The Integrative Structure and Outcome Model of Relationship Benefits: Using Data Mining

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***Abstract*—In recent years, the concept of relationship benefits has attracted increasing attention among marketing researchers and practitioners. Despite a growing body of literature in this area, no generally accepted integrative structure model and outcome model have emerged from the marketing literature. The present paper uses data mining to investigate the structure of relationship benefits based on the theoretical foundations of relational bonds, then, establishes the integrative outcome model. It is suggested that relationship benefits and their outcome should be conceptualized as multi-dimensional, higher-order structure models. These models are tested using data from a survey among some 300 customers of the services of hairdressers. The findings of this article are directions for future research and managerial implications.**

***Index Terms*—relationship benefits, structure model, outcome model, data mining, factor analysis, structural equation modeling**

I. INTRODUCTION

In global services markets, continuing competitive pressures and resource constraints make enterprises to establish a close relationship with customers to gain competitive advantage. The prominent relationship marketing researchers called for further research to build a comprehensive picture of what is the motivation of customers remain in relationships (Bendapudi and Berry, 1997)[1]. Over the past few years, the relationship marketing literature has begun to explore the question of what kinds of relationship benefits customers derive from staying in long-term relationship with companies (Gwinner, Gremler, and Bitner, 1998; Reynolds and Beatty, 1999)[2][3]. Scholars were keen to discover new dimensions of potential relationship benefits, and there were several relationship benefits dimensions had been found. However, when we face these dimensions, we find the problems that: how do these dimensions constitute the relationship benefits, what is the outcome of these relationship benefits, and are there multi-dimensional and higher-order structure model and outcome model of relationship benefits exist.

Relationship benefits are defined as the benefits customer obtains from the relational exchanges above or beyond the core product and services (Gwinner, Gremler, and Bitner, 1998)[2]. Gwinner, Gremler, and Bitner(1998) found confidence benefits, social benefits, and special treatment benefits, based on interpersonal relationships research[2]. And they also referred to that in specific circumstances, may be specific benefits exist. Cui Yanwu, Su Qin, and Li Zhao(2006) found the honor benefits, based on e-commerce environment research[4]. Confidence benefits are psychological benefits related to a comfort of feeling of security, reduced anxiety and trust in having developed a relationship with a services provider. Social benefits refer to the development of personal relationships between customer and services provider, including several senses, such as belonging, empathy, courtesy, understanding, familiarity and even friendship. Special treatment benefits refer to customer's perception of preferential treatment, extra attention or personal recognition, and special services not available to other customers. Honor benefits are related to the sense of pride, belonging, and identity that specific enterprise bring to customers.

As existing literature suggests, business can build customer relationships by building one or several types of bonds, such as economic, social, and structural bonds(Lin, Weng, and Hsieh, 2003)[5]. Business can enhance customer relationship by building a economic bond(Chiu, Hsieh, Li, and Lee, 2005)[6], which delivering customers economic benefits. Social bonds are personal ties that focus on service dimensions to develop buyer-seller relationships through interpersonal interactions, friendship(Berry, 1995)[7]. Structural bond offers target customers value-adding benefits that are difficult or expensive for businesses to provide and that are not readily available elsewhere(Berry, 1995)[7]. The three types of relational bonds are the three basic types of relationships, we propose that relationship benefits should have three basic classifications according to the relational bonds types.

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Gwinner, Gremler, and Bitner(1998) found that relationship benefits and customer satisfaction, customer loyalty were significantly related[2]. Molina, Martín-Consuegra, and Esteban (2007) found that relationship benefits have positive and significant impact on customer satisfaction under banking services background[8]. Lacey, Suh, and Morgan (2007) also suggested that relationship benefits have positive impact on customer loyalty[9]. Customer satisfaction can be divided into satisfaction with the service person and satisfaction with the company (Crosby and Stephens, 1987) [10]. Customer loyalty can be divided into active loyalty and passive loyalty (Ganesh, Arnold, and Reynolds, 2000) [11].

