

# Investigating the Antecedents of Customer Citizenship Behaviour

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**Abstract**— Customer citizenship has emerged as a growing area of research in the field of marketing. It is the voluntary engagement of customers during and after the purchase. Customer citizenship behaviour goes beyond just showcasing loyalty; it refers to a customer's constructive behaviour towards the company and his/ her willingness to engage and help other customers. This behaviour gives a huge uplift to the company's overall performance as well as provides an organization with a potential source of competitive advantage. Customer Citizenship behaviour is motivated by a number of factors and this paper aims to examine these variables that lead to brand commitment, helping potential clients and the extent of customer satisfaction, loyalty, commitment and trust as integrated factors that leads to customer citizenship behaviour. A growing customer base and increased penetration of consumer durables have provided enough scope for the growth of the Indian retail sector. Research indicates that if salespeople act in best interest of the customers, customers respond with stronger loyalty and spread positive word of mouth about the retailers. This research paper uses convenience sampling for the study. The geographical area chosen for this research is Bangalore. A literature review of the customer citizenship behaviour and the related constructs was undertaken to form the model. When customers are satisfied and have a positive shopping experience, they will advocate the brand amongst their peers. Finally, theoretical, managerial and future research implications are included.

**Keywords**— Customer citizenship behaviour, electronic durables, customer satisfaction, social exchange theory, customer advocacy

## I. INTRODUCTION

For the longest time the product and services industry thought of customers as the source of 'direct' revenue generation, but with different and dynamic sales and marketing approach coming in customers now represent the firm as ambassadors or the 'partial employees' or feedback providers who are generating social and symbolic capital for the firm. They are actively involved and interactive with all the actors in the 'line of visibility' or encounters. Customers are now providing a competitive edge to the companies by not only recommending a particular product but also going beyond and educating other customers or potential buyers and proving to be the asset to the organizations and not only the source of direct revenue. With the technological advancements firms have a growing interest in empowering the customers. The increasing relevance of customers fomented both the practitioners and academics to understand the interactional and situational dynamics that let customer participation in value creation. These voluntary behaviours by the customers are known for their discretionary nature that assist the company in the successful marketing and positioning of their brand.

Further to this, citizenship behaviour would also help in customer satisfaction, relationship quality, and improved firm's performance. In addition, this behaviour also predicts the company's identification, employee performance, satisfaction and commitment. Thus this research aims to analyze the focus points driving this behaviour and how it leads to the company's growth in a long run.

## OBJECTIVES

- To investigate the factors influencing customer citizenship behaviour
- To analyse impact of the identified factors on reliability and customer satisfaction
- To determine the influence of reliability and customer satisfaction on customer citizenship behaviour

## II REVIEW OF LITERATURE

The concept of customer citizenship behaviour (CCB) was mainly derived from organizational citizenship behaviour (OCB), which refers to "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and that, in the aggregate, promotes the effective functioning of the organization". Accordingly, this study defines CCB as a person's self-willingness to engage in unsolicited, helpful, and constructive behaviours towards other customers and a firm. CCB is identified by terms such as customer discretionary behaviour, customer voluntary performance, customer extra-role behaviours, customer citizenship behaviour, customer OCBs, customer helping behaviours and community citizenship behaviour. Different conceptualizations of customer citizenship behaviours are also reported in the service literature suggested three dimensions of CCB (loyalty, participation, and cooperation) and CCB consists of three dimensions: making recommendations, providing feedback to the organization, and helping other customers. CCB can affect turnover intention as well as improve organizational performance and service quality. Therefore, identifying the determinants of customer citizenship behaviour is an important effort, and recent studies appear to focus on the antecedent of CCB in online context. However, little studies have been conducted to understand how CCB is shaped by brand experience in online brand communities.

