Review Paper

Customer Citizenship Behaviour: A Multi-Perspective Analysis

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ABSTRACT

Customer Citizenship Behavior (CCB) has emerged as a pivotal topic in marketing and service management, encompassing various voluntary and positive customer actions that significantly impact organizational performance and sustainability. Understanding CCB from multiple perspectives is crucial for gaining a comprehensive view of how these behaviors can be managed and leveraged. This study explores the importance of CCB from different angles. Firstly, CCB enhances employee creativity and productivity by motivating and encouraging innovation through constructive feedback and support from customers (Gong & Yi, 2021; Minh-Duc & Huu-Lam, 2019). Secondly, CCB optimizes organizational service functions by promoting effective operations through customer involvement (Lakmali & Kajendra, 2021). Thirdly, CCB strengthens loyalty and reputation during crises, as seen during the COVID-19 pandemic, where supportive customer actions helped businesses like fast-food restaurants maintain their reputation and customer loyalty (Akgunduz et al., 2023; Ting et al., 2021). Lastly, in the e-commerce context, CCB fosters strong consumer-brand relationships through positive reviews, recommendations, and support within the consumer community (Salem, 2023). A multi-perspective approach to CCB is essential due to the complex and multifaceted nature of consumer behavior, enabling organizations to develop holistic and flexible strategies for encouraging positive customer actions across various situations. This comprehensive understanding of CCB also aids in the development of robust and applicable theories, accurate measurement, and effective interventions, ultimately supporting long-term business performance and sustainability.

Keywords: Customer Citizenship Behavior (CCB), Customer Loyalty

INTRODUCTION

Customer Citizenship Behavior (CCB) is a topic that has gained increasing attention in the fields of marketing and service management. This behavior, which encompasses various voluntary and positive actions by customers, has a significant impact on organizational performance and sustainability. Therefore, understanding CCB from multiple perspectives is crucial to obtaining a comprehensive view of how this behavior can be managed and leveraged. The importance of understanding CCB from various perspectives can be seen through several aspects.

First, CCB can enhance employee creativity and productivity. (Gong & Yi, 2021) state

that CCB influences the attitudes and behaviors of service employees, ultimately boosting their creativity and productivity. When customers provide constructive feedback and support, employees feel more motivated and driven to innovate. Another study by (Minh-Duc & Huu-Lam, 2019) also supports that CCB significantly contributes to employee creativity.

Second, CCB helps optimize the function of service organizations. According to (Lakmali & Kajendra, 2021), CCB promotes the effective functioning of service organizations. Customers who voluntarily engage in activities that support business operations, such as offering suggestions or becoming brand advocates, can strengthen operational effectiveness and efficiency.

Third, CCB strengthens loyalty and reputation during crises. Research by (Akgunduz et al., 2023) shows that during the COVID-19 pandemic, CCB played a crucial role in strengthening the relationship between customers and fast-food restaurants. Actions of support and promotion by customers increased the loyalty and reputation of the restaurants, helping businesses survive challenging conditions. A study by (Le et al., 2022) also found that CCB can enhance customer loyalty during crises by reinforcing the emotional connection between customers and brands.

Fourth, in the context of e-commerce, (Salem, 2023) identified that CCB, manifested through sharing positive reviews, and recommendations, and helping other customers, can build strong relationships between consumers and brands. This behavior also helps create a supportive consumer community, enhancing customer trust and engagement.

Understanding CCB from multiple perspectives is essential for several reasons. First, consumer behavior is complex and multifaceted. A multi-perspective approach allows researchers and practitioners to capture the nuances and various dimensions of CCB that may be overlooked if viewed from a single angle. According to (Groth, 2005), variations in the context and behavior of CCB highlight the importance of a more holistic approach to understanding it.

Second, by examining CCB from various contexts (e.g., direct services, e-commerce, crisis situations), organizations can develop more holistic and flexible strategies to encourage positive customer behavior in different scenarios. Research by (Nguyen, 2023) indicates that a broader understanding of CCB can help organizations adapt to changing market dynamics and customer needs.

Third, a multi-perspective approach can aid in the development of more robust and applicable theories. This also supports business practices by providing richer insights into managing and leveraging CCB for long-term benefits. For instance, social exchange theory explained by (Blau, 2017) can be extended to encompass more complex forms of CCB interactions.

Fourth, with various perspectives, measuring and evaluating CCB can become more accurate and comprehensive, enabling organizations to design more targeted and effective interventions. (Wu, 2024) emphasizes the importance of using comprehensive measurement methods to obtain a more accurate picture of the impact of CCB.