Therefore, the purposes of this article were to: (1) explore what kinds of relationship benefits exist; (2) build a multi-dimensional and higher-order structure model of relationship benefits; (3) build a multi-dimensional and higher-order outcome model to measure the influence mechanism of relationships on customer satisfaction and the influence mechanism of customer satisfaction on customer loyalty.

II. Research Procedures and Modeling

This research use data mining to analyze the constitution of relationship benefits based on relational bonds to establish integrative structure model. Then, this research analyze the impact of relationship benefits on customer satisfaction and the impact of customer satisfaction on customer loyalty to establish integrative outcome model. The research procedures and modeling were shown in Fig. 1.

A. Measure Tools Selection

Confidence benefits, social benefits, and special treatment benefits scales were measured using scales from Gwinner, Gremler, and Bitner(1998)[2]. Honor benefits scales were measured using scales from Cui Yanwu, Su Qin, and Li Zhao(2006)[4]. Scales used for economic bond, social bond, and structural bond were adapted from Lin, Weng, and Hsieh(2003)[5]. We used overall perceived benefits to measure customers' overall attitude and cognition toward relationship benefits, and the scales measured overall perceived benefits were modified from Wofgang and Andreas(2006)[12]. the scales of customer satisfaction were modified from Crosby and Stephens(1987) [10], the scales of customer loyalty were modified from Ganesh, Arnold, and Reynolds (2000) [11].

