Explaining consumer forgiveness in insurance industry with emphasis on behavioral components

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Abstract

Objective: For all companies, particularly service businesses, one element that is of great significance is customer forgiveness. The major goal of this research was to ascertain how customer behavioral factors affected Iranian insurance insurers' willingness to forgive. Materials and Methods: In terms of research classification based on the goal of applied research, this study is a descriptive and survey. All Iranian insurance insurers in the Gilan province who have used Iran insurance services for at least two years make up the study's statistical population, and a sample size of 359 persons who were chosen using a non-probable selection approach was used. A questionnaire was utilized to gather the data for this research, and its content validity and construct validity were evaluated. The reliability was assessed using Cronbach's alpha. The data gathered from the survey was analyzed using SPSS and Smart PLS software. Results: The findings of evaluating the study hypotheses revealed that, with the exception of the effects of empathy on consumer forgiveness and self-inferiority on consumer forgiveness, all of the research hypotheses were verified. Conclusion: According to the findings of Iranian insurance managers, it is recommended that customers' favorable impressions be reinforced via emotional connection, differentiated services, and improved service quality.

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1. Introduction

In today's civilized society, insurance plays a crucial function in lowering risk and supplying financial and emotional security. It is one of the most significant and essential instruments available (Mahdavi & Majed, 2014). The insurance sector is one of the major subsectors in the area of financial institutions, and its impact is one of the measures of a society's economic progress (Zubiri et al., 2016). One of the most effective risk management strategies for bringing comfort and tranquilly to the community's residents is insurance (Adedamola Sulaiman et al, 2015). Each nation's insurance industry has a unique position as a driver of growth. The cash raised have their own use and may be set aside for a while in order to achieve their real objectives. Given that these funds grow as a result of consistent financial activity (Milosevic, 2012). One of the most significant weapons used to counter hazards is insurance. Unquestionably, one of the greatest triumphs of human development is insurance, which has shown its efficacy in several contexts. The evolution of any nation's business climate may be significantly influenced by the insurance sector since it is one of the most important sources of long-term financial resources and also because of its function in risk distribution. Every organization is vulnerable to dangers that might result in significant expenses. Risk coverage provided by the insurance sector may aid in the sustainability of enterprises (Baghestani Meybodi, 2015). One of the most significant service businesses that contribute significantly to the economies of all nations is the insurance industry. As a result, it is critical for insured enterprises to grow their market share in the national economy. However, the recent shortcomings in the provision of insurance services have repeatedly reduced consumer satisfaction and loyalty and increased customer complaints. The performance of insurance businesses in the market has been harmed by the loss of consumers who have experienced service that is below average in terms of dissatisfaction (Zare et al., 2012). The insurance business has seen a sharp rise in competition in recent years as a result of the rise in private insurers. Many insurance businesses have struggled to increase their market share due to the high expense of advertising (Mortazavi et al., 2011). Customers' happiness and loyalty have decreased often, and there have been more complaints from customers as a result of the recent weakness in the provision of insurance services. The performance of insurance businesses in the market has been harmed by the loss of consumers who have expressed discontent above the industry average (Zare et al., 2012). Receiving high premiums, a lack of public knowledge about how insurance works, inadequate insurance company provisions, imposing one-way conditions and offering traditional insurance to people, having onerous regulations and regulations requiring to observe fixed rates, and avoiding discounts based on the approvals of the Supreme Insurance Council are some of the difficulties that have resulted in a decrease in insurance sales. Although Iran's insurance market has expanded dramatically over the last ten years, it has not yet given much thought to the fundamental requirements of its clients (Dehdashti Shahrokh et al., 2012). On the other hand, a number of measures have been implemented in the insurance industry's business environment in accordance with Article 44 of the Constitution, some of which, like the release of insurance tariffs, have not been successful and have had a negative impact on the ability of insurance companies to draw in customers (Peyrovian and Zaranejad, 2014).

With its extensive network of branches, agencies, and other insurance agencies, the insurance industry may contribute significantly to the country's economic growth. One of the financial market's subsectors that has significant influence on other markets is this one, hence it is important to preserve the longevity and health of economic movements (Peyroyan &

Zaranejad, 2014). Although the sector of services is one of the fastest-growing in developing nations, there is less focus on service-related concerns in these nations. Studies pertaining to the area of services have really been disregarded as a result of the seller's market circumstances in the growing economy becoming better. Although the Iranian insurance market has seen respectable growth over the past ten years, it has not yet paid close attention to the fundamental requirements of its customers. Additionally, as the number of insurers has increased, so has competition, which has led to negative effects for these companies like declining sales and market share.