In an era of intense business competition, effectively understanding and managing Customer Citizenship Behavior (CCB) is becoming increasingly important. A multi-perspective approach to CCB provides deeper and more comprehensive insights, allowing organizations to design better strategies for enhancing customer engagement and loyalty, as well as supporting long-term business performance and sustainability.

LITERATURE REVIEW

In this study, Customer Citizenship Behavior (CCB) is defined as positive behavior demonstrated by customers

towards service employees, such as providing feedback, offering assistance, showing tolerance, and giving support (Gong & Yi, 2021). This behavior can influence the attitudes and behaviors of service employees and contribute to employee creativity (Minh-Duc & Huu-Lam, 2019).

According to this research, customer citizenship behavior (CCB) is defined as voluntary consumer behavior that goes beyond what is required to receive service delivery and promotes the effective functioning of service organizations (Lakmali & Kajendra, 2021). In the context of fast-food restaurants during the COVID-19 pandemic, customer citizenship behavior (CCB) includes positive actions such as providing support, sharing positive information, and actively participating in promoting the restaurant to others. CCB reflects deeper customer engagement and high loyalty to the restaurant, which in turn can enhance the company's reputation and strengthen the relationship between customers and the restaurant (Akgunduz et al., 2023).

Customer citizenship behavior refers to voluntary and constructive pro-social behaviors demonstrated by consumers towards a company or brand. This behavior involves dialogue, collaboration, and interaction to promote positive outcomes. This behavior can be understood through social exchange theory, where consumers tend to engage in supportive behaviors towards a brand in return for high-quality products or experiences they receive. In e-commerce, customer citizenship behavior is reflected in sharing positive reviews, providing recommendations, spreading positive word-of-mouth (WOM) through social networks, helping other consumers by sharing instructions, links, or information, and showing tolerance when expectations are not met (Salem, 2023).

Customer Citizenship Behavior (CCB) is a concept encompassing various forms of positive and voluntary behaviors performed by customers towards an organization or brand, beyond their basic duties as consumers. According to various definitions from the research, CCB involves actions such as providing feedback, support, and assistance to service employees (Gong & Yi, 2021), as well as promoting the effective functioning of service organizations (Lakmali & Kajendra, 2021). During the COVID-19 pandemic, CCB also manifested in the form of active support and promotion of fast-food restaurants, reflecting high customer engagement and loyalty (Akgunduz et al., 2023). In the context of e-commerce, CCB is exhibited through sharing positive reviews, recommendations, and helpful information with other consumers, as well as showing tolerance when expectations are not met (Salem, 2023). Overall, CCB contributes to enhancing employee creativity, company reputation, and stronger relationships between customers and the organizations or brands they support.

Types of Customer Citizenship Behavior
In the research by (Minh-Duc & Huu-Lam, 2019), the types of Customer Citizenship Behavior (CCB) discussed include:
1. Providing feedback
2. Offering assistance
3. Showing tolerance
4. Advocacy

In the research by (Lakmali & Kajendra, 2021), the types of customer citizenship behavior (CCB) discussed include:
1. Providing feedback
2. Advocacy
3. Offering assistance
4. Showing tolerance

In the research by (Akgunduz et al., 2023), several types of customer citizenship behavior (CCB) discussed include:
1. Providing support: Customers voluntarily provide support to fast-food restaurants, whether in the form of moral, financial, or social support.
2. Sharing positive information: Customers share their positive experiences with the restaurant with others, such as family, and friends, or through social media.

3. Actively participating in promotion: Customers participate in restaurant promotion activities, such as giving positive reviews, recommending the restaurant to others, or participating in loyalty programs.

Through these behaviors, customers not only become passive consumers but also active partners in advancing and supporting the success of fast-food restaurants during the COVID-19 pandemic.

In the research by (Salem, 2023), the types of customer citizenship behavior discussed include:

1. Sharing positive reviews
2. Providing recommendations
3. Spreading positive WOM through social networks
4. Helping other consumers by sharing instructions, links, or information
5. Showing tolerance when expectations are not met