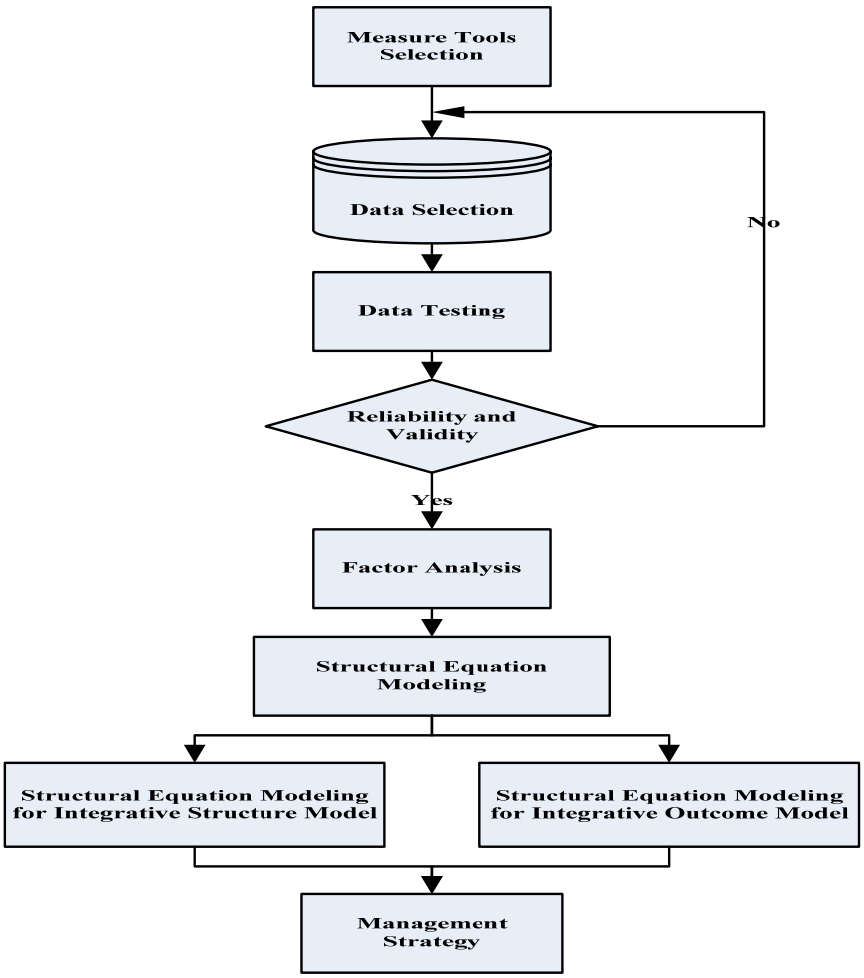

Figure 1. Research procedures and modeling

B. Data Selection

Customers of the services of hairdressers formed the sample population for the investigation. The questionnaire survey began in 10 December 2008 and ended in 15 February 2009. A total of 300 questionnaires were issued, finally 293 questionnaires were returned, 97.6% recovery rate. After the invalid questionnaire removed, 287 valid questionnaires were remained, effective recovery rate of 95.7%. The variables of the models were measured using self-report measures of respondents' perceptions.

C. Data Testing

To examine the reliability of the scales of relationship benefits, customer satisfaction and customer loyalty we computed cronbach's alphas(α) and construct reliability(CR) for the scales. Respectively, the α were 0.907, 0.930, 0.946, and 0.904 for the confidence, social, special treatment, and honor benefits; 0.908, 0.840, and 0.892 for the economic, social, and structural bond; 0.903 for overall relationship benefits; 0.907 and 0.926 for the satisfaction with service person and satisfaction with company; 0.918 and 0.858 for active loyalty and passive loyalty. Respectively, construct reliability were 0.905, 0.920, 0.933, and 0.900 for the confidence, social, special treatment, and honor benefits; 0.906, 0.850, and 0.910 for the economic, social, and structural bond; 0.904 for the overall relationship benefits; 0.910 and 0.930 for the satisfaction with service person and satisfaction with company; 0.920 and 0.855 for the active loyalty and passive loyalty. These values suggest a high internal consistency among the items and with their related constructs.

To test the validity of scales, we test the discriminant validity, by conducted a confirmatory factor analysis and analyzed the covariance matrix using the maximum likelihood procedure of Amos 7.0. The results of discriminant validity were shown in Table Ⅰ and Table Ⅱ, we compared the correlation coefficients between factors with the average variance extracted of the individual factors. This showed that the correlation coefficient between factors were lower than the average variance extracted of the individual factors, confirming discriminant validity.

D. Modeling of Factor Analysis

The core of factor analysis is to show most information of original variables through a few independent factors(Xue Wei, 2006)[13]. We suppose there are several original variables x_1, x_2, x_3, ⋯, x_p, each variable is 0.000 mean and 1.000 standard deviation. The original variable can be expressed as a linear combination by k (k＜p) factors, such as:

$$\begin{cases} x_1 \\ = \alpha_{11} f_1 + \alpha_{12} f_2 + \alpha_{13} f_3 + \cdots + \alpha_{1k} f_k + \varepsilon_1 \\ x_2 \\ = \alpha_{21} f_1 + \alpha_{22} f_2 + \alpha_{23} f_3 + \cdots + \alpha_{2k} f_k + \varepsilon_2 \\ x_3 \\ = \alpha_{31} f1 + \alpha_{32} f_2 + \alpha_{33} f_3 + \cdots + \alpha_{3k} f_k + \varepsilon_3 \\ \vdots \\ x_p \\ = \alpha_{p1} f_1 + \alpha_{p2} f_2 + \alpha_{p3} f_3 + \cdots + \alpha_{pk} f_k + \varepsilon_p \end{cases} \quad (1)$$

We use the matrix to express the mathematical model of factor analysis, such as:

$$X = AF + \varepsilon \quad (2)$$

F was named after factor, and A was named after loading matrix, a_{ij} (i=1, 2, ⋯, p; j=1, 2, ⋯, k) were named after factor loading.