This paper examines the potential antecedents of CCB. This study proposes that relationship value and relationship quality play a key role in promoting CCB toward the service firm. By examining citizenship behavior from a relationship perspective, this study will provide a much broader and comprehensive understanding of customers' extra-role behaviors in a relationship exchange. Social exchange theory proposes that a person's behavior in a relationship is driven by perceived costs and benefits (Coyle-Shapiro & Diehl, 2018). Humans are social beings, interaction in-between customers or between customers and organisation are all social exchanges. When customer believes the quality of the service provided is valuable, and knows he can rely on the company's promises he reciprocates by showing loyalty to the organization (Cook & Gerbasi, 2012). Social Exchange Theory shows that there exists a direct relationship between customer satisfaction and customer citizenship behaviour.

Social exchange theory can be better explained as a notional explanation for organizational citizenship behaviour. One study examines a model of clear leadership and relational building as antecedents, and organizational citizenship behaviour as a result (Dabadie & Petit, 2017). The concept of organizational citizenship behaviour can be utilized by marketers in different ways. Customers react strongly to high prices service failures. One research develops a model for service failure recovery, integrating the concepts of corporate citizenship and social exchange theory (Elstad, Christophersen, & Turmo, 2011). Thus customer satisfaction plays a mediating role between the study's predictor variables and customer citizenship behavior (Smith, Bolton, & Wagner, 1999)

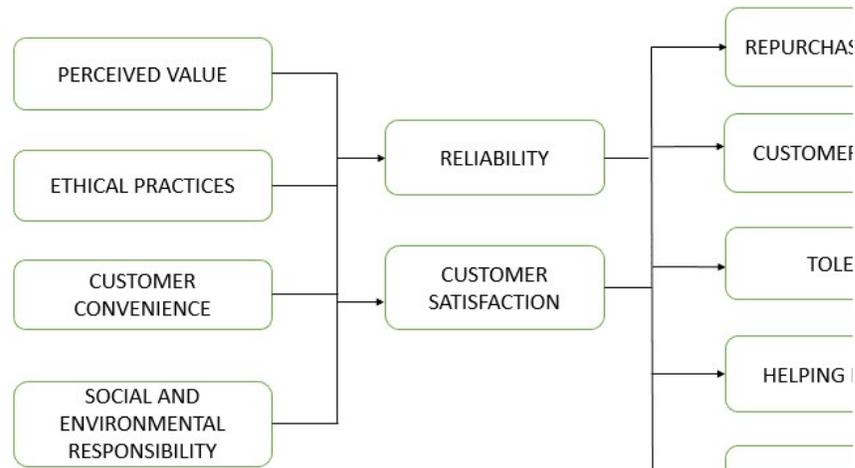


Figure 1: Conceptual model

The conceptual model is formed based on social exchange theory and examining the relationship between the factors and behaviours associated with customer citizenship. Customer citizenship behaviours are extra-role behaviours or voluntary behaviours that are beyond the expected customer behaviours. Customer citizenship includes behaviours like giving helpful feedback, helping other customers and spreading positive word of mouth (Revilla-Camacho, Vega-Vázquez, & Cossío-Silva, 2015). These behaviours are beneficial not only to the company, but also, to other customers. There are several factors that lead to customer citizenship behaviour. When customers perceive better value in a sales proposition, price sensitive is reduced (Curth, Uhrich, & Benkenstein, 2014). Customers are willing to pay an additional fee or price for services that add value to them. Convenience is also very important; it could be a convenient location to access the product or service, or transactional convenience like mode of payment. With emergence of technology and increase in e-commerce platforms, easy navigation on websites and apps also plays a major role in convenience (Teo, Tan, Ooi, Hew, & Yew, 2015). Customers expect fair returns and refund policies, lenient returns and refund policies have positive effect on the customer, increases purchases, and customer retention. These factors together lead to customer satisfaction and build reliability and trust in the organization. Customer-oriented companies generate more loyal customers as the organization establishes itself as reliable and trustworthy (Yang & Peterson, 2004). When the organisation satisfies the customers and is dependable, the customer grows loyal to the brand and the organization, and might display citizenship behaviours.

