Body Language of Sellers and Its Impact on Customer Loyalty

Ahmed R. Al-Owaidi [1] & Özgür Çengel[2]

[1] Department of follow-up, Al-Qasim Green University, Babylon, Iraq

[2] Istanbul Galata University, Turkey

Correspondence: Ahmed R. Al-Owaidi, Department of follow-up, Al-Qasim Green University, Babylon, Iraq.

Abstract

The goal of this study was to ascertain, from the perspective of a sample of shoppers at significant commercial shopping centers in the city of Babylon, Iraq, the effects of sellers' body language, as expressed by its five dimensions (body posture, smile, physical appearance, eye contact, and personal space), on customer loyalty. The study data was collected using a questionnaire and an analytical method known as descriptive analysis was employed to achieve the study's goals. The study sample received 60 electronic surveys via social networking sites, 50 of which were suitable for statistical analysis, then utilizing the statistical program (SPSS), a number of statistical tests were used to assess the data. According to the study's findings, there is a favorable correlation between the five components of body language and customer loyalty. The results also showed that there are no statistical. differences in customer loyalty due to demographic factors (gender and educational level) and the presence of fundamental differences depending on the age factor. The researcher finally Providing a number of recommendations to researchers on the one hand regarding future studies and to commercial center owners on the other hand to gain customer loyalty and retain them.

Keywords: body language, customer loyalty, body posture, physical appearance, eye contact, and personal space

1. Introduction

In the three decades prior, our knowledge of body language and nonverbal communication has changed. How body language functions and its ramifications have been studied by anthropologists, psychologists, sociologists, and linguists, and concepts connected to body language have emerged in the modern era (Boyes, 2005).

Today, in light of the challenges and changes that individuals and companies face in the current business environment and the increase in competitors and new and potential entrants to the market, one of the most important priorities for business organizations has become to gain and retain customers, because consumers today have numerous options and alternatives to fit their preferences and needs. Businesses must immediately hire staff who are skilled in body language and nonverbal communication to attract clients, fulfill their needs, and foster greater loyalty.

As a result, businesses must work hard and take decisive action to win client loyalty and retain them (Buttle, 2004). Customers that are happy and devoted are more likely to spread the information well to others. In this regard, According to (Kotler and Keller, 2003), if performance meets or exceeds expectations, customer satisfaction will be high. Based on prior shopping experiences and recommendations from friends, customers form expectations, and details and guarantees from rivals and marketers. (Zeithmal, et al., 1993). Body language is seen as a useful technique for sellers to use when interacting with customers, anticipating their needs, understanding those wants, developing strong relationships with them, and winning their loyalty. It is the most prevalent form of non-verbal communication and one of the communication strategies that boosts the persuasiveness of marketing (Vintean, 2007; Abukhadijeh et al., 2016). By fostering relationships of trust and open communication with consumers, using it effectively is a crucial way to increase the likelihood of success in sales marketing.

Therefore, effective body language use by sales personnel can have a big impact on the sales process, encourage consumer trust, and make persuasion simple. All of these things are good for the caliber of services provided and the effectiveness of the sales process (Neşe, 2021).

So, this study aimed to do the following:

- Knowing the extent to which the body language of sellers affects customer loyalty.
- Highlighting the importance of body language and how to use it in achieving sellers' goals of gaining customer loyalty.
- Knowing the nature of the effect and the relationship between the study variables.

Study Problem

The problem of the study is to try to find out the extent to which the body movements of sellers of special goods in stores affect customer loyalty, and the extent to which the owners of those stores pay attention to these movements and alert them to the need to pay serious attention to body language for its influential role in gaining customer loyalty and retaining them. The following questions summarize the study problem:

What is the effect of sellers' body language on customer loyalty in stores?

The preceding question can branch into the following questions:

- Does the seller's smile affect customer loyalty?
- Does the customer's personal space play an important role in gaining his loyalty?
- Does the physical appearance of the seller affect the achievement of the sellers' goals?
- Is there an effect of the seller's body position on achieving his goals?
- Is there an effect of the visual contact that the seller uses with the customer on achieving the seller's goals?

The Limits of the Study

- Objective limits: The basic elements addressed in the study are body language in its dimensions (body position, physical appearance, smile, eye contact, and personal space) and customer loyalty.
- Human borders: Customers who purchase from commercial centers or retail stores in Babil Governorate - Iraq.
- Spatial boundaries: Shopping centers or commercial centers in Babil Governorate - Iraq.
- Time limits: The study is limited to the period "between" (June 2023 - September 2023).

Justifications for Choosing the Subject of the Study

- The large number of shopping centers and commercial stores in the Babylon Governorate - the center, whose buildings are similar and most of which sell similar products and goods and with similar mechanisms as well. Therefore, the researcher wants to know the motives behind customers choosing a specific shopping center over another for the purpose of shopping.
- Scarcity of studies on this topic.
- The researcher expects to obtain results and information that indicate strengths and weaknesses that can benefit relevant people and entities.

Study Variables

- Body language in its dimensions (body posture, physical appearance, smile, eye contact, and personal space) (as an independent variable).
- Customer loyalty (as a dependent variable).
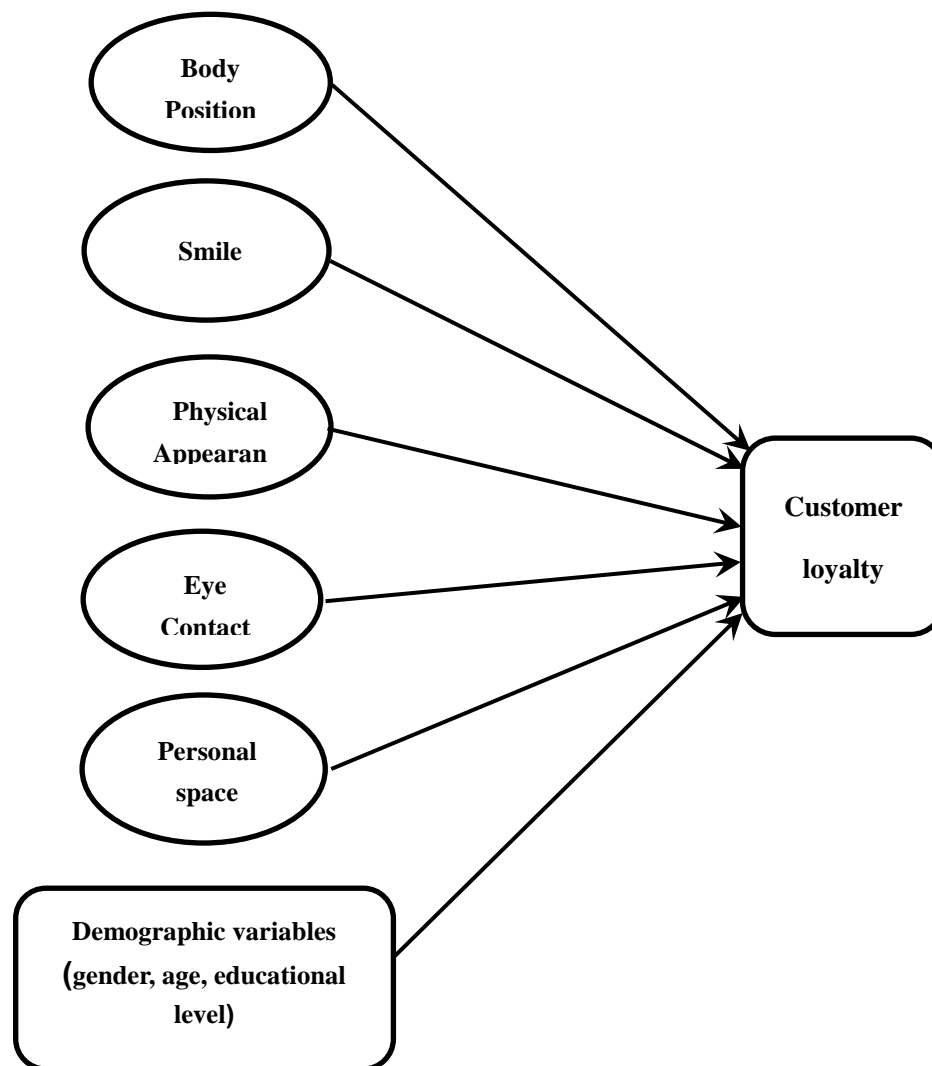
The proposed Study Variables Model

