategic perspective. *Journal of Customer Behaviour*, 13(1), 5-24.
4. Campbell, M. C., & Winterich, K. P. (2018). A Framework for the Consumer Psychology of Morality in the Marketplace. *Journal of Consumer Psychology*, 28(2), 167-179.
5. Kassarijan, H. H. (1982). Consumer psychology. *Annual review of psychology*.
6. Boehm, S A, Dwertmann, D J, Bruch, H & Shamir, B (2015) The missing link? Investigating organizational identity strength and transformational leadership climate as mechanisms that connect CEO charisma with firm performance, *Journal The Leadership Quarterly*, Vol 26, No 2: pp 156–171.
7. Stoicescu, C. (2016). Big Data, the perfect instrument to study today's consumer behavior. *Database Syst. J*, 6, 28-42.
8. Mariani, M. M., Perez-Vega, R., & Wirtz, J. (2022). AI in marketing, consumer research and psychology: A systematic literature review and research agenda. *Psychology & Marketing*, 39(4), 755-776.
9. Schmitt, B (2013) The consumer psychology of customer-brand relationships: Extending the AA Relationship model, *Journal of Consumer Psychology*, Vol 23, No 2: pp 249-252.
10. Pham, M. T. (2013). The seven sins of consumer psychology. *Journal of consumer psychology*, 23(4), 411-423.
11. Janssen, M A & Jager, W (2003) Simulating Market Dynamics: Interactions between Consumer Psychology and Social Networks, *Journal Artificial Life*, Vol 9, No 4: pp 343-356.
12. Note, E(2012) *Journal of Consumer Psychology celebrates its 20th Anniversary*, *Journal of Consumer Psychology*, Vol 22, No 1 : pp 0-2.
13. Kenrick, D T, Saad, G & Giskevicius, V (2013) Evolutionary consumer psychology: Ask not what you can do for biology, but, *Journal of Consumer Psychology*, Vol 23, No 3: pp 404-409.
14. Campbell, M C & Winterich, K P (2018) A Framework for the Consumer Psychology of Morality in the Marketplace, *Journal of Consumer Psychology*, Vol 28, No 2: pp 167-179.
15. Jumaev, M., & Hanaysha, J. R. (2012). Impact of relationship marketing on customer loyalty in the banking sector. *Far East Journal of Psychology and Business*, 6(4), 36-55.

16. Bataineh, A. Q., Al-Abdallah, G. M., Salhab, H. A., & Shoter, A. M. (2015). The effect of relationship marketing on customer retention in the Jordanian's pharmaceutical sector. *International Journal of Business and management*, 10(3), 117-131.
17. Nezhad, H. K. (2015). The effect of relationship marketing based on customer loyalty in the banking system of the country: the case of Iranian Hekmat Bank. *Journal UMP social sciences and technology management*, 3(3), 601-612.
18. Ali, M. N. M. (2010). Brand loyalty and relationship marketing in Islamic banking system. *Canadian Social Science*, 6(1), 25-32.
19. Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, 16(3), 297-334.
20. Panayides, P. (2013). Coefficient alpha: interpret with caution. *Europe's Journal of Psychology*, 9(4).
21. Dawson, C. W., Abrahart, R. J., & See, L. M. (2007). HydroTest: a web-based toolbox of evaluation metrics for the standardised assessment of hydrological forecasts. *Environmental Modelling & Software*, 22(7), 1034-1052.
22. Lee Rodgers, J., & Nicewander, W. A. (1988). Thirteen ways to look at the correlation coefficient. *The American Statistician*, 42(1), 59-66.
23. Briš, R. (2011). *Probability and Statistics for Engineers*. Department of Applied Mathematics: VŠB-Technical University of Ostrava.
24. Johnson, V. E. (2013). Revised standards for statistical evidence. *Proceedings of the National Academy of Sciences*, 110(48), 19313-19317.