MATERIALS & METHODS

A Systematic Literature Review (SLR) is a research methodology designed to systematically collect, evaluate, and synthesize research studies related to a specific topic. It follows a scientific, unambiguous, and repeatable process for locating, analyzing, and summarizing all available published and registered research articles to address clearly defined research questions (Thwe & Kálmán, 2024) and (Triandini et al., 2019). Key Objectives of SLR are a comprehensive overview: which provides an exhaustive summary of the current state of knowledge in a particular field, identification of research highlights areas where existing research is lacking or inconclusive, and evidence-based insights-offers informed insights for decision-making and future research directions. The process of conducting SLR is structured utilizing a systematic approach to search for relevant literature, screening-using specific criteria to select appropriate articles, data extraction and extracting and analyzing data from the selected studies, and synthesis of findings-integrating and synthesizing findings to effectively answer the research questions. The benefits of SLR are such as minimizing ensuring objectivity and reducing potential bias in the review process, enhancing reliability-improving the reliability and validity of the findings, and ensuring transparency-promoing transparency and reproducibility in the research process. Overall, SLRs play a crucial role in advancing scholarly understanding, informing policy and practice, and guiding further research efforts across various disciplines (Triandini et al., 2019).

**Some of the stages in conducting SLR are as follows:**

The first stage: using Boolean operators ("Customer Citizenship Behaviour") OR ("Customer Citizenship Behavior") AND ("Customer Loyalty") without specifying the year collected 555 articles journals that can be seen as follows:
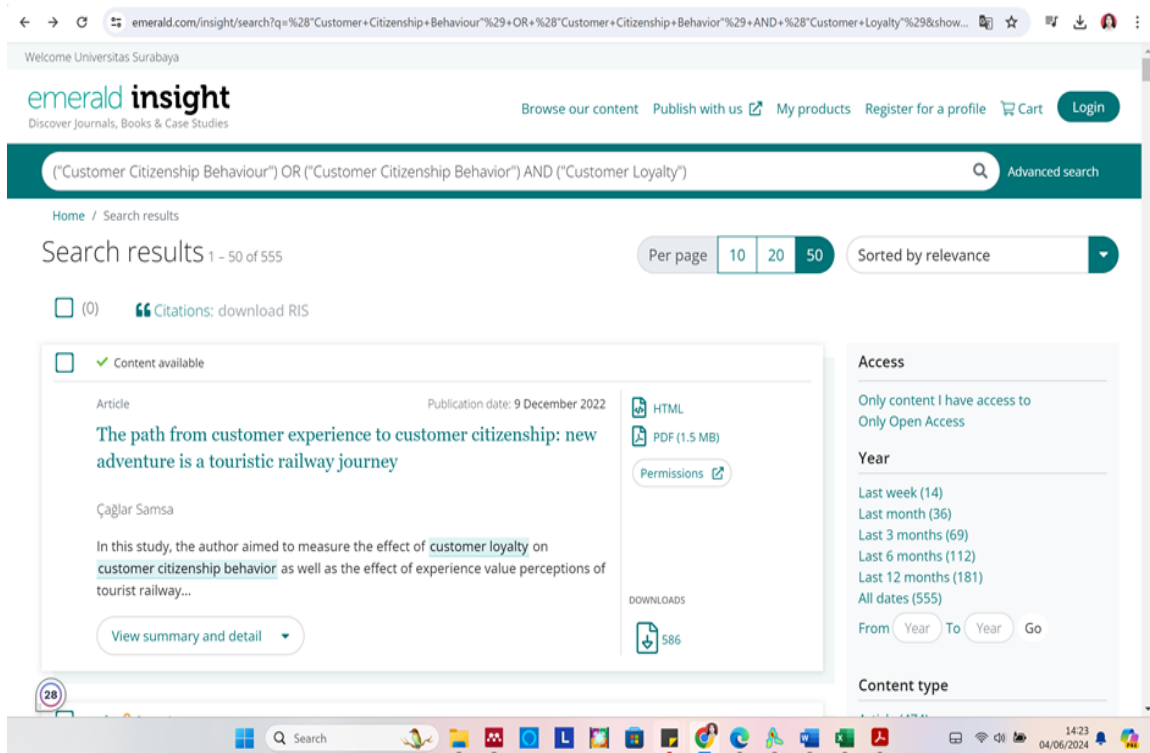
The second stage is done by choosing only the open-access article journals. It can be seen as follows:
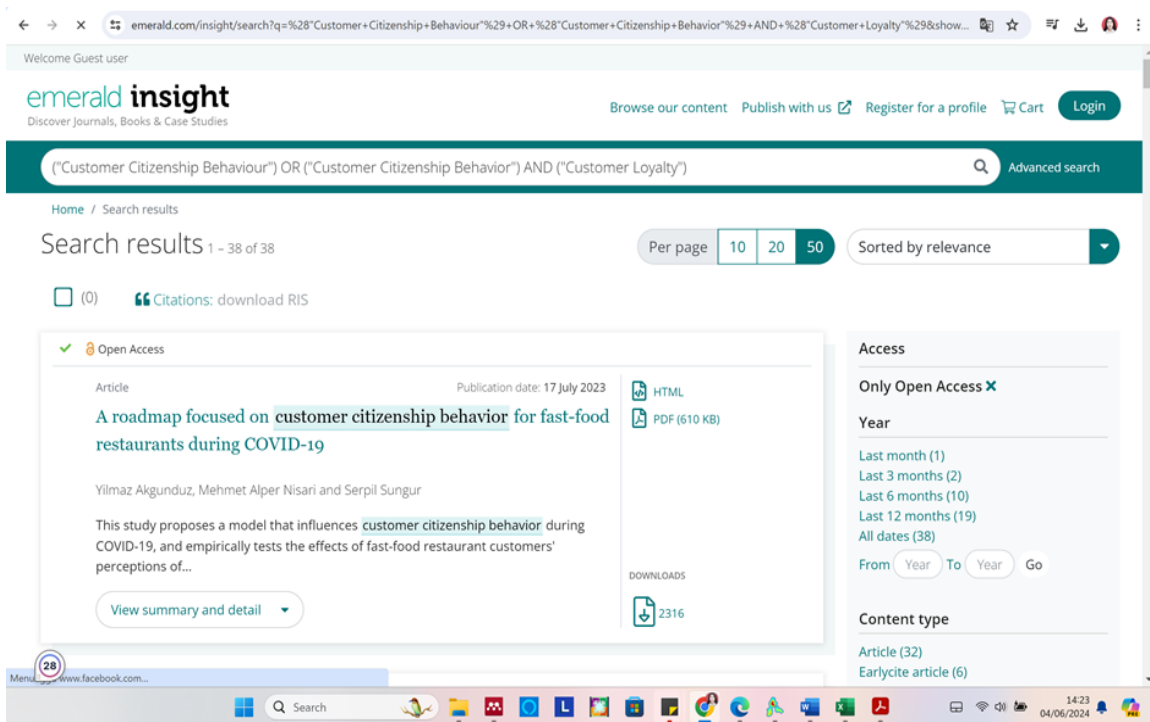