By collecting premiums, insurance companies in Iran are able to generate significant profits, and they spend a portion of these funds in a variety of initiatives that are crucial to the country's economic growth. Iran's insurance sector ranked 46th globally in terms of insurance industry size in 2010 according to Iran Central Insurance Company, accounting for 0.13% of global premium production. Iran ranks 73 in this category and has a per capita premium of $76.8 compared to the global average of $627.4. The proportion of premiums to GDP, or the insurance penetration coefficient, in Iran demonstrates the function and significance of insurance in a nation. This ratio, which is 1.5% in Iran, is the most significant gauge of the health of the global insurance market. While it is 18% in industrialized nations, it is just 6.89% worldwide. Iran lags behind the rest of the world in terms of insurance influence (Biazar et al., 2012). This article has been divided into a number of broad components, which are described in the paper's first section of introduction. After that, a review of the theoretical research literature follows.

The research methodology is then looked at after that. The procedures and processes of analyzing and modelling structural equations are detailed in the results section. Discussion and conclusions have been addressed at the article's conclusion.

2. Theoretical Framework and Research Background

The foundation of marketing is said to be brands. Due to the significance of attention and the influence of human connections on organizations, brand forgiveness is now one of the domains associated to brand. The idea of forgiving customers comes from a profound and lasting awareness of the emotional ties that bind one person to another in the context of a certain issue, time, and place, and has progressively spread to other forms of relationships (Shabani Nashaei et al., 2017). Consumer brand forgiveness is really the level of communication between the individual and the brand, and in this situation, the person attempts to list the good qualities of the brand. Brand forgiveness may serve as a useful gauge of brand devotion and loyalty. Repeat buyers of a brand continue to provide value and generate revenue for it (Malek Akhlagh et al., 2016). Companies must look into various approaches to interact with consumers as well as to engage them more in their marketing initiatives in order to maximize the value of higher customer engagement in light of the fierce rivalry in the service sector for a larger share of the market. In order for businesses to prosper, purchasing a client is not the only objective that needs to be taken into account. Service providers must have faith in non-trading relationships and other performance indicators than trading. Non-trading actions like customer social impact, referrals, and information sharing are sanctioned based on consumer forgiveness, enabling businesses to strengthen brand loyalty (Itani et al, 2020). The focus has shifted in recent years from marketing transactions to relationships, with the second one emphasizing the significance of long-term contacts and partnerships. New ideas, such as brand attachment, have arisen in accordance with this altered perspective. Existing relationship ideas, such partnership or

commitment, are unable to completely explain the dynamics of consumer/brand interactions. Brand engagement with the emphasis of clients' cognitive, emotional, and behavioral investments in interactions gives insight into these dynamics (Islam et al, 2019). Brand forgiveness has been one of the most significant study subjects in recent years due to actively engaged behaviors. As a result, researchers have attempted to understand the nature of consumer forgiveness, investigate the behavioral manifestation, its antecedents, and its effects, and propose its underlying mechanism (Li & Han, 2020). Insights have been obtained in areas such as conceptualization of brand engagement, capability, measurement, and theoretical connections as a result of the consumer forgiveness research's recent quick development. There hasn't been a thorough examination of the impacts of consumer forgiveness on other actors, especially on several actors at once, despite the growing awareness of how it affects the customer (e.g., with reliance or brand loyalty) (Clark et al, 2020).

Consumer forgiveness, when used broadly, refers to people's willingness to devote their time, energy, and devotion to the social system. It really measures how emotionally invested a consumer is in a company and how closely they identify with its objectives. Consumer forgivingness is the emotional and psychological connection individuals have with a brand; in fact, this element is the people's fervent desire to keep that brand alive. When adhering to the brand, the brand person seeks to protect and convey his individuality and nature. Engaging suggests a persistent desire to preserve a worthwhile connection. When analyzing marketing interactions, engaging is a function of consumer satisfaction and raising their behavioral intentions (Taghipourian & Ashtiani, 2019). The marketing literature often defines consumer forgiveness and its passing as the customer's emotional, cognitive, and behavioral connection with the brand (Prentice et al, 2019). Consumer forgiveness was compared by Park et al. (2014) to a chain between the brand and customers. They stress the connection between customer imagination and consumer forgiveness in branding. Brand loyalty and customer satisfaction both rise when consumers feel appreciated and satisfied. Customers have a sense of self-renewal toward the brand as a result of their strong sense of belonging and engagement with it. As a result, in accordance with this problem, the customer exhibits a sense of affiliation and involvement with the brand. Yang Chun measures brand engagement in three areas: self-integration, emotional bonding, and trust. When customers feel like they belong and are actively involved with a brand, emotional bonding demonstrates their behaviors, attachment, intimacy, and positive thoughts toward that brand (ShirKhodaei and Faghih Nasiri, 2017). Consumer forgiveness is defined by Park et al. (2006) as the strength of brand emotional connection and cognitive bonding. Customers' behavioral intentions are being increased by their engagement in a function of satisfaction and their sustained desire to maintain a valuable relationship in marketing relationships (Taghipourian & Ashtiani, 2019). Customers who are emotionally connected to a brand are more likely to spend more money to keep their connection with it going, therefore the beneficiary community is often utilized as a forum for interaction and communication about shared interests (Li & Han, 2020). In order to distinguish the consumer forgiveness variable from other comparable variables, Thomson et al. (2013) described its personalities. Strong emotional attachments, for instance, take place over an extended period of time and often necessitate contact between a person and a cherished item. The few products that customers have an emotional attachment to come with a set of memories that link the products to the person's inner self. In actuality, intense disagreements with objects evoke a distinctly remembered and nostalgic sense, and it is the