Figure 1. Study model

Study hypotheses:

In light of the problem and objectives of the study, the study hypotheses can be determined as follows:

H1: Body position has a significant. impact on customer loyalty at a significant. level of (0.05).

H2: The physical appearance has a significant. impact on customer. loyalty at a significance level of (0.05).

H3: The smile has a significant. impact on customer loyalty at a significance level of (0.05).

H4: Visual communication has a significant. impact[on customer. loyalty at a significance level of (0.05).

H5: Personal space has a significant. impact[on customer. loyalty at a significance level of (0.05).

H6: There are no statistically differences. in gaining customer loyalty due to customer demographic factors (gender, age, educational level).

2. Literature Review

Body language

Body language is a form of communication that does not rely on verbal expression but rather on gestures, eye contact, and other physical cues (Knapp et al., 2012). It is crucial for comprehending and interpreting feelings and thoughts, and it helps during communication with the appropriate expression and understanding of messages.

Additionally, it promotes communication integrity and verbal communication. (Ipek, 2017). In other words, even if the audience does not comprehend the spoken language, body language aids in efficient message comprehension (Rao, M., 2017).

Depending on a person's culture, their body language may vary. Eye expressions, for instance, have characteristics that are universal to various cultures, and indicators that indicate the direction of vision take on significant significance (U çar, I., 2012). According to (Whipple, 2006), just a small portion of information is communicated verbally when people are speaking because most information is expressed by body language. According to (Knapp et al., 2012), body language communicates attitudes and feelings. It is crucial to remember that messages conveyed through body language may contradict those spoken verbally. Therefore, we can employ body language as a magical force when giving any speech.

"Actions speak louder than words", according to research by Professor Albert Mehrabian from the University of California, Los Angeles, which found that body language accounts for (55%) of emotional messages in face-to-face communication (Kuhnke, 2012). In the same vein, a study (Makodia, 2009) demonstrated that (55%) of our communication is supplied through body language, including gestures, facial expressions, and eye activity, (38%) is done through voice quality and tone, and just 7% is done through the words we speak.

Dimensions of body language

Body position

According to (Mehrabian A., 1977), body posture is the exact direction and placement of bodily parts. Like sitting with the feet stacked on top of each other, bending the upper body backwards or forwards, or putting the hands in pockets (Harrigan J., 2008). (Coulson M., 2004) demonstrated that a person's emotional state can be determined by the position of their body. He demonstrated that this is possible because a person's body position can be a conscious and intentional reflection of his mental state, such as when he is requesting a particular good or service. For instance, a customer's body bending may be a sign that he rejects the seller's offer.

The degree to which people are prepared to do the tasks given to them is also indicated by their body position (Dael N et al., 2012). A relaxed body position, such as relaxed arms, shows openness to the interviewer during the communication process. In contrast, a stiffening of the body or a change from standing to sitting indicates disinterest in the interviewer and his words (Zhou and Zhang, 2008).

Therefore, it can be said that the seller's body position contributes during the communication process during the sales process to forming a positive impression on the customer. The body position may indicate the seller's interest in the customer and listening to him, and the extent of his drive and enthusiasm to achieve the customer's desires. (Al-Sabagh, 2015).

Physical appearance

This refers to a person's outward look, which includes their hair, dress, colors, makeup, and other accessories (Alali S., 2013). In the course of communication between the seller and the buyer (the parties engaged in negotiation), the physical appearance acts as a conduit for the transmission of nonverbal communications and is crucial in the process of deciphering those messages (Zhou and Zhang, 2008). The study (Wilson, 1999) demonstrated that having a pleasing and adequate physical appearance benefits an individual and gives him advantages in interpersonal interactions. Additionally, a seller's acceptable physical appearance helps him to motivate people to acquire his goods, which increases his persuasiveness (Bell M. and Mclaughlin M., 2006). Because clients judge a business' credibility and attractiveness based on its outside appearance (Richmond P. and Mccroskey C., 2001).

Hairstyles, clothes, and other material possessions that represent the soul and reveal a person's current situation or the environment to which they belong are considered to be a part of their physical appearance (Sarngren E. and Aberg A., 2006). According to (Sarngren E. and Aberg A. 2006), a person's physical attributes include their hair, clothing, and other material possessions that convey who they are and reveal the environment or situation they are in at any given time. According to (Gayathridevi K. and Ravindran D., 2010), clothing is one of the most important components of one's physical appearance that others will notice. It is also one of the easiest things to change and manage. According to (Sarngren E. and Aberg A., 2006), hairstyle may also be crucial in creating a favorable impression on the customer. As a result, the likelihood of a successful negotiation between the two parties to the negotiation increases when a company's external reputation is strong. (the seller and the customer) (Al-Sabagh, 2015).

Smile

According to (Mantak et al., 2019), smile is one of the facial expressions that has a significant impact on social interactions and is therefore vital for adults to use while negotiating and communicating with others. This smile has a favorable impact on the client and makes him feel at ease and content. It also conveys a desire to continue socializing and feeling like a part of the group (Barger & Grandey, 2006).

Therefore, the consumer is given the sense that the seller is cooperating with him and a favorable environment is created that suggests warmth between them when the seller smiles, which also influences the credibility of verbal communication and cooperative conduct between persons. It demonstrates the seller's willingness to assist others without fussing and with an open mind. Therefore, this behavior will have a positive impact on the customer's decision regarding the purchase (Al-Sabbagh, 2015).