The third stage is done by processing the article journals by using the Vos Viewers tool, and the results are as follows:
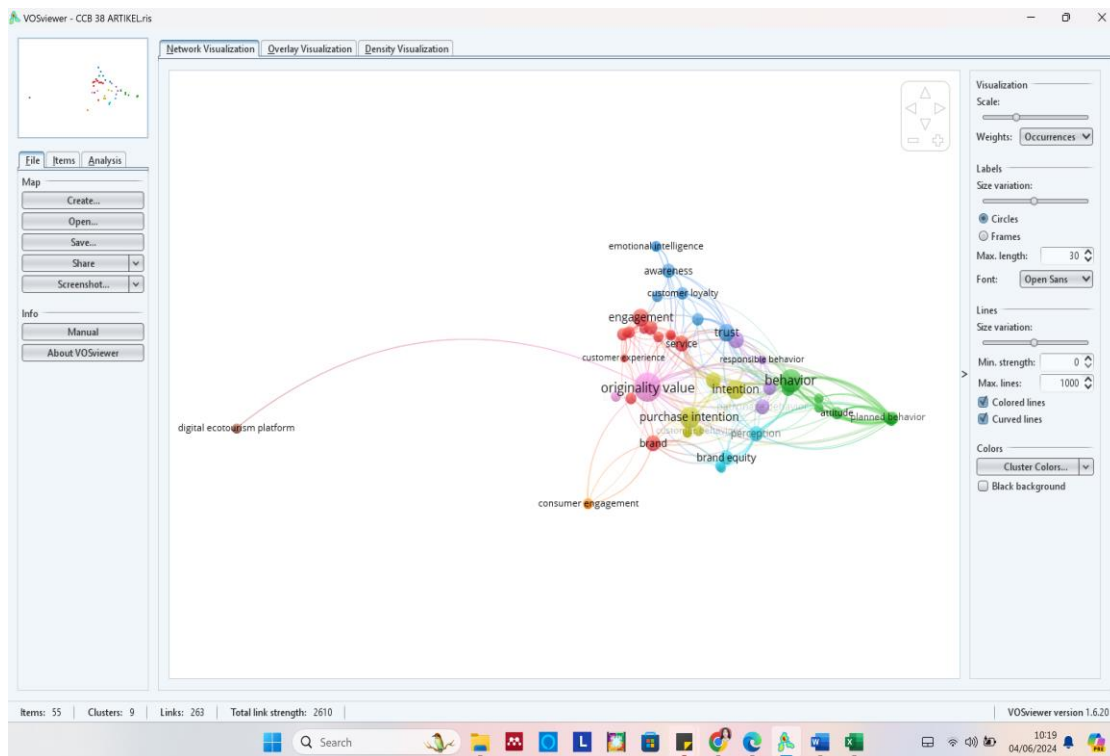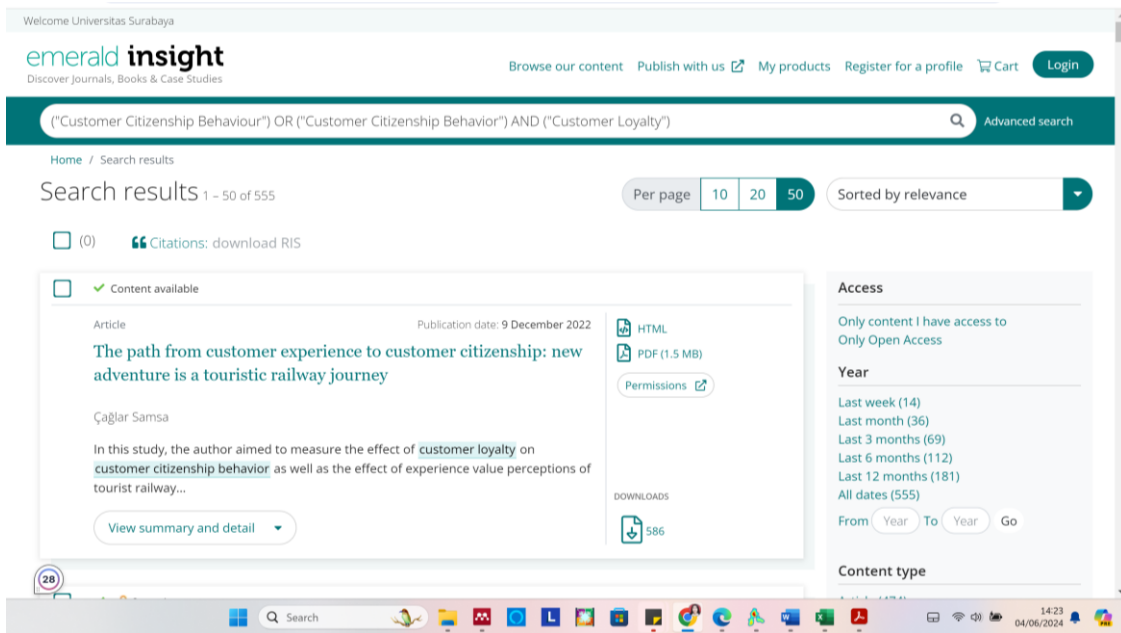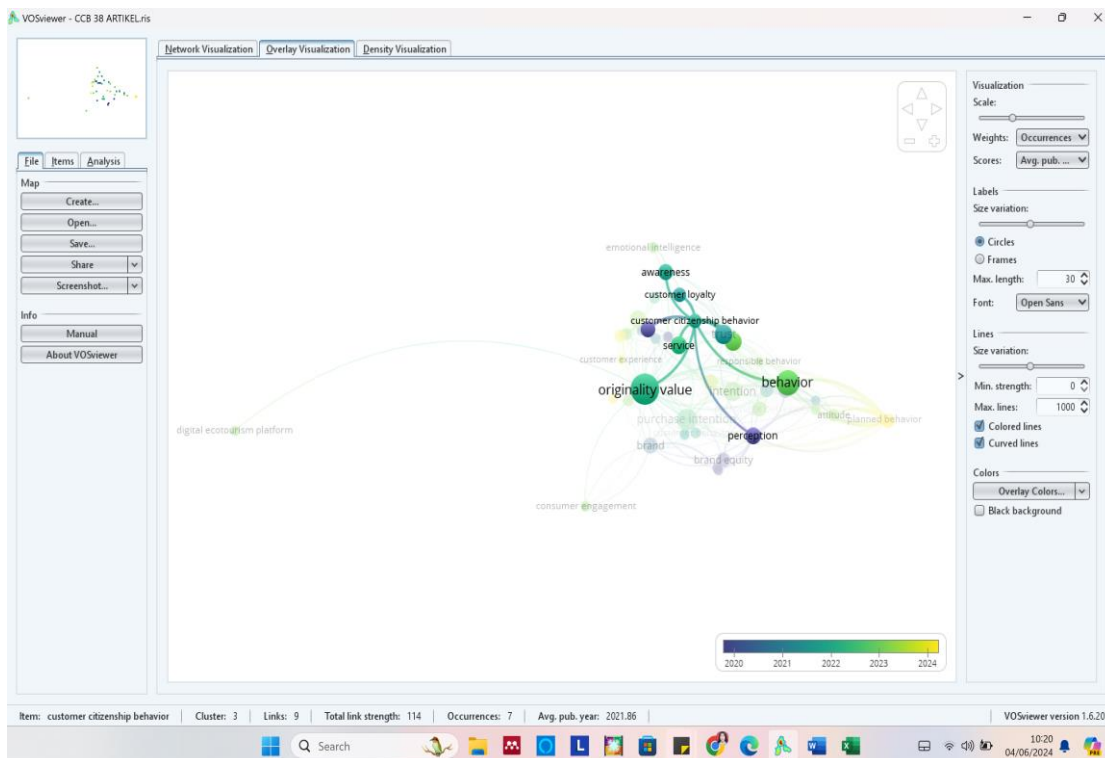
From the Network Visualization, Customer Citizenship Behaviour is not seen clearly. This is because research on Customer Citizenship behavior is still rare and the author did not apply the proper keyword on the boolean operator, but still, it resulted 9 clusters that symbolized by the colours, 55 items, 263 links and the total link strength in 2610