memories that link the objects to the individual. They said that individuals who have a strong emotional connection to objects exhibit particular actions, such as sustaining connections and experiencing discomfort away from the objects of interest, and they won't be ready to replace the goods for new ones (Mohammadian and Khajeh Dehdashti, 2016).

Customers' "relationship" with the organization is reflected in the trend of consumer forgiveness as shown in their cognitive, emotional, behavioral, sensory, and social reactions. Customer loyalty may also be attributed to a psychological or emotional condition known as consumer forgiveness. Joint creation, societal effect via word of mouth, client referral, buying behavior, influence, and knowledge behavior are all examples of customer attachment. Engaging with the brand shows that service providers and consumers are working together. Additionally, both the organization and the customers are financially impacted by how much connection there is with the service organization and its affiliated firms. A thorough conceptual framework with all the specifics, elements, and effects of consumer interaction has been offered by Van Doren et al (Prentice et al, 2020). Then, according to the research literature, the model is presented as figure (1):
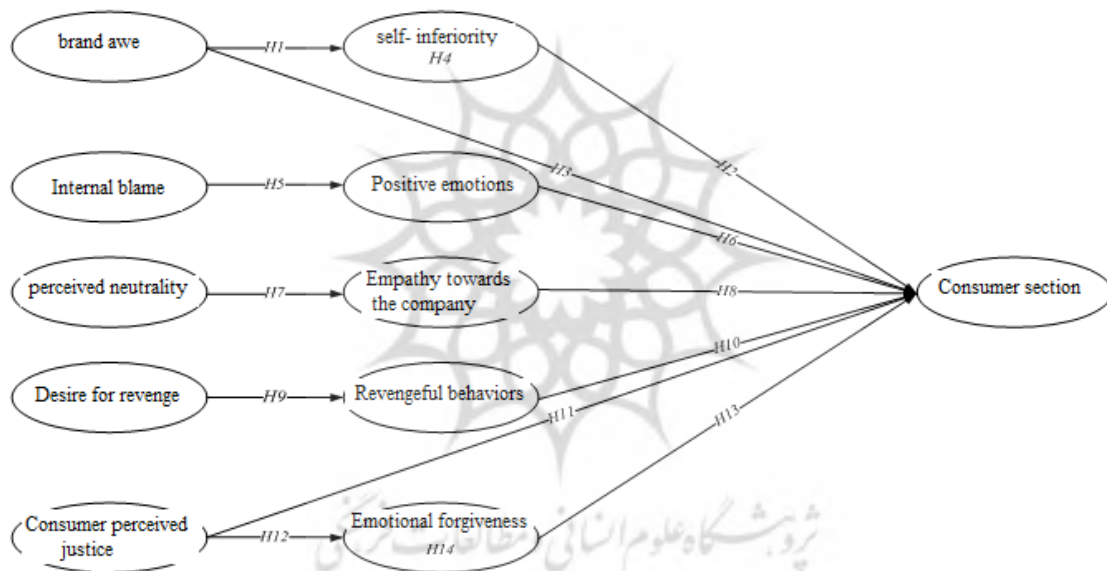

Figure (1): Conceptual model of research adapted from literature

3. Research methodology

In terms of its nature and methodology, as well as its useful aim, this study is regarded as descriptive. In terms of information collecting, it is also a survey study. All Iranians with insurance policies in the province of Gilan make up the study's statistical population, and a non-probability sampling technique was used. An effort was made to choose the statistical population for this study from among insurance policyholders who had at least two years of experience using insurance services. Since the statistical population for the study is small, the sample size was calculated using Cochran's method for small populations, which equals 366 individuals.