Eye contact

The eyes come second after the voice in terms of the power of influence between people in the communication process as an element of body language (Zhou and Zhang, 2008). The researchers (Senju A. and Johnson M., 2008) believe that the effect of visual contact is a phenomenon that is perceived when contact is made with the face of another human being, with a behavioral response that accompanies the process of contact. Researchers estimate that non-verbal communication occurs (80%) with the eyes and face, meaning that eye contact serves as the cement link between the people speaking during the communication process (Levine et al., 2006).

Therefore, the seller must achieve visual contact with all customers. Otherwise, the customer will feel that the seller does not care about him, and does not give him any importance or respect, and thus will lead to the formation of a negative impression on him, which may hinder the progress of the sales process (Margarita R., 2011).; Khooshabeh et al., 2013). This leads us to the fact that looking at customers and making visual contact with them makes them feel that the seller is sincere and truthful in what he says and also cares about them, as the seller's looking at the customers affects their attention and focus, and thus effective visual contact is generated that spreads trust between both parties (Al-Sabbagh, 2015).

Personal space

According to studies, there are four basic distances in social and business relationships: Intimate, Personal, Social, and Public (Pease and Pease, 2004). (Hall, 1959) points out that the type of relationship that exists between two people can be determined by the distance between them, due to the intertwined connection between social and physical space. For example, the space of intimate relationship (less than 0.5 meters in Western culture), informal-personal (between 0.5-1.2 metres) or socio-formal (between one and two metres) (Abukhadijeh et al., 2016). A study (Burgoon et al., 2002) found that the correct distance between employees and customers leads to positive customer evaluations of the company.

Therefore, in order to leave a positive impression when conducting commercial negotiations, the seller must be careful about the personal distance with the customer and not exceed it by approaching him, and he must control the distance according to the nature of his personal relationship with the customer (Al-Sabbagh, 2015).

Customer loyalty

Customer loyalty is defined as "a genuine commitment to repurchase and re-patronage a preferred service or product on an ongoing basis in the future, resulting in the purchase of the same brand or the same brand group repeatedly despite marketing influences and other situational influences that seek to change consumer behavior in a certain direction" (Richard, 1997). (Kotler, 2003) defined it as "the measure and desire of the customer to exchange participation in the organization's activities". It is a customer's tendency to purchase a particular brand at a certain time based on his previous positive experiences (Zorgati, 2008). (Butcher et al., 2001) indicates that customer loyalty is a psychological connection that customers have towards a particular service and its providers on an ongoing basis, which results in customers not switching towards competitors.

Therefore, customer loyalty is a dream and ultimate goal for retailers, which can increase corporate profits to 85% (Reichheld et al., 1990). As companies provide greater value to customers, customers tend to be loyal to those companies (Change and Yeh, 2017). This indicates that a variety of factors influence customer loyalty, and any development in this characteristic will translate into higher business earnings for firms (Aksu., 2006; Hallowell, 1996). One of them is service quality, which has been studied as a significant element in fostering customer satisfaction and loyalty (Lai. et al., 2009). (El-Adly. and Eid, 2016) and (Prentice, 2014) both found that customer satisfaction was not a reliable predictor of long-term consumer loyalty. Customers were very satisfied and happy with the services provided and the products, but they did not purchase frequently (Kale and Klusberger, 2007; Barber et al., 2011).

As well as, companies' retention of their customers may be a decisive and important factor in the continuation of

those companies in the market (Hoffman and Lowitt, 2008). Kotler (2003) points out that the value of customer. loyalty may be demonstrated by cost, as retaining existing customers is less expensive than finding new ones, and a 5% decrease in customer attrition increases profits   to 85% if it was 25%.

Price may also have an impact on a client's loyalty, yet offering competitive prices may not ensure future consumer loyalty (Scott et al., 2001). Price, perceived value, and brand image have all been studied as potential drivers of client loyalty. Loyalty was divided into two categories (attitude and behavior) by (Ryu et al., 2012; Marinkovic et al., 2014; Kuenzel and Halliday, 2010; Bowen and Chen, 2001; Khan, 2009; Chiu et al., 2013). Consumers' repeated product purchases are reflected by their behavioral loyalty (Kandampully and Suhartanto, 2000). However, the customer may buy frequently, but it cannot be considered loyalty due to price drops and continuous marketing and promotional programs (Hartmann and Ibanez, 2007).

Behavioral loyalty is a form of repurchase, such as positive word about the good or product and recommending that acquaintances and friends buy it. However, attitude loyalty refers to a customer's loyalty to a company's service or product or to the company, meaning constantly repurchasing from the company and not being drawn into the promotional and marketing methods of competitors, as well as about the customer's insistence on purchasing the specific good or service and not changing it (Pezeshki, 2009). Therefore, the goals of sales growth should be to create a strategy to gain customer loyalty and retain them, and to explore the factors that have the greatest ability to influence customer loyalty (Han et al., 2011).

Stages of building customer loyalty

Customer loyalty, according to Oliver (1997), involves behavioral, emotional, and cognitive goals. Then, (Oliver, 1999) increased the elements of client loyalty to four, namely cognitive, emotional, intentional, and procedural (behavioral) loyalty. Their details are shown in table 1 below (Mohammad & Mahsa, 2015).

Table 1. Stages of building customer loyalty

Weaknesses	Features	stage
Superficial/weak loyalty	Visualize desired attributes and superior features	Cognitive ⬇
Subject to exchange	Correlation formation/ sign direction positions	Emotional ⬇
Planning may not lead to action	Commitment/planning to repurchase	The intention ⬇
May impair performance	Great willingness to act	Act

Source : (Mohammad & Mahsa, 2015)

Factors affecting customer loyalty

Loyalty is influenced by cognitive, dispositional, and emotional factors. These influences are the quality of service, the seller, the store and the brand. This can. be explained in the. following table:

Table 2. Factors affecting customer loyalty

The components	The fundamental elements for fostering client loyalty to the organization.
The time	- This refers to the time it takes a consumer to get the product he wants, which the business must as much as possible shorten by keeping its promises, providing a pleasing appearance, making transportation simple, etc. - Meeting the needs of the consumer by delivering goods and services on time.
Product efficiency and responsibility	- The customer's perception of the product's quality, where the product performs well, offers him happiness in his interactions with the institution. - How closely a product's performance and actual pricing line up.
Trust and security	- Achieved by the customer assurances that the institution offers, as well as the type and standard of the points of sale. - Product image, sector image, etc.
Desires and expectations	- The company must match its offerings to what the consumer wants, add additional services that enhance expectations and, as a result, promote a positive image to others of the product and service provided.

Source: (Darrag NS., 2006).