The fourth stage is done by clicking the dot to find customer citizenship behavior, and it's finally found in the following picture. Based on this picture, it can be read that Customer Citizenship Behaviour is related to some variables such as customer loyalty, awareness, service, behavior, and perception and the biggest dot is originality value.
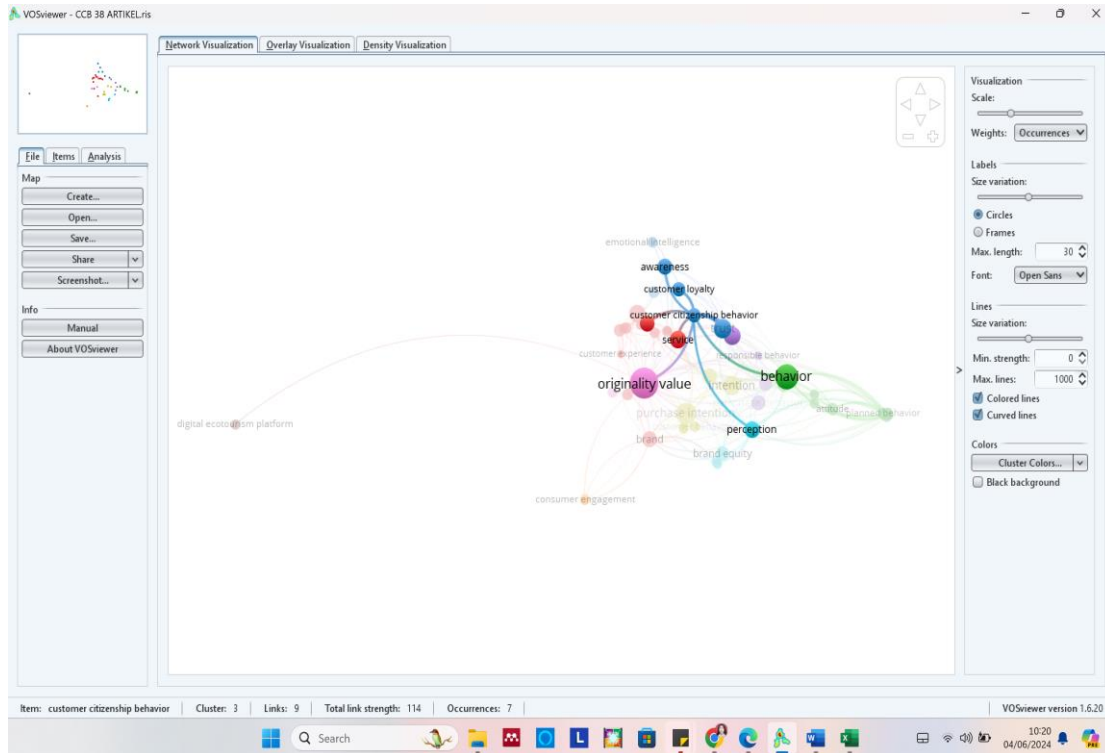
From the Overlay Visualization, it can be explained that research on Customer Citizenship Behavior has been conducted since 2021.