About 400 questionnaires were sent electronically through messenger and e-mail networks in an effort to prevent questionnaires from being returned. Of these, 359 questionnaires were returned to the researcher and served as the basis for analysis and research. In this study,

questionnaires were used as the data collection tool and field type data collection methodology. The validity of this study was examined using both content validity and construct validity; the results of construct validity are shown in the following section. Some marketing and marketing management instructors claim that it has also been used to verify the accuracy of material. The reliability of the questionnaire was examined using Cronbach's alpha and the composite reliability coefficient; the findings from this section are also discussed below. The specifications of the research questionnaire in terms of the number of questions are presented in Table (1):

Table (1) information of the research questionnaire

Reference	scale of measurement	Number of questions	Model variables
Young and Ho (2021)	Five-choice Likert	٣	brand awe
Zoring et al. (2015)	Five-choice Likert	٣	Internal blame
We et al. (2020)	Five-choice Likert	٣	perceived neutrality
Joyerman et al. (2016)	Five-choice Likert	٢	Desire for revenge
Babin et al. (2021)	Five-choice Likert	٨	Consumer perceived justice
Young and Ho (2021)	Five-choice Likert	٢	self- inferiority
Zoring et al. (2015)	Five-choice Likert	٣	Positive emotions
We et al. (2020)	Five-choice Likert	٣	Empathy towards the company
Joyerman et al. (2016)	Five-choice Likert	٢	Revengeful behaviors
Babin et al. (2021)	Five-choice Likert	٣	Emotional forgiveness
Young and Ho (2021)	Five-choice Likert	۴	Consumer forgiveness

4. Research findings
4-1- Descriptive statistics
Six of the questionnaire's items, which were connected to its demographic section, were answered by 359 respondents in this study. 169 women and 190 men answered the questionnaire as responders. Understanding the demographics of the sample is helpful since it aids in identifying the general traits of the society being researched and its general traits for other researchers. We may also utilize this information to construct future study topics for other societies or to generalize the findings to other societies.

The results of this section are summarized in Table (2):

Table (2): demographic characteristics of the respondents

Number	Brand usage history	Number	Familiarity with the brand	Number	education	Number	Age
۲۵	Between 2 and 4 years	۲	Between 2 and 4 years	۵۵	diploma	۱۱	Under 25 years
۸۸	Between 4 and 6 years	۲۸	Between 4 and 6 years	۲۹	Associate Degree	۴۴	۲۵ to 30 years
۲۲۲	Between 6 and 8 years	۳۹	Between 6 and 8 years	۱۹۸	BA	۱۰۷	۰۰ to 35 years
۴۱	Between 8 and 10 years	۱۵۸	Between 8 and 10 years	۸۱	MA	۹۸	۳۵ to 40 years
۱۳	Above 10 years	۲۳۲	Above 10 years	۶	PhD	۳۹	Over 40 years
۳۹۹	**Total**	۳۹۹	**Total**	۳۹۹	**Total**	۳۹۹	Total

The statistical description of the study variables is provided in the paragraphs that follow. The primary indicators are examined in this section. The central, dispersion, and distribution shape indices of variables are discussed in this section. The degree of the data's inclination to the center is determined by central indices, which are indices. The central index is a term used to describe any numerical measure that identifies the center of the data collection. The phrase "dispersion indices" refers to numerical indicators that quantify the degree of data dispersion. The data are also described by distribution shape indices. Other metrics that establish their symmetry or asymmetries must be included. It may be argued that the frequency distribution of the population from which the data was obtained has a symmetrical distribution if the frequency distribution diagram of the data is approximately symmetrical. The frequency curve associated with the standard normal distribution, which has a unique beauty in terms of symmetry and elongation, is often the most natural frequency curve in distributions when the average, median, and mean are nearly equal.

Table (3): Statistical description of research criteria

kurtosis	Skewness	Variance	standard deviation	Mean	Maximum	Minimum	Number	Variable
-۰/۳۶۵	-۰/۷۴۲۳	۰/۸۲۲	۰/۹۰۱۳۸	۳/۹۶۵۲	۵	۱	۳۹۹	brand awe
۱/۱۳۷	-۱/۰۹۹	۰/۷۵۷	۰/۸۷۰۱۲	۳/۱۸۱	۵	۱	۳۹۹	Internal blame
۳/۴۴۲	-۱/۶۶۳	۰/۶۰۹	۰/۷۸۰۲۳	۴/۳۶۹۸	۵	۱/۲۵	۳۹۹	perceived neutrality
۰/۵۵۶	-۱/۰۹۹	۰/۷۷۴	۰/۸۷۹۸	۴/۰۷۹۲	۵	۱	۳۹۹	Desire for revenge