The core of factor analysis is to solve the factor loading matrix. Solving methods are principal component analysis, least squares, maximum likelihood method, etc. We select principal component analysis to find the factor loading matrix. Principal component analysis transforms the original relevant variables x_i which was standardized and linear combination into another unrelated variables y_i, such as:

$$\begin{cases} y_1 = \mu_{11} x_1 + \mu_{12} x_2 + \mu_{13} x_3 + \cdots + \mu_{1p} x_p \\ y_2 = \mu_{21} x_1 + \mu_{22} x_2 + \mu_{23} x_3 + \cdots + \mu_{2p} x_p \\ y_3 = \mu_{31} x_1 + \mu_{32} x_2 + \mu_{33} x_3 + \cdots + \mu_{3p} x_p \\ \vdots \\ y_p = \mu_{p1} x_1 + \mu_{p2} x_2 + \mu_{p3} x_3 + \cdots + \mu_{pp} x_p \end{cases} \quad (3)$$

Where

$$\mu_{i1}^{\ 2} + \mu_{i2}^{\ 2} + \mu_{i3}^{\ 2} + \cdots + \mu_{ip}^{\ 2} = 1 (i = 1,2,3,\cdots, p)$$

The variable y_1, y_2, y_3, ⋯, y_p were name after principal components of original x_1, x_2, x_3, ⋯, x_p. Then we can find eigenvalue $\lambda_1 \geq \lambda_2 \geq \lambda_3 \geq \cdots \geq \lambda_p \geq 0$ and eigenvector $\mu_1, \mu_2, \mu_3, \cdots \mu_p$. With the eigenvalues and their corresponding eigenvector, we calculate the factor loading matrix:

TABLE I.
DISCRIMINANT VALIDITY OF INTEGRATIVE STRUCTURE MODEL

	α	CR	CB	SB	STB	HB	ECOB	SOCB	STRB	ORB
CB	0.907	0.905	0.774							
SB	0.930	0.920	0.464	0.836						
STB	0.946	0.933	0.518	0.616	0.728					
HB	0.904	0.900	0.578	0.659	0.513	0.800				
ECOB	0.908	0.906	0.263	0.170	0.136	0.178	0.810			
SOCB	0.840	0.850	0.282	0.421	0.271	0.299	0.074	0.820		
STRB	0.892	0.910	0.217	0.258	0.418	0.298	0.057	0.113	0.800	
ORB	0.903	0.904	0.114	0.151	0.200	0.153	0.178	0.168	0.243	0.800

Note: CB, SB, HB, STB, ECOB, SOCB, STRB, ORB refers to "confidence benefits", "social benefits", "honor benefits" , "special treatment benefits" , "economic bond", "social bond ", "structural bond", "overall relationship benefits" respectively.

TABLE II.
DISCRIMINANT VALIDITY OF INTEGRATIVE OUTCOME MODEL

	α	CR	CB	SB	STB	HB	CSP	CSC	ACL	PCL
CB	0.907	0.905	0.761							
SB	0.930	0.920	0.579	0.784						
STB	0.946	0.933	0.473	0.588	0.836					
HB	0.904	0.900	0.300	0.580	0.408	0.812				
CSP	0.907	0.910	0.447	0.402	0.586	0.570	0.840			
CSC	0.926	0.930	0.507	0.464	0.666	0.520	0.582	0.806		
ACL	0.918	0.920	0.473	0.528	0.632	0.620	0.531	0.604	0.800	
PCL	0.858	0.855	0.529	0.467	0.689	0.610	0.548	0.638	0.612	0.769

Note: CB, SB, HB, STB, CSP, CSC, ACL, PCL refers to "confidence benefits", "social benefits", "honor benefits" , "special treatment benefits" , "customer satisfaction with service person", "customer satisfaction with company ", "active customer loyalty", "passive customer loyalty" respectively.

$$A = \begin{pmatrix} \alpha_{11} & \alpha_{12} & \cdots & \alpha_{1p} \\ \alpha_{21} & \alpha_{22} & \cdots & \alpha_{2p} \\ \vdots & \vdots & & \vdots \\ \alpha_{p1} & \alpha_{p2} & \cdots & \alpha_{pp} \end{pmatrix} \tag{4}$$

$$= \begin{pmatrix} \mu_{11}\sqrt{\lambda_1} & \mu_{21}\sqrt{\lambda_2} & \cdots & \mu_{p1}\sqrt{\lambda_p} \\ \mu_{12}\sqrt{\lambda_1} & \mu_{22}\sqrt{\lambda_2} & \cdots & \mu_{p2}\sqrt{\lambda_p} \\ \vdots & \vdots & & \vdots \\ \mu_{1p}\sqrt{\lambda_1} & \mu_{2p}\sqrt{\lambda_2} & \cdots & \mu_{pp}\sqrt{\lambda_p} \end{pmatrix}$$