Study Approach

Descriptive analytical research: Quantitative models were adopted in this study, as this does not depend on the descriptive model that describes all phenomena through appropriate scientific analysis (Collis and Hussey, 2009). (My thesis, p. 68)

*Studypopulation***:** The study's participants are people who visit shops and malls in Babil- Iraq.

Study sample: To ensure that each class (category) of society was represented in the study sample, a stratified random approach was used to select the study sample. 60 electronic questionnaires were published on the study sample via social networking sites. 55 questionnaires were collected, of which 50 questionnaires were valid for analysis.

Study tool: The primary instrument for gathering information from the study population was a questionnaire. The Spss statistical tool was used to analyze the data, and to evaluate the research variables, five items on a five-point Likert scale, from (1 = strongly disagree) to (5 = strongly agree) were employed. Two sections made up the questionnaire: the first section provides personal (demographic) information about the study sample (gender, age, and educational background), and the second section contains statements about the study variables (body language and customer loyalty).

Sources of study data:

  - Secondary sources: These contain books, magazines, and articles pertaining to the study's variables.

  - Primary sources: The questionnaire was the main tool utilized to collect initial data from the study sample.

Study dimensions and variables

Table 3 below shows the study dimensions adopted in arranging the questionnaire and their sources:

Table 3. Study dimensions and their sources

The hub	Main variables	Sub-variables	Source	Number of paragraphs
The second	Body language	body posture	- (Al-Sabagh, 2015) - (Faeq et al., 2020) - (Abdelaziz , 2021)	5
		smile		5
		physical appearance		6
		eye contact		5
		personal space		5
The third	Customer loyalty		- (Oliver, 1997 - (Swoboda, 2013) - (El-Adly, 2016) - (Nguyen, 2019)	6

3. Data Analysis

The study sample's demographics

• **Sex**

Table 4. Gender factor

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	32	64.0	64.0	64.0
	famale	18	36.0	36.0	100.0
	Total	50	100.0	100.0	

Table 4 above reveals that men make up the majority of responders (64%), while the percentage of females is (36%), and this can be clarified according to the following graph:
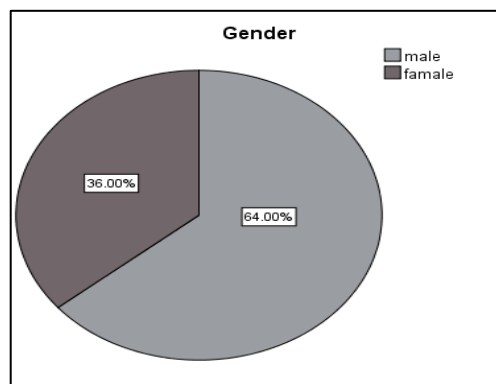
Figure 2. Distribution of sample members by gender

- **Age**

Table 5. Age factor

Age				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30	14	28.0	28.0	28.0
	31-50	18	36.0	36.0	64.0
	more than 50	18	36.0	36.0	100.0
	Total	50	100.0	100.0	

We note from the table 5 above that the percentage of sample members whose ages ranged "between" (31-50) was (36%), which is the same percentage as for those over 50 years of age. While the percentage of those aged "between" 18-30 was (28%). The following figure shows this:
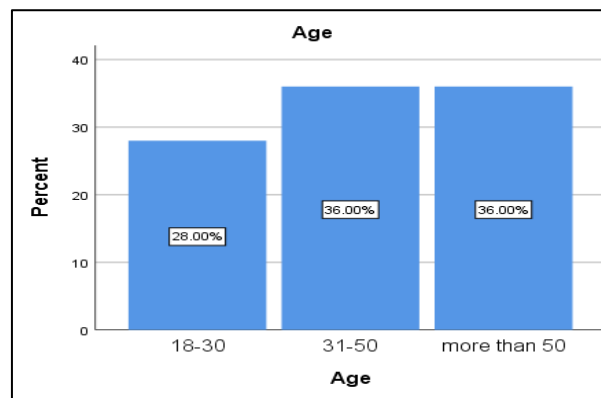
حفظ الترجمة

Figure 3.   Distribution of sample members according to age

- **Educational level**

Table 6. Factor of educational level

Education Level				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	high school diploma or less	12	24.0	24.0	24.0
	College student	13	26.0	26.0	50.0
	Bachelor's	15	30.0	30.0	80.0
	Graduate university degree	10	20.0	20.0	100.0
	Total	50	100.0	100.0	

Table 6 above clearly shows that respondents with bachelor's degrees made up the largest share of respondents (30%), followed by university students (26%), then holders of middle school diplomas (24%), and finally holders of advanced university degrees (20%). This can be further clarified according to the frequency table below:
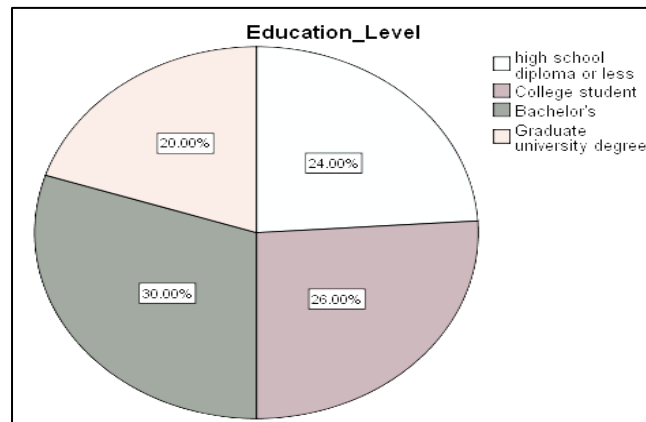
Figure 4. Distribution of sample members according to educational level

Reliability of the questionnaire

The researcher employed the (Spss) program to analyze the degree of internal consistency of the scale using the Cronbach's alpha method to assess the reliability of the study instrument (the questionnaire). It was found that the Cronbach's. alpha. coefficient for all axis in the study was (0.87). This indicates very good reliability, as it reached for the body language axis only (0.84) and for customer loyalty only (0.74), which is within the acceptable range (Sekaran, 2005), consequently, the study tool. is highly reliable.

Testing the study hypotheses

The study hypothesis was tested by measuring the impact of each independent sub-variable on the dependent variable using simple linear regression.

- The first hypothesis: Body position. has. a significant. impact at a .significant level (0.05) on customer loyalty.

Table 7. Analysis of Variance ANOVA

ANOVAª						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.724	1	2.724	33.430	.000[b]
	Residual	3.911	48	.081		
	Total	6.636	49			
a. Dependent Variable: Customer loyalty(Y variable)						
b. Predictors: (Constant), Dimension 1 of the variable X						

Table 8. Results of a regression analysis

Coefficientsª						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.917	.201		4.568	.000
	Dimension 1 of the variable X	.541	.094	.641	5.782	.000
a. Dependent Variable: Customer loyalty(Y variable)						

Table 9. Correlation and determination coefficients

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.641[a]	.411	.398	.28546
a. Predictors: (Constant), Dimension 1 of the variable X				

The tables above display the findings of simple linear. regression study on how body position affects customer loyalty, as follows:

1- The correlation. coefficient's value, R, was (0.411), while the value of the interpretation coefficient R2 was equal to (0.641), meaning that linear regression explains that (64%) of the change that occurs in customer loyalty results from attention to body posture, while the rest of the percentage may be due to other variables were not considered in this investigation.