kurtosis	Skewness	Variance	standard deviation	Mean	Maximum	Minimum	Number	Variable
-٠/٢٣۴	-٠/٧۴١	٠/٨٢٢	٠/٩٠١٣٨	٣٩٩۶٩	۵	١/٢۵	٣٩٩	Consumer perceived justice
٣/۴۴٢	-١/۶۶٣	٠/۶٠٩	٠/٧٨٠٢٣	۴٣۶٩٨	۵	١/٢۵	٣٩٩	self-inferiority
١/١٣٧	-١/٠٩٩	٠/٧۵٧	٠/٨٧٠١٢	۴٠٩٧٩	۵	١	٣٩٩	Positive emotions
٣/۴۴٢	-١/۶۶٣	٠/۶٠٩	٠/٧٨٠٢٣	۴٣۶٩٨	۵	١/٢۵	٣٩٩	Empathy towards the company
٠/۵۵۶	-١/٠٩٩	٠/٧٧۴	٠/٨٧٩٨	۴٠٧٩٢	۵	١	٣٩٩	Revengeful behaviors
۴/٧٢٧	-١/٨٩٩	٠/۵٨٨	٠/٧۶۶۵۴	۴٣٣٨۵	۵	١	٣٩٩	Emotional forgiveness
٣/۴۴٢	-١/۶۶٣	٠/۶٠٩	٠/٧٨٠٢٣	۴٣۶٩٨	۵	١/٢۵	٣٩٩	Consumer forgiveness

2-4- Evaluation of validity and reliability in partial least squares method

After determining the factor loads of the questions, it is necessary to compute and report the Cronbach's alpha coefficients and the overall dependability of the structures, according to the data analysis methodology in the partial least squares approach. This coefficient's value ranges from 0 to 1, with values over 0.7 considered acceptable and below 0.60 considered undesirable.

This coefficient's value ranges from 0 to 1, with values over 0.7 considered acceptable and below 0.60 considered undesirable. It should be mentioned that the value of 0.6 has been proposed as the Cronbach alpha coefficient for variables with few questions. The validity of convergence reveals a strong connection between a construct's indicator and the indicator of other constructs, which should be assessed in reflective models. The extracted variance mean is used to assess the convergence validity. This coefficient's value ranges from 0 to 1, with values greater than 0.5 being permitted. Values greater than 0.4, however, may be regarded with care.

Table(4): Results of Convergent Validity and Reliability Assessment

Research model variables	Final Cronbach's alpha	Combined reliability coefficient	Average variance extracted
	Cronbach's Alpha	*Composite Reliability*	*Average Variance Extracted (AVE)*
Positive emotions	*0.812*	*0.849*	*0.655*
Emotional forgiveness	*0.798*	*0.908*	*0.832*
Consumer forgiveness	*0.657*	*0.802*	*0.593*
perceived neutrality	*0.849*	*0.908*	*0.767*
Desire for revenge	*0.842*	*0.624*	*0.402*
self- inferiority	*0.746*	*0.855*	*0.663*
Revengeful behaviors	*0.805*	*0.885*	*0.720*
Internal blame	*0.792*	*0.872*	*0.696*
Consumer perceived justice	*0.854*	*0.910*	*0.772*
Empathy towards the company	*0.891*	*0.932*	*0.821*
brand awe	*0.889*	*0.931*	*0.818*

The next criterion for assessing the fitness of measurement models is called divergent validity, and it has two themes: (a) comparing the correlation of an indicator with a structure and to the correlation of that indicator with other structures, and (b) comparing the correlation of an indicator with a construct and to the correlation of the construct with other structures. The reciprocal cross-loading method and the Fornell-Larker criteria method are the two methods that the partial least squares approach calculates divergent validity. The second strategy has been used in this study.

Frenel and Larker's approach is used. A structure's relationship with its indicators is evaluated in light of that structure's interaction with other structures. When a structure interacts more with its indicators than other structures, the validity of the model is acceptable (i.e. the number displayed in the diameter of this matrix must be larger than other numbers of its column). The items of each study variable may be correlated with their own structure more than they can with other structures, as seen in the table above (they are greater than other numbers in their rows), and the Freonel and Larker matrix is then explored. Given that all variables have this state and this matrix's main diameter is bigger than its left and lower numbers, it is feasible to go on to next phases of structural model fitting. Given that all variables have this state and this matrix's main diameter is bigger than its left and lower numbers, it is feasible to go on to next phases of structural model fitting.