Because k＜p, we choose the eigenvalues and their corresponding eigenvector, then we solve the factor loading matrix:

$$A = \begin{pmatrix} \alpha_{11} & \alpha_{12} & \cdots & \alpha_{1k} \\ \alpha_{21} & \alpha_{22} & \cdots & \alpha_{2k} \\ \vdots & \vdots & & \vdots \\ \alpha_{p1} & \alpha_{p2} & \cdots & \alpha_{pk} \end{pmatrix} \tag{5}$$

$$= \begin{pmatrix} \mu_{11}\sqrt{\lambda_1} & \mu_{21}\sqrt{\lambda_2} & \cdots & \mu_{k1}\sqrt{\lambda_k} \\ \mu_{12}\sqrt{\lambda_1} & \mu_{22}\sqrt{\lambda_2} & \cdots & \mu_{k2}\sqrt{\lambda_k} \\ \vdots & \vdots & & \vdots \\ \mu_{1p}\sqrt{\lambda_1} & \mu_{2p}\sqrt{\lambda_2} & \cdots & \mu_{kp}\sqrt{\lambda_k} \end{pmatrix}$$

Here we can find the factor loading.

E. Modeling of Structural Equation Modeling

Structural equation modeling can be expressed by three matrix equation:

$$\mathrm{X} = \Lambda_{\mathrm{X}}\zeta + \delta \tag{6}$$

$$\mathrm{Y} = \Lambda_{\mathrm{Y}}\eta + \varepsilon \tag{7}$$

$$\eta = \mathrm{B}\eta + \Gamma\zeta + \tau \tag{8}$$

Structural equation modeling can be used to expressed relationship between endogenous latent variables and exogenous latent variables(Kaplan, 2000)[14].

We use several index to estimate the fit statistics:

$$\chi^2 = (n-1)F \tag{9}$$

$$df = \frac{1}{2}(p+q)(p+q+1) - t \tag{10}$$

Where n means sample, F means the least value of fit function, p is the number of independent variable x, q is the number of dependent variable, t is the number of free variable.

$$GFI = 1 - \frac{F\left[s, \sum(\hat{\theta})\right]}{F\left[s, \sum(0)\right]} \tag{11}$$

$$AGFI = 1 - \frac{(p+q)(p+q+1)/2}{df}(1 - GFI) \tag{12}$$

$$RMSEA = \sqrt{\hat{F}_0 / df} \tag{13}$$

Where $\hat{F}_0 = \max\left[\hat{F} - df/(n-1), 0\right]$

$$NFI = \frac{\chi_0^{\ 2} - \chi_t^{\ 2}}{\chi_0^{\ 2}} \tag{14}$$

Where $\chi_0^{\ 2}$ comes from the independent model, and $\chi_t^{\ 2}$ comes from the target model.

$$IFI = \frac{\chi_0^{\ 2} - \chi_t^{\ 2}}{\chi_0^{\ 2} - df_t} \tag{15}$$

$$CFI = 1 - \frac{\tau_t}{\tau_0} \tag{16}$$

Where $\tau_0 = \chi_0^{\ 2} - df_0, \tau_t = \chi_t^{\ 2} - df_t$.

III. Results of Data Mining

A. Results of Factor Analysis

The factors loading are shown in Table Ⅲ and Table Ⅳ. All the factor loadings were greater than 0.5, that means that there are four types relationship benefits and three types bonds, two types customer satisfaction and two types customer loyalty exist which are confidence benefits, social benefits, special treatment benefits, and honor benefits, economic bond, social bond, and structural bond, satisfaction with service person, and satisfaction with company, active loyalty and passive loyalty.