2- The value of the degree of influence for the body posture dimension was (0.541), indicating that a change of one unit in attention to body posture affects customer loyalty by an amount of (0.541), this means that body posture has a significant impact on customer loyalty.

3- It is evident from table 7 above that the coefficient. of variation F between the body posture variable and the customer loyalty variable attained a value of (33.430). In addition, it appears that the probability value (Sig. = 0.000) is less than the significance level (0.05), this demonstrates that the independent variable (body posture) has a meaningful impact on the dependent variable (customer loyalty), thus confirms the significance of the model.

From the results above, we infer the validity of the first. hypothesis (body posture has a significant. impact on customer loyalty at a significant. level (0.05)). The researcher believes that this is a logical result and is consistent with the literature reviewed, as the seller's appropriate body posture indicates his interest in the customer.

- The second hypothesis: The physical appearance has. a significant. impact on customer. loyalty at a significance level of (0.05).

Table 10. Analysis of Variance ANOVA

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.471	1	3.471	52.639	.000[b]
	Residual	3.165	48	.066		
	Total	6.636	49			
a. Dependent Variable: Customer loyalty(Y variable)						
b. Predictors: (Constant), Dimension 2 of the variable X						

Table 11. Results of a regression analysis

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.943	.157		5.993	.000
	Dimension 2 of the variable X	.591	.081	.723	7.255	.000
a. Dependent Variable: Customer loyalty(Y variable)						

Table 12. Correlation and determination coefficients

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.723[a]	.523	.513	.25678
a. Predictors: (Constant), Dimension 2 of the variable X				

The following are the findings of simple linear. regression on how physical appearance affects customer loyalty:

1-The correlation coefficient's value, R, was   (0.723), while the value of the interpretation coefficient R2 was equal to (0.523), meaning that linear regression explains that (52%) of the change that occurs in customer loyalty results from

attention to physical appearance, and the rest of the percentage may be due to other variables were not considered in this investigation.

2- The value of the degree of influence for the physical appearance dimension was (0.591), indicating that a change of one unit in interest in physical appearance affects customer loyalty by an amount of (0.591), and this means that physical appearance has a moral impact on customer loyalty.

3- It is evident from table 10 above that the coefficient. of variation F between the body posture variable and the customer loyalty variable attained a value of (52.639). In addition, it appears that the probability value (Sig. = 0.000) is less than the significance level (0.05), this demonstrates that the independent variable (physical appearance) has a meaningful impact on the dependent variable (customer loyalty), thus confirms the significance of the model.

From the results above, we infer the validity of the second hypothesis, which states (physical appearance has a significant. impact on customer loyalty at a significant. level (0.05)). Based on that, the researcher believes that this positive effect is due to the good physical appearance that gives customers confidence in the seller and forms a positive first impression on them.

- **The third hypothesis:** The smile has a significant. impact on customer loyalty at a significant. level (0.05).

Table 13. Analysis of Variance ANOVA

ANOVAᵃ					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.292	1	2.292	25.328	.000ᵇ
Residual	4.344	48	.090		
Total	6.636	49			
a. Dependent Variable: Customer loyalty(Y variable)					
b. Predictors: (Constant), Dimension 3 of the variable X					

Table 14. Results of a regression analysis

Coefficientsᵃ						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.246	.166		7.511	.000
	Dimension 3 of the variable X	.428	.085	.588	5.033	.000
a. Dependent Variable: Customer loyalty(Y variable)						

Table 15. Correlation and determination coefficients

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.588ᵃ	.345	.332	.30082
a. Predictors: (Constant), Dimension 3 of the variable X				

From the tables above we get simple linear regression results for the effect of smiling on customer loyalty, as follows:

1- The correlation coefficient's value, R, was   (0.588), while the value of the interpretation coefficient R2 was equal to (0.345), meaning that linear regression explains that (35%) of the change that occurs in customer loyalty results from interest in the smile, and the rest of the percentage may be due to variables. Others were not considered in this investigation.

2- The value of the degree of influence of the smile dimension was (0.428), indicating that a change of one unit in interest in smiling affects customer loyalty by (0.428), and this means that the smile has a moral effect on customer loyalty.

3- It is evident from table 13 above that the coefficient. of variation F between the body posture variable and the customer loyalty variable attained a value of (25.328) .In addition, it appears that the probability value (Sig. = 0.000) is less than the significance level (0.05), this demonstrates that the independent. variable (smile) has a meaningful impact on the dependent variable (customer loyalty) and thus confirms the significance of the model.

From the results above, we infer the validity of the third hypothesis, which states (the smile has a significant. impact on customer loyalty at a. level (0.05)). The researcher justifies this to the emotional stock of the. sample chosen from the study community.

- Fourth hypothesis: Eye contact has a significant. impact on customer loyalty at a significance. level (0.05).

Table 16. Variance Analysis ANOVA

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.183	1	3.183	44.256	.000[b]
	Residual	3.452	48	.072		
	Total	6.636	49			
a. Dependent Variable: Customer loyalty(Y variable)						
b. Predictors: (Constant), Dimension 4 of the variable X						

Table 17. Results of a regression analysis

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.407	.250		1.627	.110
	Dimension 4 of the variable X	.649	.098	.693	6.653	.000
a. Dependent Variable: Customer loyalty(Y variable)						

Table 18. Correlation and determination coefficients

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.693[a]	.480	.469	.26819
a. Predictors: (Constant), Dimension 4 of the variable X				

The tables above present the findings of simple linear regression study on how eye contact affects customer loyalty, as follows:

1) The correlation. coefficient's value, R, was (0.693), while the value of the interpretation coefficient R2 was equal to (0.480), meaning that linear regression explains that (48%) of the change that occurs in customer loyalty results from interest in eye contact, and the rest of the percentage may be due to other variables were not considered in this investigation.

2) The value of the degree of influence for the eye contact dimension was (0.649), indicating that a change of one unit in interest in eye contact affects customer loyalty by (0.649), and this means that eye contact has a significant effect on customer loyalty.

3) It is evident from table 16 above that the coefficient. of variation F between the body posture variable and the customer loyalty variable attained a value of (44.256) .In addition, it appears that the probability value (Sig. = 0.000) is less than the significance level (0.05), this demonstrates that the independent variable (eye contact) has a meaningful impact on the dependent variable (customer loyalty) thus confirms the significance of the model.

