Organization citizenship behaviour (OCB) has interested many scholars in many fields. From a marketing perspective, OCB has unique significance in the area of services marketing (Bell and Menguc 2002; Fernandez-Sabiote and Román 2005). OCB has mainly focused on employees’ behaviour, although customers play equally vital role in service encounters. Therefore, the precincts of the service organization and OCB have to be expanded to integrate the consumers as active productive resource, contributor to satisfaction, quality and value (Bitner et al. 1997). Yi, Gong and Lee 2013 are of view, “It is in social setting services typically taking place and customers are time and again actually present when the service is provided, quite contrasting in manufacturing firms where customers are not often present during production”. The product is created in the interaction between the supplier and buyer and the quality that is perceived will be formed in part by the behaviour of customer (Davies et al. 2003). According to Wu (2007) “service is often highly complex and summation of interaction, exchange and performance between service employees and customers”. Mills and Morris (1986) and Halbesleben and Buckley (2004) contended that clients and customers of service organizations have vital roles to carry out in the production of complex service output. Shahsavari and Faryabi (2013) and Yi, Gong and Lee (2013) emphasize that the customer citizenship behaviour benefit both the firm and its customers.

Customers repeatedly perform the work that employees might otherwise carry out (Oyedele and Simpson 2011). In service organisations customers may even substitute employees (Halbesleben and Buckley 2004). As service customers are vital member of organization they can demonstrate citizenship behaviours like employees and therefore, OCB research can be functional to the customer province (Yi and Gong 2008). Only recently themes of customer-to-customer relationships (Grove and Fisk 1997), customer-to-interaction (Moore, Moore and Capella 2005) and the concept of co-creation (Vargo, Maglio and Akaka 2008) are emerging topics in business
and marketing research. Today, simply being customer oriented is not sufficient; organizations must join hands with customers to create value and meet their individual and dynamic needs (Prahalad and Ramaswamy 2004). (Bettencourt 1997; Groth 2005) opines that The importance of customers in the organization has been recognized in the service literature and has begun to pay greater consideration to customers and thus improve their competitiveness”. Today customers act as partial employees, human resource and their interaction is highly significant for better performance (Czepiel 1990; Pugh et al. 2002; Halbesleben and Buckley 2004; Gentile, Spiller and Noci 2007; Yi and Gong 2009). Kelley, Donnelly and Skinner 1990 are contended that service organizations should really view customers as employees or organizational members.

Customer citizenship behaviour (CCB) is extension of organization citizenship behaviour (OCB) to customer domain. Many theoretical and pragmatic studies in social psychological, organizational behaviour and marketing discipline has discussed about CCB. The service marketing literature recognizes at least two types of customer behaviour in service delivery process. “Behaviour that is usual and essential for the successful production and delivery of the service is termed as customer participation behaviour, whereas the behaviour that is voluntary or discretionary though not obligatory for the successful production and delivery of the service is termed as customer citizenship behaviour” (Groth 2005). Ahearne, Bhattacharya and Gruen 2005; Yi and Gong; 2008; Bove et al. 2009 have examined variables affecting customer participation and customer citizenship behaviour.

Customers’ positive reactions boost company’s sales on one hand and on other hand promote employees’ morale and service attitudes (Haung, Ho and Lee 2003). Considering the importance of positive behaviour of customers in company’s growth and performance it is necessary to investigate what promotes the citizenship behaviour in customers. Review of previous literature highlights a want for consensus over the definition and operationalization of the customer citizenship behaviour construct. There is lack of agreement in the literature on what citizenship behaviour is, and what promotes citizenship behaviour in customers.
Concept of Customer Citizenship Behaviour

Organizational citizenship behaviour (OCB) has predominantly focused on the service employee behaviour and its focus has been targeted on their behaviour towards customer needs, promoting the organizations and its people and to improve organizational effectiveness. Only recently, OCB has been extended to customer domain and called customer citizenship behaviour (CCB). “Customers perform as productive resources, as contributors to satisfaction, quality, value and as competitors to the organization” (Song and Adams 1993; Bitner 1995; Romero and Molina 2011). They engage in positive word-of-mouth, cooperate during the service encounter, buy additional services, make recommendations to others, make suggestions for service improvement and bear increase price tolerance (Lengnick-Hall 1996; Bettencourt 1997; Bhattacharya and Sen 2003; Fang, Palmatier and Evans 2008; Schmitt, Skiera and Bulte 2011), all of which are actions conducive to effective firm performance (Van Doorn et al. 2010). It is positive, voluntary, helpful and constructive behaviours enacted towards the firm and other customers (Gruen 1995; Bove et al. 2009; Godwin and Kalpana 2013). A group of studies identify the contribution of constructive customer functions and suggests concepts such as discretionary behaviour, positive behaviour, customer citizenship behaviour.

Groth (2005) defines CCB as “voluntary and discretionary behaviour by individual customer that is not directly or explicitly expected or rewarded, but that aggregates into higher service quality and promotes the effective functioning of service quality and promotes the effective functioning of service organisations (e.g., helping another customer or providing suggestions to the service organization)”. CCB is based on theory of social exchange where customer reciprocates positive behaviour from a sense of personal obligation or gratitude (Konovsky and Pugh 1994). Yi, Gong and Lee (2013) argued that when customers engage in citizenship behaviour, they promote citizenship behaviour in the midst of other customers. CCB is a form of customer extra-role behaviour, and is helpful, kind, considerate or thoughtful acts performed voluntarily and willingly.