The factor loadings and R^2 for confidence benefits ($loading_1$=0.787, $loading_2$=0.768, $loading_3$=0.758; R_1^2=0.516, R_2^2=0.538, R_3^2=0.509); the factor loadings and R^2 for social benefits ($loading_1$=0.809, $loading_2$=0.801, $loading_3$=0.724; R_1^2=0.784, R_2^2=0.668, R_3^2=0.689); the factor loadings and R^2 for special treatment benefits ($loading_1$=0.838, $loading_2$=0.828, $loading_3$=0.821; R_1^2=0.825, R_2^2=0.753, R_3^2=0.723); the factor loadings and R^2 for honor benefits ($loading_1$=0.731, $loading_2$=0.724, $loading_3$=0.723; R_1^2=0.646, R_2^2=0.664, R_3^2=0.661); the factor loadings and R^2 for economic bond ($loading_1$=0.867, $loading_2$=0.839, $loading_3$=0.835; R_1^2=0.771, R_2^2=0.603, R_3^2=0.655); the factor loadings and R^2 for social bond ($loading_1$=0.766, $loading_2$=0.757, $loading_3$=0.753; R_1^2=0.558, R_2^2=0.611, R_3^2=0.572); the factor loadings and R^2 for structural bond ($loading_1$=0.830, $loading_2$=0.784, $loading_3$=0.759; R_1^2=0.542, R_2^2=0.629, R_3^2=0.585); the factor loadings and R^2 for overall relationship benefits ($loading_1$=0.869, $loading_2$=0.862,$loading_3$=0.852;R_1^2=0.631,R_2^2=0.693,R_3^2 =0.647); the factor loadings and R^2 for customer satisfaction with service person ($loading_1$=0.826, $loading_2$=0.823; R_1^2=0.688, R_2^2=0.658); the factor loadings and R^2 for customer satisfaction with company($loading_1$=0.858, $loading_2$=0.790; R_1^2=0.743,R_2^2=0.739); the factor loadings and R^2 for active customer loyalty ($loading_1$=0.905, $loading_2$=0.877; R_1^2=0.727,R_2^2=0.696); the factor loadings and R^2 for passive customer loyalty ($loading_1$=0.903, $loading_2$=0.804, $loading_3$=0.844; R_1^2=0.612, R_2^2=0.701, R_3^2=0.557);those values show a good results of factor analysis.

B. Results of Structural Equation Modeling

For testing of structure of relationship benefits and relational bonds, and the impact of relationship benefits on customer satisfaction and customer loyalty, we used Amos 7.0 to conduct standardized path coefficients testing. The results were shown in Table Ⅴ and Fig. 2, Fig. 3. The fit statistics for integrative structure model of relationship benefits (χ^2=1066.312, df=239, GFI=0.907, AGFI=0.903, IFI=0.905, CFI=0.904, NFI=0.901, RMSEA=0.081) and those for integrative outcome model (χ^2=553.506, df=171, GFI=0.907, AGFI=0.902, IFI=0.908, CFI=0.908, NFI=0.910, RMSEA=0.085) show a good model fit, the significant standardized path coefficients(Table Ⅴ) certificate that relationship benefits and their outcome should be conceptualized as multi-dimensional, higher-order integrative structure model(Fig. 2) and outcome model(Fig. 3), respectively.

Confidence benefits have significant correlation with economic bond (Estimate=0.263***); economic bond has significant and positive effect on overall relationship benefits(Estimate=0.400***); social benefits have significant correlation with social bond(Estimate=0.397***); honor benefits have significant correlation with social bond(Estimate=0.360***); social bond has significant and positive effect on overall relationship benefits(Estimate=0.124***); special treatment benefits have significant correlation with structural bond(Estimate=0.418***); structural bond has

significant and positive effect on overall relationship benefits (Estimate=0.412***).