From the above results, we infer the validity of the fourth hypothesis, which states (eye contact has a significant effect at a significant level (0.05) on customer loyalty). The researcher attributes this result to the fact that achieving visual contact with the customer makes him feel that the seller cares about him and pays attention to what he says.

- Fifth hypothesis: Personal space has a significant. impact on customer loyalty at a significant. level (0.05).

Table 19. Variance Analysis ANOVA

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.843	1	1.843	18.458	.000[b]
	Residual	4.793	48	.100		
	Total	6.636	49			
a. Dependent Variable: Customer loyalty(Y variable)						
b. Predictors: (Constant), Dimension 5 of the variable X						

Table 20. Results of a regressionanalysis

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.861	.281		3.061	.004
	Dimension 5 of the variable X	.540	.126	.527	4.296	.000
a. Dependent Variable: Customer loyalty(Y variable)						

Table 21. Correlation and determination coefficients

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.527[a]	.278	.263	.31598
a. Predictors: (Constant), Dimension 5 of the variable X				

We can determine the simple linear regression results for the impact of personal space on customer loyalty from the tables above, as follows:

1) The correlation. coefficient's value, R, was (0.527), while the value of the interpretation coefficient R2 was equal to (0.278), meaning that linear regression explains that (28%) of the change that occurs in customer loyalty results from concern for personal space, and the rest of the percentage may be due to Other variables were not considered in this investigation.

2) The value of the degree of influence for the personal space dimension was (0.540), indicating that a change of one unit in interest in personal space affects customer loyalty by (0.540), and this means that personal space has a significant impact on customer loyalty.

3) It is evident from table 19 above that the coefficient. of variation F between the body posture variable and the customer loyalty variable attained a value of (18.458) .In addition, it appears that the probability value (Sig. .= 0.000) is less. than the significance level (0.05), this demonstrates that the independent variable (personal space) has a meaningful impact on the dependent variable (customer loyalty) thus confirms the significance of the model.

From the above results, we infer the validity of the fifth hypothesis, which states (personal space has a significant. impact at a significant. level (0.05) on customer loyalty). This confirms that the effect of personal space exists, which makes customers believe that it is important to them during the purchasing process.

- Sixth hypothesis: There are no differences. that are .statistically significant. in gaining customer loyalty due to customer demographic factors (gender, age, educational level).

- **Gender factor**

Table 22. Test of the gender variable's standard deviation and mean

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Customer loyalty(Y variable)	male	32	2.0104	.36890	.06521
	famale	18	2.1296	.36405	.08581

Table 23. Independent samples testing

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Customer loyalty(Y variable)	Equal variances assumed	.037	.848	-1.102-	48	.276	-.11921-	.10818	-.33673-	.09831
	Equal variances not assumed			-1.106-	35.766	.276	-.11921-	.10778	-.33784-	.09942

Regarding the homogeneity of variance, in table 23, the value of F = 1.647 and the probability value (Sig. = 0.848), which is more than (0.05), make it clear that there is homogeneity. It is shown that the value of (t = -1.102) and that the probability value It has (Sig. = 0.276) which is greater than (0.05), indicating that there are no gender-significant differences in the likelihood that a customer will be loyal, and this confirms the validity of the sixth hypothesis regarding the gender factor.

- **Age factor**

Table 24. The homogeneity. of variances test

		Levene Statistic	df1	df2	Sig.
Customer loyalty(Y variable)	Based on Mean	.041	2	47	.959
	Based on Median	.038	2	47	.962
	Based on Median and with adjusted df	.038	2	44.101	.962
	Based on trimmed mean	.041	2	47	.960

The value of (Sig.= 0.959), which is higher than (0.05), which can be observed in Table 24, indicates that the variance is homogeneous based on the mean of customer loyalty (the dependent variable).

Table 25. Analysis of variance (ANOVA)

Customer loyalty(Y variable)					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.761	2	.380	3.043	.057
Within Groups	5.875	47	.125		
Total	6.636	49			

Table 25 shows that the value of (Sig. = 0.05), which is equivalent to the level of significance (0.05), that indicates there are significantdifferences in customer loyalty according to age, therefore the sixth hypothesis regarding the age factor will be rejected.

- **Educational level factor**

Table 26. Test of variances homogeneity

		Levene Statistic	df1	df2	Sig.
Customer loyalty(Y variable)	Based on Mean	1.046	3	46	.381
	Based on Median	.752	3	46	.527
	Based on Median and with adjusted df	.752	3	37.743	.528
	Based on trimmed mean	.960	3	46	.419

From the table 26, we can notice that the (Sig. = 0.381), which is higher than (0.05), and this indicates homogeneity of the variance based on the mean of customer loyalty (the dependent variable).

Table 27. Analysis of variance ANOVA

Customer loyalty(Y variable)					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.216	3	.072	.516	.674
Within Groups	6.420	46	.140		
Total	6.636	49			

Table 27 also shows that there are no statistically[differences in customer loyalty according to the factor of educational level, with a value. of (Sig.= 0.674), which is higher than 0.05. This confirms the validity of the sixth hypothesis regarding the educational level factor.

From what was stated above, it becomes clear that the sixth hypothesis is correct, which states (There are no statistically. differences. in gaining customer loyalty due to customer demographic factors (gender, educational level) only, and it is rejected according to the age factor.

3. Conclusion

The study's statistical examination of the data produced the following:

1) There is a positive relationship and significant impact of body language dimensions (body posture, smile, physical appearance, eye contact, and personal space) on customer loyalty. Therefore, five of the study's hypotheses were confirmed. (H1, H2, H3, H4, and H5).

2) Statistically significant differences are not there, in the study sample's opinion in gaining customer loyalty due to demographic factors (gender and educational level) only. Thus, the sixth hypothesis[was accepted, according to which there are no significant. differences based on the factors of gender and. educational level, with the exception of the age factor, which suggests that differences exist.

3) The five body language dimensions do not contribute equally to gaining customer loyalty, as the (eye contact) dimension came in first place in terms of influencing customer loyalty, then the (physical appearance) dimension came in second place, then the (body posture) dimension in It ranked third in terms of influence, followed by the (personal space) dimension in fourth place, and finally the (smile) dimension in fifth place.

4. Recommendations

1- The researcher aspires to broaden the future research process to include the opinions of sellers and stakeholders, not just customers.

2- The researcher also hopes that future studies will address other variables that can affect gaining customer loyalty and retaining them, such as brand embodiment, product aesthetics, after-sales services, and others.

3- The researcher recommends that commercial center owners work to educate sales workers to master body language in order to gain customers' loyalty, and that their dealings be the same with all classes and levels of society, to achieve the goals of the sales process and paint a positive, influential image for customers.

Authors contributions

While working on this article, we are as authors work as a team, we write and exchange ideas together, even when analyzing data to enrich our manuscript with logical way of thinking.

Funding

This work was not supported by any institute or other related scientific centers; it was funded personally by authors.