From the density visualization, Customer Citizenship Behavior can be explained that research on Customer Citizenship Behaviour are related to customer engagement, personality traits, customer experience and customer value co creation.
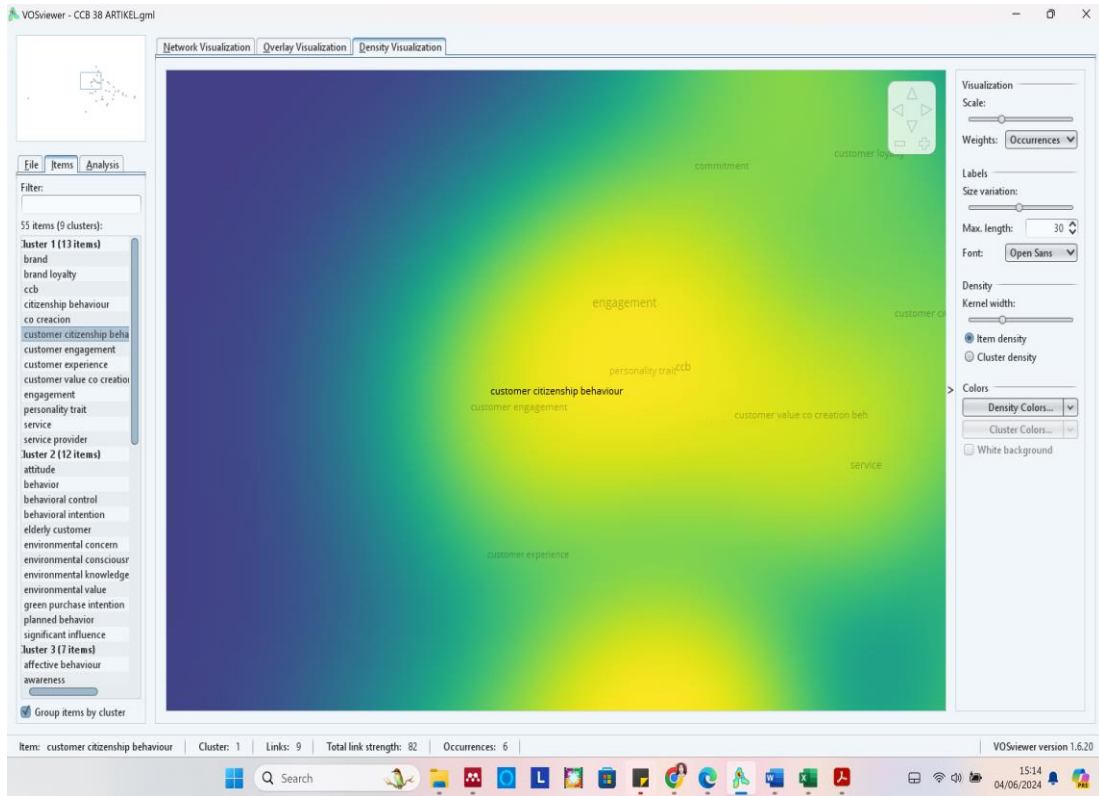
The following picture is density visualization by cluster density to support the above explanation.
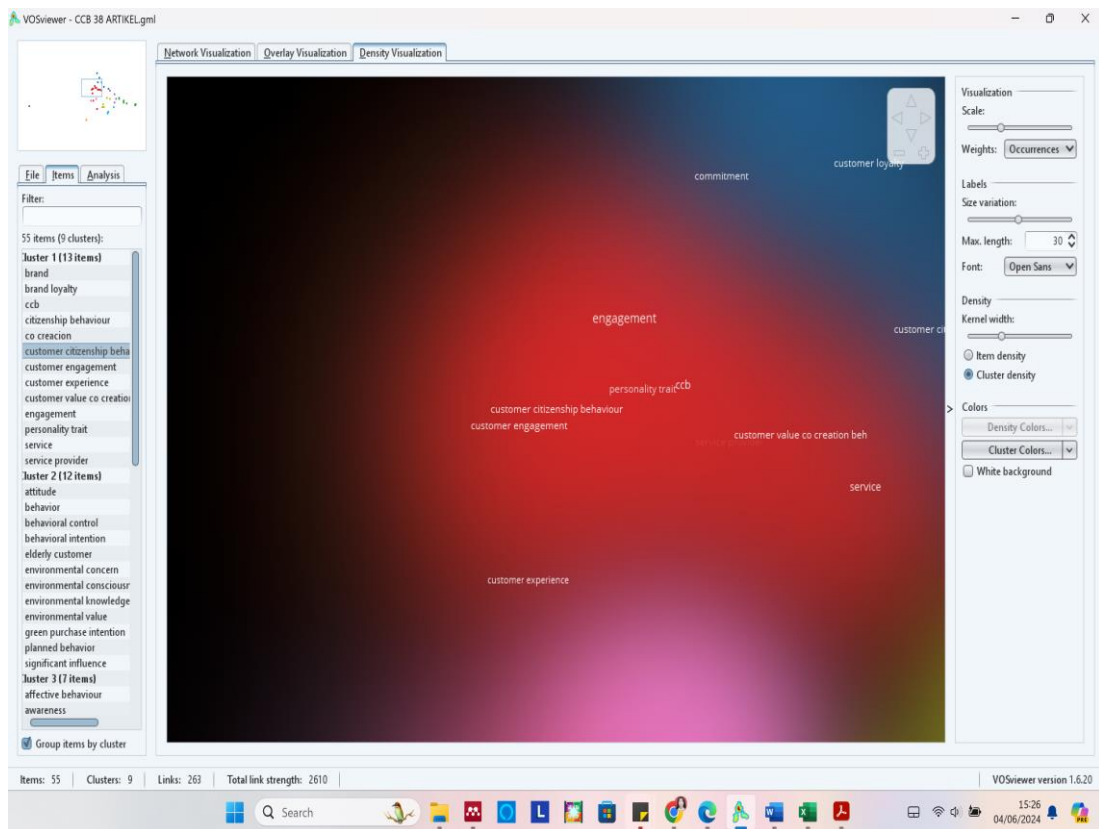
RESULTS