Customer advocacy is the consequence of customer's commitment to the organization. Customer advocacy can be described as customer behaviour that displays commitment to an organization by expressions such as recommending, promoting, and supporting the organization (Roy, 2013). The underlying principle of consumer advocacy is that if the firm serves the best interests of its consumers, the consumers will reciprocate with citizenship behaviours. Customer feedback also serves the purpose to understand consumers' behaviors and serves a source of constructive ideas, suggestions and information to the organization. Since customers are experts from the customer perspective, these inputs are valuable to the organization (Fundin & Bergman, 2003).

While researching on customer citizenship behaviour, it was observed that customer tolerance level varies in situations where the service or product quality does not meet the customer's expectations (Stodnick & Marley, 2013). The zone-of-tolerance (ZOT) is an innovative concept that has attracted recent attention in the services marketing domain. The ZOT represents a range of service performance that a customer considers satisfactory, which recognizes multiple expectation standards, specifically adequate and desired expectations. A high level of service quality leads to customer citizenship behaviour (Wu, 2011). Unlike the roles of employees, the roles of customers are less defined and role-scripted, placing customers in a situation that can require spontaneous help from other customers. This could be because customers and feel emphatically recall their own difficult experiences and show a sense of social responsibility to help other customers experiencing similar difficulties (Boiral & Paillé, 2012). Customer-centricity culture results in creation and maintenance of long-term customer relationships. When customers are happy with the quality, and other services, they do not intend to switch between organizations or brands (Minarti & Segoro,

2014). As long as the service quality and other factors remain unchanged, customers intend to continue business with the same organization (Romani, Grappi, & Dalli, 2012).

#### HYPOTHESES:

- Perceived value has a positive effect on Reliability
- Customer convenience has positive effect on Reliability
- Social and environmental responsibility has a positive effect on Reliability
- Ethical practices have a positive effect on Reliability
- Perceived value has a positive effect on Customer satisfaction
- Customer convenience has positive effect on Customer satisfaction
- Social and environmental responsibility has a positive effect on Customer satisfaction
- Ethical practices have a positive effect on Customer satisfaction
- Reliability has a positive effect on Customer Citizenship Behaviour
- Customer satisfaction has a positive effect on Customer Citizenship Behaviour

### III. RESEARCH METHODOLOGY

Data was collected using a structured questionnaire in Bangalore region of Karnataka, India. The sample of this study consisted of customers of electronic durable brands. The sampling technique used in this research was convenience sampling. Respondents were asked to choose their most frequently purchased brand in electronic durable category. A five-point Likert type scale anchored at 'strongly disagree' and 'strongly agree' was used. The total usable sample size was 110. Construct reliability was assessed using Cronbach alpha. The Cronbach alpha for the data is 0.874. Since the Cronbach alpha is greater than 0.7, it is accepted. Hypotheses were tested using correlation and multiple regression on SPSS software

### IV. DATA ANALYSIS AND INTERPRETATION

In the sample, 60% of the respondents were males and 40% of the respondents were females. A total of 72.93% belonged to the age group of 19-24 years, 21.82% belonged to the age group of 25-30 years, and 4.5% of the respondents were above 30 years of age. 52% of the respondents earned an income less than 1.2 lakhs, 15.45% earned between 1.2 lakhs and 2.4 lakhs, 11.82% earned between 2.4 lakhs and 3.6 lakhs, 7.27% earned between 3.6 lakhs and 6 lakhs, and 12.73% earned a household income above 6 lakhs per annum. 57.27% of the respondents were students, 7.27% were part-time employees, 32.73% were employed full-time, and 2.73% were self-employed.

From the correlation matrix we observe that, at 0.01% significance level, there is a weak positive correlation between perceived value, ethical practices, social and environmental practices and CCB. There is none to extremely weak positive correlation between customer convenience and CCB. There is a weak positive correlation between perceived value, ethical practices, social and environmental practices and mediating variables (Customer satisfaction, reliability), and a moderate positive correlation between customer convenience and mediating variables (Customer satisfaction, reliability).