Table (5): Divergent validity measurement matrix by Fornell-larker method

	Positive emotions	Emotional forgiveness	Consumer forgiveness	perceived neutrality	Desire for revenge	self-inferiority	Revengeful behaviors	Internal blame	Consumer perceived justice	Empathy towards the company	brand awe
Positive emotions	0.809										
Emotional forgiveness	0.004	0.912									
Consumer forgiveness	0.011	0.710	0.770								
perceived neutrality	0.361	0.087	0.030	0.876							
Desire for revenge	0.199	-0.102	-0.016	0.400	0.634						
self-inferiority	0.701	0.083	0.080	0.619	0.363	0.814					
Revengeful behaviors	-0.002	0.780	0.603	0.067	-0.101	0.049	0.849				
Internal blame	0.336	0.116	0.084	0.735	0.367	0.584	0.126	0.834			
Consumer perceived justice	0.274	0.105	0.063	0.596	0.354	0.686	0.066	0.549	0.879		
Empathy towards the company	0.618	0.025	0.005	0.253	0.196	0.433	0.049	0.153	0.119	0.906	
brand awe	0.284	0.042	0.054	0.648	0.318	0.506	0.042	0.735	0.539	0.123	0.904

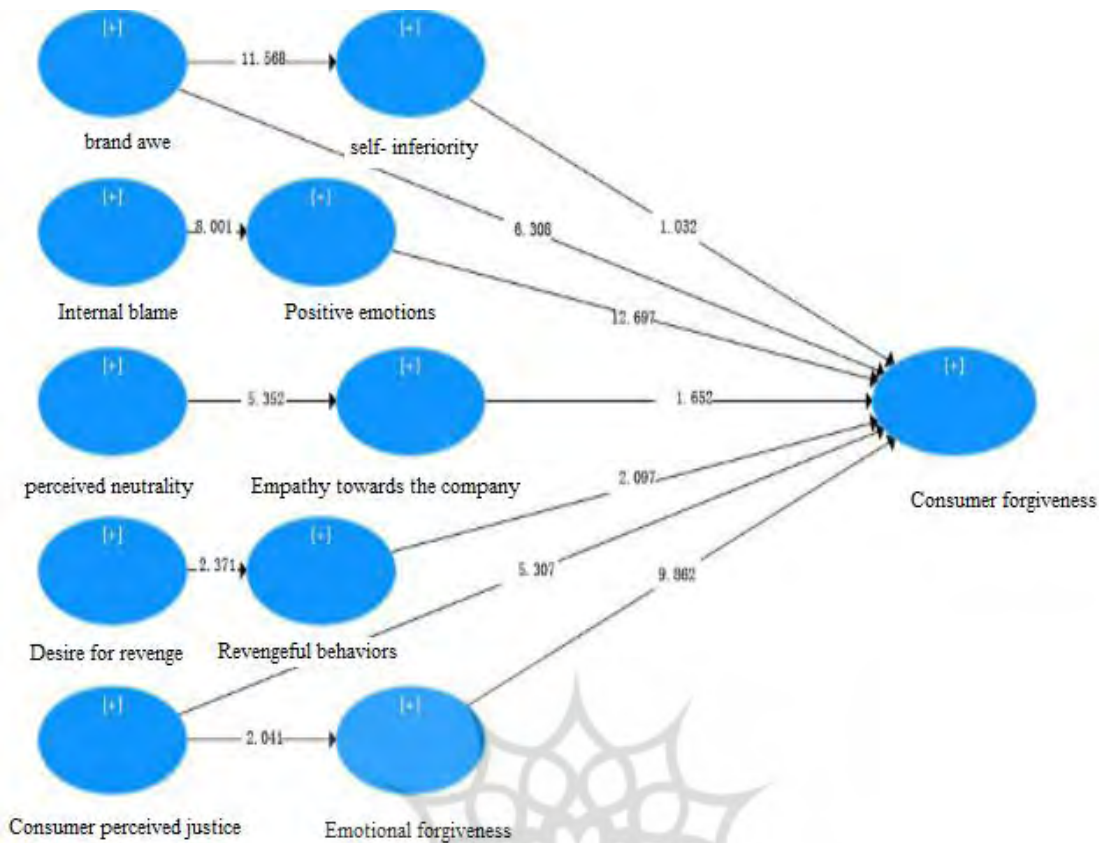## 4-4- Analysis of research hypotheses

In this method, the research ideas are analyzed using two models. The model in standard estimate mode is one of the models. If this value is taken into account between the hidden and obvious variables, they are equal to the same correlation coefficients or factor loads (in the