This study examined the multi-perspective aspects of Customer Citizenship Behavior (CCB) and its impacts on various organizational dimensions. The analysis is based on previous literature and empirical studies, focusing on several key areas:

1. Influence on Employee Creativity and Productivity

   - Studies by Gong and Yi (2021) and Minh-Duc and Huu-Lam (2019) indicate that CCB significantly enhances employee creativity and productivity. Constructive feedback and support from customers motivate employees to innovate and perform better.

2. Optimization of Service Organization Functions

   - According to Lakmali and Kajendra (2021), CCB promotes effective service organization functions. Voluntary customer engagement in business operations, such as providing suggestions or advocating for the brand, strengthens operational efficiency.

3. Strengthening Loyalty and Reputation During Crises

   - Research by Akgunduz et al. (2023) during the COVID-19 pandemic demonstrates that CCB played a crucial role in reinforcing relationships between customers and fast-food restaurants, enhancing loyalty and reputation. Similarly, Ting et al. (2021) found that CCB boosts customer loyalty during crises by strengthening emotional bonds between customers and brands.

4. Building Strong Relationships in E-commerce

   - Salem (2023) identified that in the e-commerce context, CCB manifests through sharing positive reviews, and recommendations, and helping other customers, fostering strong consumer-brand relationships and supportive consumer communities.

DISCUSSION

The findings highlight the multifaceted nature of CCB and its significant positive impacts on organizations. From the reviewed literature, several key points emerge:

1. Complexity and Multifaceted Nature of CCB

   - Understanding CCB from various perspectives is crucial due to its complex and multifaceted nature. Groth (2005) emphasizes the importance of a holistic approach to capture the diverse dimensions of CCB that may be overlooked when viewed from a single perspective.

2. Holistic and Flexible Strategies

   - By examining CCB across different contexts (e.g., direct services, e-commerce, crisis situations), organizations can develop more holistic and flexible strategies to encourage positive customer behaviors in various situations. Chiu et al. (2020) suggest that a broader understanding of CCB can help organizations adapt to changing market dynamics and customer needs.

3. Development of Robust Theories and Practical Insights

   - A multiperspective approach aids in developing more robust and applicable theories. It also supports business practices by providing richer insights into managing and leveraging CCB for long-term benefits. Blau (2017) discusses the extension of social exchange theory to encompass more complex forms of CCB interactions.

4. Accurate Measurement and Targeted Interventions

   - Different perspectives allow for more accurate measurement and evaluation of CCB, enabling organizations to design more targeted and effective interventions. Wu (2024) stresses the importance of comprehensive measurement methods to gain an accurate picture of CCB's impact.

CONCLUSION

In conclusion, effectively understanding and managing CCB is increasingly important in today's competitive business environment. A multi-perspective approach to CCB offers deeper and more comprehensive insights, allowing organizations to design better strategies to enhance customer engagement and loyalty, ultimately supporting long-term

business performance and sustainability. The reviewed studies collectively underscore the significance of CCB in various contexts, highlighting its role in fostering positive outcomes for both employees and organizations.

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