Competing Interests

We declare that there is nothing could influence the work reported, neither financial interests nor personal relationship.

Informed consent

Obtained.

Ethics approval

The Publication Ethics Committee of the Canadian Center of Science and Education.

The journal's policies adhere to the Core Practices established by the Committee on Publication Ethics (COPE).

Provenance and peer review

Not commissioned; externally double-blind peer reviewed.

Data availability statement

The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to privacy or ethical restrictions.

Data sharing statement

No additional data are available.

Open access

Copyrights

References

Abdelaziz, A. (2021). Body language and its relationship to some psychological and social variables in the individual..... a clinical descriptive study. *Journal of Education Studies and Humanities, 13*(4), 135-90.

Abukhadijeh, M. A., Qasem, M. F., & AlAdham, A. (2016). Body Language and Consumer Persuasion: *Evidence from Jordan*, *4*(10), 117-96. https://doi.org/10.31686/ijier.vol4.iss10.608

Aksu, A. A. (2006). Gap analysis in customer loyalty: a research in 5-star hotels in the Antalya region of Turkey. *Quality and Quantity*, *40,* 187-205. https://doi.org/10.1007/s11135-005-5357-y

Alsabagh, A. (2015). Body Language and its Effect on Goals Achievement of Commercial Negotiation. *Master thesis*-Halab university.

Barber, N., Goodman, R. J., & Goh, B. K. (2011). Restaurant consumers repeat patronage: A service quality concern. *International Journal of Hospitality Management*, *30*(2), 329-36. https://doi.org/10.1016/j.ijhm.2010.08.008

Barger, P. B., & Grandey, A. A. (2006). Service with a smile and encounter satisfaction: Emotional contagion and appraisal mechanisms. *Academy of management journal*, *49*(6), 1229-38. https://doi.org/10.5465/amj.2006.23478695

Bell, M. P., & Mclaughlin, M. E. (2006). Outcomes of appearance and obesity in organizations. Handbook of workplace diversity. *SAGE Publications*, 455-474. https://doi.org/10.4135/9781848608092.n19

Boyes, C. (2005). Need to Know Body Language, 2005, Harper Collins.

Burgoon, J. K., Dunbar, N. E., & Segrin, C. (2002). Nonverbal influence. The persuasion handbook: *Developments in theory and practice,* 445-73. https://doi.org/10.4135/9781412976046

Butcher, K., Sparks, B., & O'Callaghan, F. (2001). Evaluative and relational influences on service loyalty. *International Journal of Service Industry Management*, *12*(4), 310-27. https://doi.org/10.1108/09564230110405253

Buttle, F. (2004). Customer relationship management: Concept and tools. London: *Elseveir Butterworth Heinemann*. https://doi.org/10.4324/9780080472430

Chang, Y. H., & Yeh, C. H. (2017). Corporate social responsibility and customer loyalty in intercity bus services. *Transport policy*, *59*, 38-45. https://doi.org/10.1016/j.tranpol.2017.07.001

Collis, J., & Hussey, R. (2009). Business research: A practical guide for undergraduate and postgraduate students. *Palgrave macmillan*.

Coulson, M. (2004). Attributing emotion to static body postures: Recognition accuracy, confusions, and viewpoint dependence. *Journal of nonverbal behavior*, *28*, 117-39. https://doi.org/10.1023/B:JONB.0000023655.25550.be

Dael, N., Mortillaro, M., & Scherer, K. R. (2012). Emotion expression in body action and posture. *American Psychological Association*, *12*(5), 1085. https://doi.org/10.1037/a0025737

Darrag, N. S. (2006). The organization's creation of value for the customer to achieve his loyalty: a case study of Jazi Gsm customers. *Master's thesis in Business Administration* - University of Algiers.

El-Adly, M. I., & Eid, R. (2016). An empirical study of the relationship between shopping environment, customer perceived value, satisfaction, and loyalty in the UAE malls context. *Journal of Retailing and Consumer Services*, *1*(31), 217-27. https://doi.org/10.1016/j.jretconser.2016.04.002

Faeq, D. K., Ismail, Z. N., & Sadq, Z. M. (2020). The Role of Body Language on Achieving Customer Satisfaction (An empirical study of consumers' perspectives of electronic devices in the commercial centers of Sulaymaniyah Governorate-Kurdistan Region/Iraq). *International Journal on Humanities and Social Sciences*, *16*, 117-129.

Gayathridevi, K., & Ravindran, D. (2010). Kinesics Pattern Study of Dyads in Interactions and Its Implications. *Far East Journal of Psychology and Business*, *2*(2), 84-85.

Hallowell, R. (1996). The relationships of customer satisfaction, customer loyalty, and profitability: an empirical study. *International journal of service industry management*, *7*(4), 27-42. https://doi.org/10.1108/09564239610129931

Han, H., Kim, Y., & Kim, E. K. (2011). Cognitive, affective, conative, and action loyalty: Testing the impact of inertia. *International journal of hospitality management*, *30*(4), 1008-19. https://doi.org/10.1016/j.ijhm.2011.03.006

Harrigan, J., Rosenthal, R., & Scherer, K. (2008). Editors .*New handbook of methods in nonverbal behavior research*. Oxford University Press. https://doi.org/10.1093/acprof:oso/9780198529620.001.0001

Hartmann, P., & Ibáñez, V. A. (2007). Managing customer loyalty in liberalized residential energy markets: The impact of energy branding. *Energy Policy*, *35*(4), 2661-72. https://doi.org/10.1016/j.enpol.2006.09.016

Hoffman, J. L., & Lowitt, E. M. (2008). A better way to design loyalty programs. *Strategy & Leadership*, *36*(4), 44-47. https://doi.org/10.1108/10878570810888777

İpek, O. (2017). Beden Dili Çalışmalarında Unutulan Bir Eser:"Yüz İfadelerinin Tefsiri Hakkında Tecrübi Bir Tetkik". *Ana Dili Eğitimi Dergisi*, *5*(3), 485-492. https://doi.org/10.16916/aded.331260

Kale, S. H., & Klugsberger, P. (2007). Reaping rewards. *Marketing Management*, *16*(4), 14.

Kandampully, J., & Suhartanto, D. (2000). Customer loyalty in the hotel industry: the role of customer satisfaction and image. *International journal of contemporary hospitality management*, *12*(6), 346-51. https://doi.org/10.1108/09596110010342559

Khooshabeh, P., De Melo, C., Volkman, B., Gratch, J., Blascovich, J., & Carnevale, P. (2013). Negotiation strategies with incongruent facial expressions of emotion cause cardiovascular threat. *In Proceedings of the Annual Meeting of the Cognitive Science Society*, *35*(35), 770-75. Retrieved from https://escholarship.org/uc/item/1ps452nm

Knapp, M. L., & Judith, A. H. (2002). *NVC in Human Interaction.* Toronto: Thomson Learning.