Confidence benefits have significant impact on customer satisfaction with service person (Estimate=0.404***) and customer satisfaction with company (Estimate=0.346***); social benefits have significant impact on customer satisfaction with service person (Estimate=0.270***) and customer satisfaction with company (Estimate=0.518***); special treatment benefits have significant impact on customer satisfaction with service person (Estimate=0.709***) and customer satisfaction with company (Estimate=0.751***); honor benefits have significant impact on customer satisfaction with service person (Estimate=0.433***) and customer satisfaction with company (Estimate=0.404***); customer satisfaction with service person have significant impact on active customer loyalty (Estimate=0.472***) and passive customer loyalty (Estimate=0.328***); customer satisfaction with company have significant impact on active customer loyalty (Estimate=0.657***) and passive customer loyalty (Estimate=0.380***).

TABLE III.
FACTOR ANALYSIS FOR INTEGRATIVE STRUCTURE MODEL

	CB	SB	STB	HB	ECOB	SCOB	STRB	ORB	R^2
CB1	0.787								0.516
CB2	0.768								0.538
CB3	0.758								0.509
SB1		0.809							0.784
SB2		0.801							0.668
SB3		0.724							0.689
STB1			0.838						0.825
STB2			0.828						0.753
STB3			0.821						0.723
HB1				0.731					0.646
HB2				0.724					0.664
HB3				0.723					0.661
ECOB1					0.867				0.771
ECOB2					0.839				0.603
ECOB3					0.835				0.655
SOCB1						0.766			0.558
SOCB2						0.757			0.611
SOCB3						0.753			0.572
STRB1							0.830		0.542
STRB2							0.784		0.629
STRB3							0.759		0.585
ORB1								0.869	0.631
ORB2								0.862	0.693
ORB3								0.852	0.647

Note: CB, SB, HB, STB, ECOB, SOCB, STRB, ORB refers to “confidence benefits”, “social benefits”, “honor benefits” , “special treatment benefits” , “economic bond”, “social bond ”, “structural bond”, “overall relationship benefits” respectively.

TABLE IV.
FACTOR ANALYSIS FOR INTEGRATIVE OUTCOME MODEL

	CSP	CSC	ACL	PCL	R^2
CSP1	0.826				0.688
CSP2	0.823				0.658
CSC1		0.858			0.743
CSC2		0.790			0.739
ACL1			0.905		0.727
ACL2			0.877		0.696
PCL1				0.903	0.612
PCL2				0.804	0.701
PCL3				0.844	0.557

Note: CSP, CSC, ACL, PCL refers to “customer satisfaction with service person”, “customer satisfaction with company ”, “active customer loyalty”, “passive customer loyalty” respectively.

TABLE V.
STRUCTURAL EQUATION MODELING OF INTEGRATIVE STRUCTURE MODEL AND OUTCOME MODEL

Integrative Structure Model		**Integrative Outcome Model**	
Path	***Estimate***	***Path***	***Estimate***
CB→ECOB	0.263***	CB→CSP	0.404***
SB→SOCB	0.397***	CB→CSC	0.346***
STB→SRTB	0.418***	SB→CSP	0.270***
HB→SOCB	0.360***	SB→CSC	0.518***
ECOB→ORB	0.400***	STB→CSP	0.709***
SOCB→ORB	0.124***	STB→CSC	0.751***
STRB→ORB	0.412***	HB→CSP	0.433***
		HB→CSC	0.404***
		CSP→ACL	0.472***
		CSP→PCL	0.328***
		CSC→ACL	0.657***
		CSC→PCL	0.380***

Note: CB, SB, HB, STB, ECOB, SOCB, STRB, ORB, CSP, CSC, ACL, PCL refers to “confidence benefits”, “social benefits”, “honor benefits” , “special treatment benefits” , “economic bond”, “social bond ”, “structural bond”, “overall relationship benefits”, “customer satisfaction with service person”, “customer satisfaction with company ”, “active customer loyalty”, “passive customer loyalty” respectively. *** $p<0.001$