TABLE 1  
PEARSON CORRELATION

		Correlations				
		PV	EP	SER	CC	RL
PV	Pearson Correlation	1	.403**	.443**	-.039	.338**
	Sig. (2-tailed)		.000	.000	.685	.000
	N	110	110	110	110	110
EP	Pearson Correlation	.403**	1	.556**	.400**	.439**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	110	110	110	110	110
SER	Pearson Correlation	.443**	.556**	1	.097	.326**
	Sig. (2-tailed)	.000	.000		.311	.001
	N	110	110	110	110	110
CC	Pearson Correlation	-.039	.400**	.097	1	.508**
	Sig. (2-tailed)	.685	.000	.311		.000
	N	110	110	110	110	110
RL	Pearson Correlation	.338**	.439**	.326**	.508**	1
	Sig. (2-tailed)	.000	.000	.001	.000	
	N	110	110	110	110	110
CS	Pearson Correlation	.247**	.383**	.323**	.229*	.442**
	Sig. (2-tailed)	.009	.000	.001	.016	.000
	N	110	110	110	110	110

TABLE 2

## IMPACT OF INDEPENDENT VARIABLES ON RELIABILITY

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.637 <sup>a</sup>	.406	.384	.528	2.063

a. Predictors: (Constant), CC, PV, SER, EP

b. Dependent Variable: RL

Multiple regression was conducted taking perceived value, ethical practices, social and environmental responsibility and customer convenience as independent variables and reliability as dependent variable. The value of Adjusted R square is 0.384 which means 38.4% of variance of dependent variable is explained by independent variables

TABLE 3

## IMPACT OF INDEPENDENT VARIABLES ON CUSTOMER SATISFACTION

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.428 <sup>a</sup>	.183	.152	.560	2.270

a. Predictors: (Constant), CC, PV, SER, EP

b. Dependent Variable: CS

Multiple regression was conducted taking perceived value, ethical practices, social and environmental responsibility and customer convenience as independent variables and customer satisfaction as dependent variable. The value of Adjusted R square is 0.152 which means 15.4% of variance of dependent variable is explained by independent variables.

TABLE 4

## IMPACT OF RELIABILITY ON CUSTOMER CITIZENSHIP BEHAVIOUR

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.351 <sup>a</sup>	.123	.115	.4780	2.126

a. Predictors: (Constant), RL

b. Dependent Variable: CCB

11.5% of the variability in CCB explained by reliability.

TABLE 5

## IMPACT OF CUSTOMER SATISFACTION ON CUSTOMER CITIZENSHIP BEHAVIOUR

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.331 <sup>a</sup>	.110	.102	.4816	2.034

a. Predictors: (Constant), CS

b. Dependent Variable: CCB

10.2% of the variability in CCB explained by customer satisfaction.

TABLE 6

IMPACT OF INDEPENDENT VARIABLES ON CUSTOMER CITIZENSHIP BEHAVIOUR

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.466 <sup>a</sup>	.217	.188	.4580	2.334

a. Predictors: (Constant), CC, PV, SER, EP

b. Dependent Variable: CCB

18.8% of the variability in CCB explained by independent variables (perceived value, ethical practices, social and environmental responsibility, and customer convenience).

## V. RESULTS AND DISCUSSION

## HYPOTHESIS TESTING RESULTS:

- Perceived value has a positive effect on Reliability - Accepted
- Customer convenience has positive effect on Reliability - Rejected
- Social and environmental responsibility has a positive effect on Reliability- Accepted
- Ethical practices have a positive effect on Reliability- Accepted
- Perceived value has a positive effect on Customer satisfaction - Accepted
- Customer convenience has positive effect on Customer satisfaction - Accepted
- Social and environmental responsibility has a positive effect on Customer satisfaction - Accepted
- Ethical practices have a positive effect on Customer satisfaction - Accepted
- Reliability has a positive effect on Customer Citizenship Behaviour- Accepted
- Customer satisfaction has a positive effect on Customer Citizenship Behaviour – Accepted

In addition to this direct effects of independent variables on customer citizenship behaviour was analysed and the independent variables such as perceived value, customer convenience, social and environmental responsibility, ethical practices were found to have significant positive impact on customer citizenship behaviour.