confirmatory factor analysis), and if taken into account between the two variables, they are equal to the same path coefficients or standardized regression betas. The standard estimation state of the coefficients is homogenized, which means that their scale is the same and it is possible to compare between them. The model's factor loads in the standard estimating stage show how each variable or item affects the variance of variable scores or the main factor by explaining it. It is feasible to compare observable variables that explain hidden variables in conventional estimate mode. Confirmatory factor analysis of the variables' findings revealed that the model for measuring the right variables, together with all of the model's numbers and parameters, were significant. The model's findings show that the variables in the model have strong, positive correlations. Figure (1) shows the factor loads for each of the study topics. The numerical coefficient has a value between 0 and 1, and the closer it is to 1, the greater the value of variance explanation.
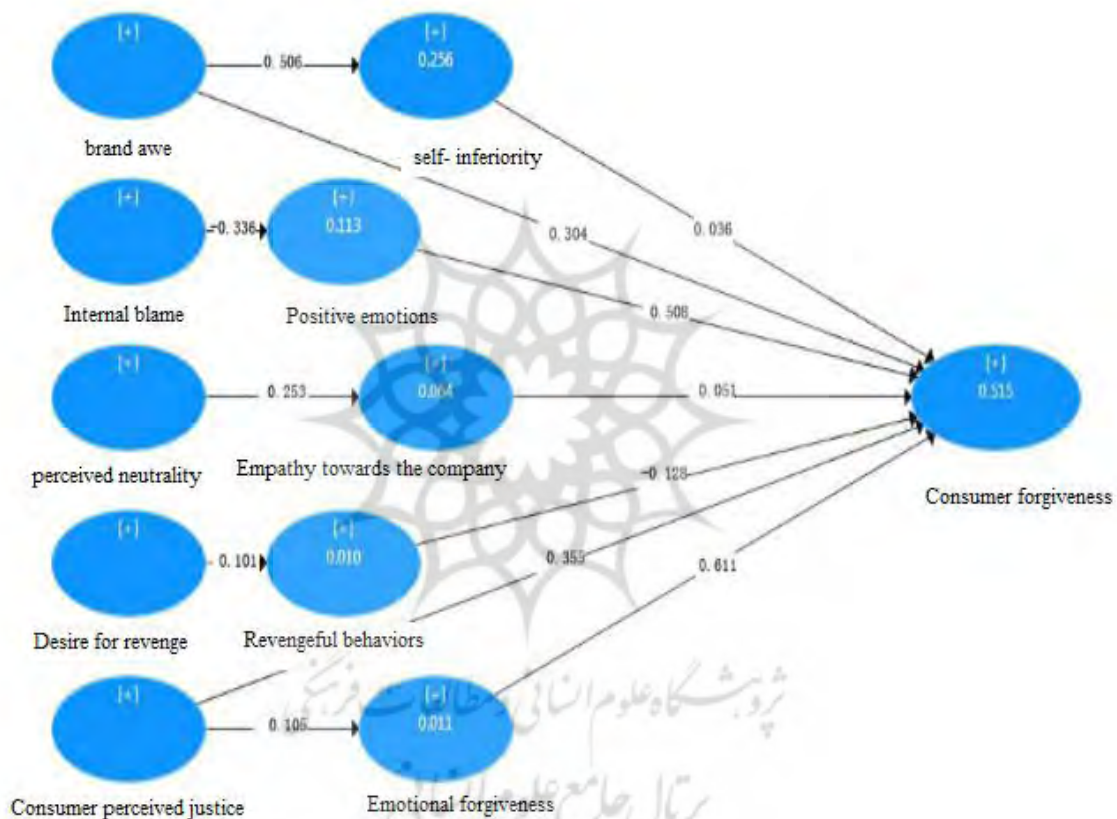
Figure (1): Research model in standard estimation mode

The model for significant numbers is an additional model. In this instance, estimating the model is known as estimating the t coefficients. The values of the t statistic, which are used to assess the importance of the associations, are shown by the model in the t coefficients mode or the significance mode. Accordingly, the coefficients are not significant and result in the rejection of research hypotheses if the t statistic values are between +1.96 and 1.96, and they are significant if they are outside of this range. Figure (2) illustrates the importance of the model's parameters and generated coefficients, demonstrating the value of each coefficient. In the event of significant coefficients, the model is examined as the foundation for validating or disproving the study hypotheses.