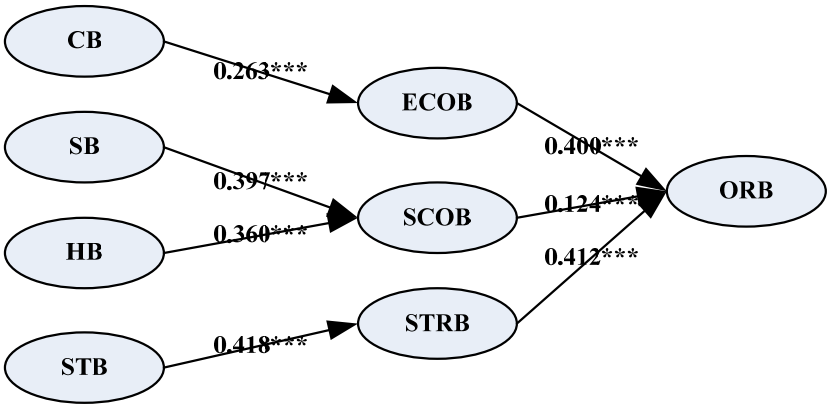

Figure 2. Integrative structure model

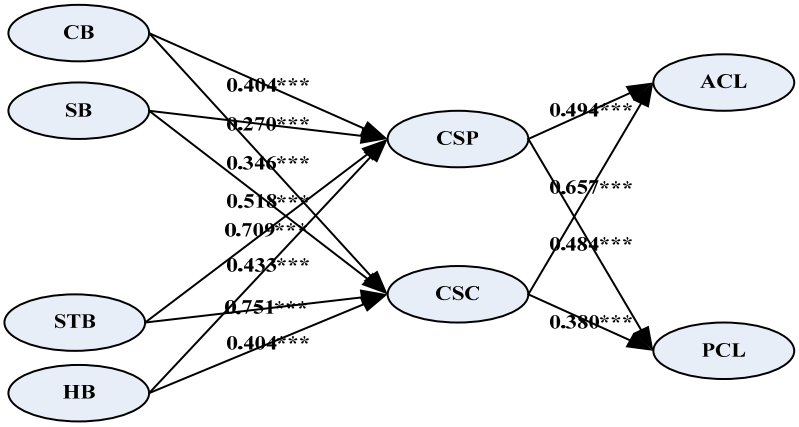

Figure 3. Integrative outcome model

Ⅳ. Conclusion

A. Implication of Research

This paper built the multi-dimensional and higher-order structure model and outcome model of relationship benefits. Our findings have the following contributions to theories.

First, we distinguished three basic types of relationship based on relational bonds theory, such as economic bond, social bond, and structural bond. Then, we classified relationship benefits into three basic groups. Establishing economic bond can bring confidence benefits to customers; setting up social bond can generate social benefits and honor benefits for customers; establishing structural bond can generate special treatment benefits.

Finally, this paper investigated the influence mechanism of relationship benefits on customer satisfaction and customer loyalty. Special treatment benefits have the greatest impact on satisfaction with service person, second is the honor benefits, the third and fourth is confidence and social benefits. Special treatment benefits have the greatest impact on satisfaction with company, second is the social benefits, the third and fourth is honor benefits and confidence benefits. Satisfaction with company have greater impact on active loyalty than satisfaction with service person. Satisfaction with company have greater impact on passive loyalty than satisfaction with service person too.

B. Managerial Implications

Enterprises aims at maintaining long-term and close relationship with customers can obtain insights from this research.

Enterprises should distinguish and identify different relationships. First of all, the structural bond should be built, because it can affect the overall relationship benefits significantly. Second, is the economic bond. Then, attention also should be paid on social bond.

Enterprises should create the special treatment benefits, which have greatest impact on customer satisfaction with service person and customer satisfaction with company. Then, enterprises should distinguish different customer satisfaction and customer loyalty, in which customer satisfaction with company have greater impact on active loyalty and passive loyalty than customer satisfaction with service person.

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