The main purpose of this study was to find the determinants of customer citizenship behaviour and identify its consequences on business organisations. Results show that customer perceived value, ethical practices, social environmental responsibility and customer convenience has a direct effect on customer citizenship behaviours. Factors like derived customer satisfaction and organization's reliability also has an impact on customer citizenship behaviours. This study is significant because citizenship behaviours are profitable for the business organisations. Customer retention by repurchasing behaviours, advertising through positive word of mouth, customer participation increases not only the profits, but also a company's reputation. The results provide support for the positive impact of customer perceived value, ethical practices, social environmental responsibility and customer convenience on customer citizenship behaviours in retail. Based on the findings customer satisfaction and reliability appears to influence citizenship behaviours.

This research contributes to the literature on two fronts: It adds to the existing research on customer citizenship behaviours. It also aids in identification of the determinants of customer citizenship behaviour in retail. Managers in the customer-oriented firms may benefit from this research and focus their attention on providing customer satisfaction and building reliability by offering a proper and fair billing and returns system, faultless service, involving itself in CSR activities, providing quality products, and increasing the convenience of the customer. The shift towards building customer citizenship behaviours requires firms to adopt relationship building strategies based on trust and transparency.

## VI. CONCLUSION

This study has developed knowledge on the drivers of customer citizenship behaviour. This research adds to the knowledge in the area by introducing few factors as important drivers in customer citizenship behaviour. Customer acquisition is important but for the long run, customer retention would help the company to grow. The research conducted implies that there are certain factors which give rise to the customer citizenship behaviour that leads to a strong positioning of the brand in the minds of the customers. Present study also shows that the customers nowadays do get a lot of attention from the front end of the companies i.e. the employees, companies are trying to train their front end employees in such a way that they handle the customers very skilfully and go beyond their regular course of work and not only meet but exceed their expectations, this a major reason why such companies are observing and enjoying the customer citizenship behaviour from one set of their customers.

Another finding that the study projects is that the loyal customers of a brand when start relying on a particular brand because of impeccable services or quality of the products, they do not want to shift laterally to any other brand and are willing to sacrifice within their zone of tolerance since they start relating to the brand and give that leeway to the brand, this is not just a loyal behaviour but a citizenship behaviour. This study suggests that customer citizenship behaviour can be reliably measured and composed of four sub-dimensions, self-enhancement,

personal principles, desire to support the service provider and perception of the service provider's past performance. Hence the marketers should focus on the dimensions mentioned in the study to enhance better customer satisfaction resulting in customer citizenship behaviour.

## VII. LIMITATIONS AND FUTURE SCOPE

The findings of this study should be seen in the light of its several limitations. The present study should not be interpreted without taking into account study limitations. The sample of this study was 110. The same research can be done on a bigger sample size, different industry, and different geographical location to see if the study is applicable on a general level.

Moreover, this research study generates a set of research questions which may be addressed in the future research studies. First, this study focused on relationship value in affecting the quality of firm – customer relationship. To build a more complete picture, future research can broaden the research scope by including the antecedents of relationship value such as relationship learning and relationship investment in examining customer behaviours. Future research projects should examine the hypotheses across different industries, regions, or countries to provide generalizability and relevance of the model. Third, this study has the limitation of the cross-sectional design. Future research studies can examine how the associations between value, quality, and citizenship behaviour may vary across the different stages of the relationship. Fourth, this study examined the antecedents of CCB from relationship and customer perspective. Future studies should integrate financial measures such as profitability or customer lifetime value to understand the impact of such behaviours on the firm performance. Finally, future study should consider gender in examining the differences between relationship quality and citizenship behaviour. Future research studies can broaden the understanding of this relationship by considering other individual and subjective factors such as consumption rituals, culture, and justice perceptions.

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