Figure (2): Research model in the case of significant numbers

According to the results of the two models, the results of the research hypotheses are presented in Table (7):

Table (7): The results of research hypotheses

hypothesis	Path coefficient	T statistic	Significance	Result
Perceived neutrality affects empathy towards the company.	۳,۲۵۳	۵,۳۵۲	Sig<۰/۰۵	Approved
Empathy towards the company has an effect on consumer forgiveness.	۰,۰۵۱	۲,۶۵۲	Sig<۰/۰۵	Disapproved
Justice affects emotional forgiveness.	۰,۱۰۵	۱,۰۴۱	Sig<۰/۰۵	Approved
Justice affects consumer forgiveness.	۳,۳۳۵	۵,۰۰۷	Sig<۰/۰۵	Approved
Emotional forgiveness affects consumer forgiveness.	۰,۶۱۱	۹,۶۶۲	Sig<۰/۰۵	Approved
The desire for revenge has an effect on vengeful behaviors.	-۰,۱۰۱	۱,۳۷۱	Sig<۰/۰۵	Approved
Revenge behaviors affect consumer forgiveness.	-۰,۲۲۸	۲,۰۹۷	Sig<۰/۰۵	Approved
Brand awe affects the consumer's self-esteem.	۰,۵۰۶	۱۱,۵۸۸	Sig<۰/۰۵	Approved
Brand awe affects consumer forgiveness.	۰,۰۰۴	۸,۰۰۸	Sig<۰/۰۵	Approved
Self-conceit has an effect on consumer forgiveness.	۳,۳۳۶	۲,۳۳۲	Sig<۰/۰۵	Disapproved
Internal blame affects positive emotions.	-۳,۳۳۶	۸,۰۰۱	Sig<۰/۰۵	Approved
Positive emotions affect consumer forgiveness.	۰,۵۰۸	۲۲,۶۹۷	Sig<۰/۰۵	Approved

5. Discussion & Conclusion

There are many different hazards and threats present in human everyday life as well as in the economic, social, and cultural activities of communities. When compared to people and institutions' financial resources, the cost of compensating for some of these risks is not as high, and those parties can afford such damages at the time of the incident. However, a sizable portion of these incidents cause such severe damage that the regular flow of economic and social activities, as well as daily life, are severely disrupted, and occasionally subversive women are involved. If a mechanism is not taken into account to deal with this phenomenon, it can seriously harm the macroeconomic and micro social development of nations while upsetting the normal lives of families and employees of institutions engaged in production and societal service. The insurance sector offers a practical method for addressing this instability and disruption in people's lives, as well as in their economic and social activities. It also plays a critical role in providing investment resources for nations' economies. Because insurance increases peace, confidence, life expectancy, and low-risk activity for citizens and economic activists on the one hand while also providing investment resources on the other, it has an undeniable and significant impact on the economic growth and development of societies. An answer that transfers risk to a party with a relative risk advantage is insurance. A risky person typically pays a fixed price to a less risk-averse insurer or risk-averse insurer who is willing to take the risk at that price in the typical insurance example. Both parties will benefit from the deal since they both agree on it.

As a service sector, the insurance business contributes to and supports each country's economy. In fact, it can be argued that in light of competition and significant changes in the field of economy, the presence of efficient supporting industries in that field is one of the most significant competitive advantages of countries. The success of this industry serves as an incentive and a stimulus for other industries and increases the efficiency of industries. In the following, according to the results of testing the research hypotheses, some suggestions have been presented as follows:

- In order to raise customers' perceptions of the quality of services, it is advised that Iran Insurance Managers always take customer preferences into account when introducing new services. This will ensure that the new services they offer are tailored to the preferences of their clients and meet or exceed their expectations.

Iranian insurance managers should take into account exponential discounts for customers who use more insurance services than other customers and purchase a variety of insurances, and if customers' purchases exceed a certain threshold in a given period, take into account other benefits like free third-party insurance for a year, in order to strengthen the mental image of customers.

- Because of the fierce competition in this market, it is advised that Iran insurance exercise the utmost care in providing flawless services to avoid interfering with customer trust. Even the smallest error could result in a customer turning away, which would decrease customer loyalty. Therefore, if insurance companies give this issue enough consideration, it will strengthen customer oral advertising.

- Insurance managers are advised to exercise caution when incorporating customer preferences into the design of insurance services to ensure that the services meet the needs of customers. The examined insurances also support the administrative procedure for service and act in opposition to commitments made in accordance with the schedule. Therefore, by supporting this industry, insurance managers can further demonstrate their dedication to providing top-notch distinctive services. The executive procedures and guidelines that insurance companies have created in accordance with quality management systems should be reviewed on a regular basis.

In order to raise awareness in the minds of customers, it is advised that the chief executives of the studied insurances highlight in their advertising strategies how they perform differently from other insurances in the area of services and facilities.

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