Kotler, P., & Keller, K. D. (2007). Manajemen Pemasaran, edisi kedua belas. PT. *Indeks. Jakarta*.

Kotler, P. (2003). *Marketing insights from A to Z: 80 concepts every manager needs to know*. John Wiley & Sons.

Kuenzel, S., & Halliday, S. V. (2010). The chain of effects from reputation and brand personality congruence to brand loyalty: The role of brand identification. *Journal of Targeting, Measurement and Analysis for Marketing*, *18*, 167-76. https://doi.org/10.1057/jt.2010.15

Kuhnke, E. (2012). *Body language for dummies.* John Wiley & Sons.

Lai, F., Griffin, M., & Babin, B. J. (2009). How quality, value, image, and satisfaction create loyalty at a Chinese telecom. *Journal of business research*, *62*(10), 980-986. https://doi.org/10.1016/j.jbusres.2008.10.015

Levine, T. R., Asada, K. J., & Park, H. S. (2006). The lying chicken and the gaze avoidant egg: Eye contact, deception, and causal order. *Southern Communication Journal*, *71*(4), 401-11. https://doi.org/10.1080/10417940601000576

Makodia, V. V. (2009). Role of body language in communication. *Paradise Publishers*. New Delh.

Mantak, S. O., Wali, A. I., & Sadq, Z. M. (2019). The Role of Training and Empowering Human Resources Strategies on Enhancing the Capabilities of Innovation Strategic. *Koya University Journal of Humanities and Social Sciences, 2*(1), 98-108. https://doi.org/10.14500/kujhss.v2n1y2019.pp98-108

Margarita, R. (2011). How to become Skilled in Nonverbal communication. *Toastmasters International*, *10*.

Marinkovic, V., Senic, V., Ivkov, D., Dimitrovski, D., & Bjelic, M. (2014). The antecedents of satisfaction and revisit intentions for full-service restaurants. *Marketing Intelligence & Planning*, *32*(3), 311-27. https://doi.org/10.1108/MIP-01-2013-0017

Mehrabian, A. (1977). Nonverbal Communication. *Transaction Publishers*, P,10.

Mohammad, J. T., & Mahsa, M. B. (2015). Loyalty: from single-stage loyalty to four stage loyalty. *International Journal of New Technology and Research*, *1*(6), 49.

Neşe, K. A. (2021). The Effect of Body Language on Self Selling in Hotel Business. *Uluslararası Sosyal Siyasal ve Mali Araştırmalar Dergisi, 1*(1), 29-40.

Nguyen, T. D. (2019). *Factors affecting customer loyalty of different strategic groups in the Vietnamese supermarket sector* (Doctoral dissertation, University of Hull).

Oliver, R. L. (1997). *Satisfaction: a behavioral perspective on the customer.* Irwin McGraw Hill, Boston, MA.

Oliver, R. L. (1999). Whence consumer loyalty? *Journal of marketing*, *63*(4_suppl1), 33-44. https://doi.org/10.1177/00222429990634s105

Pease, A., & Pease, B. (2004). The definite book of body language: how to read others thoughts by their gestures.

Pezeshki, V. (2009). *Three dimensional modelling of customer satisfaction, retention and loyalty for measuring quality of service* (Doctoral dissertation, Brunel University School of Engineering and Design PhD Theses).

Prentice, C. (2014). Who stays, who walks, and why in high-intensity service contexts. *Journal of Business Research, 67*(4), 608-14. https://doi.org/10.1016/j.jbusres.2013.02.044

Rao, M. S. (2017). Tools and techniques to boost the eloquence of your body language in public speaking. *Industrial and commercial training*, *49*(2), 75-9. https://doi.org/10.1108/ICT-04-2016-0023

Reichheld, F. F., & Sasser, W. E. (1990). Zero defections: quality comes to services, *68*(5), 105-11.

Ricahrd, O. L. (1997). Satisfaction a behavioral perspective on the consumer. *New York: Mc*.

Richmond, P., & Mccroskey, C. (2001). Nonverbal Behavior in Interpersonal Relations. Pearson Education, *(No Title)*, 273.

Ryu, K., Lee, H. R., & Kim, W. G. (2012). The influence of the quality of the physical environment, food, and service on restaurant image, customer perceived value, customer satisfaction, and behavioral intentions. *International journal of contemporary hospitality management, 24*(2), 200-23. https://doi.org/10.1108/09596111211206141

Samer, A. (2013). Communication skills: analysis of verbal and non-verbal interpersonal communication. First edition, Dar Al-Qalam Al-Arabi and Dar Al-Rifai Publishing, Halab, Syria, p, 02.

Sarngren, E., & Aberg, A. (2006). The Importance of Appearance, School of business, Handelshögskolan vid

Göteborgs universitet, 32.

Scott, C. R. (2001). Establishing and maintaining customer loyalty and employee identification in the new economy: A communicative response. *Management Communication Quarterly*, *14*(4), 629-36. https://doi.org/10.1177/0893318901144006

Sekaran, U. (2010). In Research Methods For Business: *A Skill Building Approach* (5th ed.). U.K: John Wiley& Sons.

Senju, A., & Johnson, M. H. (2009). The eye contact effect: mechanisms and development. *Trends in cognitive sciences*, *13*(3), 127-34. https://doi.org/10.1016/j.tics.2008.11.009

Swoboda, B., Berg, B., Schramm-Klein, H., & Foscht, T. (2013). The importance of retail brand equity and store accessibility for store loyalty in local competition. *Journal of Retailing and Consumer Services*, *20*(3), 251-62. https://doi.org/10.1016/j.jretconser.2013.01.011

Uçar, İ. (2012). KUTADGU BILIG'DE BEDEN DILI. *Electronic Turkish Studies*, *7*(4). https://doi.org/10.7827/TurkishStudies.3927

Vintean, A. (2007). Non Verbal Communication in Business Life. *MPRA Paper No6732* Recenzii/Review.

Whipple, R. (2006). Es-Body language: Decoded. T+D, 60(2), 20-22.

Wilson, G., & Nias, D. (1999). The Nonverbal Communication Reader: Classic and Contemporary Readings Prospect Heights. *Waveland Press*, p, 312.

Zeithaml, V. A., & Berry, L. L. (1993). Parasuraman A. The nature and determinants of customer expectations of service. *Journal of the academy of Marketing Science*, *21*, 1-2. https://doi.org/10.1177/0092070393211001

Zhou, H., & Zhang, T. (2008). Body language in business negotiation. *International Journal of Business and Management*, *3*(2), 90-6. https://doi.org/10.5539/ijbm.v3n2p90

Zorgati, H. (2008). Degré d'importance des actions de fidélisation: Les clients des Grandes et Moyennes Surfaces tunisiennes. *La Revue des Sciences de Gestion*, *1,* 103-9. https://doi.org/10.3917/rsg.229.0103