Hsieh, Yen and Chin (2004) deem such helpful behaviours which are performed by customers as customer voluntary performance (CVP). According to Rosenbaum and Massiah (2007)
customers who display CVP by exhibiting instances of loyalty, participation or cooperation are actually indulging in organisational citizenship behaviour. Therefore customers’ citizenship is in which customer spreads positive word of mouth about a firm, acts as a firm’s partial employee and co-operates with the firm’s employees. These include helpfulness, act of cooperation and parallel gestures of kindliness which are often only circuitously related to the organization’s mainstay work activities (Lengnick-Hall, Claycomb and Inks 2000).

Bettencourt (1997) has suggested participation, loyalty and cooperation as three dimensions of OCBs. Various researchers have mentioned theoretically distinctive dimensions of CCB from the marketing literature and organizational behaviour (Keh and Teo 2001; Groth 2005; Bove et al. 2009). These dimensions which are directed towards other customers, service workers and firm are display of relationships affiliation, benevolent/compassionate acts of service facilitation, flexibility, contribution/ involvement in firm’s activities, positive word-of-mouth, suggestion for service improvements, voice and policing of other customers (Bove et al. 2009).

Summary of Types of Customer Citizenship Behaviour

**Gruen (1995); Bettencourt (1997); Singh (1998); Keh and Teo (2001)**

Voice: Customer directing their complaint to the service provider in case of service failure in order to rectify the relationship and maintain the relationship.

**Gruen (1995); Bettencourt (1997)**

Display of Affiliation: Communication by the customer to others of their relationship with the organization.

**Podsakoff et al. (1990); Gruen (1995)**

Participation: Customer keenness to partake in organisational events.

**Podsakoff et al. (1990); Gruen (1995); Bettencourt (1997)**

Policing: The observation of other customers to ensure their appropriate behaviour
Gruen (1995); Bettencourt (1997)

Flexibility: Customer readiness to adjust to conditions beyond their control.

Bettencourt (1997); Bailey, Dwayne and Mccllough (2001); Groth (2005)

Service Improvement: Providing ideas and suggestion which may aid in the organisation’s improvement.

Gruen (1995); Bailey, Dwayne and Mccllough (2001); Keh &Teo (2001); Groth (2005); Garma and Bove 2011

Positive Word-of-mouth: Favourable communication regarding brand, product, an organisation or a service.

Gruen (1995); Lengnick-Hall, Claycomb and Inks (2000); Keh and Teo (2001)

Benevolent Act of Service: Waiting for some extra time for their service, helping employees in performing service.

Helping the company, helping customers, and providing feedback are three main dimensions of CCB construct. The first dimension of CCB is helping the company. When customers’ are courteous and work along with employees it makes the employee stress free. Customer’s tolerant behaviour towards employees and expressing gratitude, sympathy, remaining calm at the time of occasional service failure, willingly become accustomed to situations beyond their control and providing ideas for improving the service in future come under the first dimension of helping the company (Bettencourt 1997; Yi, Gong and Lee 2013). Mudambi and Schuff (2010) argued that messages produced by customers for perspective customers are held in superior value than communication generated by company.

The next dimension of customer voluntary behaviour is helping customers. In the present study, “it refers to customers supporting others in regard to some problem during product service or service delivery” (Wu 2008; Van Doorn et al. 2010; Yi, Gong and Lee 2013). Hence, the current study approaches this dimension based on the partial employee notion from organizational behaviour literature and social psychology. In the citizenship behaviours, helping behaviour has been termed as “helping others with or preventing the occurrence of, a work related problem”
(Podsakoff et al. 2000). This dimension of helping customers might influence companies’ market share and future returns through a superior service quality.

“Providing feedback refers to suggesting or providing information to the service provider and is the third dimension of CCB”. (Groth 2005) introduced feedback as the “reversal of the flow, an opportunity for communicators to react quickly to signs resulting from the signs they have put out”. Bettencourt (1997) opined that “as physical evidence are not easily possible so in services marketing the customer having valuable experiences with the services are in a special position to provide guidance to the service firm. They are a very important source and are experts on customer perspectives. Complimenting and complaining behaviours are the two ways to provide feedback to the service provider. The former is likely to subsist with customer satisfaction, while the latter is more likely to crop up with customer dissatisfaction”.

**Recent Developments in Citizenship Behaviour Research**

The Globalization and liberalization has made it obligatory for service industries to enhance their competitiveness for their survival. In times of rising customer expectations and severe competition firms are very much concerned in keeping customers. Recent research has increasingly focused on investigation not only interactions between companies and customers but also on analysing the influence of customer-to-customer interactions/communications on the service experience (Fintserwalder and Kuppelwieser 2011). Customers are considered as ‘human resources’ (Bettencourt 1997; Groth 2005) and ‘partial employees’ (Garma and Bove 2011) of the organization. New stream of research has emerged as customer citizenship behaviour (CCB). “Like employees, customers may demonstrate voluntary and positive behaviour that is not obligatory of them, but nevertheless helps the organization” (Groth 2005).

Recent research in the conceptualization and measurement of citizenship represent as multi-dimensional construct. Bettencourt (1997) initially suggested “three dimensions of customer citizenship behaviour: loyalty, participation and cooperation”. Groth (2005) afterwards identified “three somewhat diverse dimensions: providing feedback to the organization, making recommendations and helping other customers”. Various dimensions considered by researchers
are benevolent act of service facilitation, display of affiliation, flexibility, positive-of-mouth, participation in firm’s activities, suggestion for service improvements, policing of other customers and voice (Gruen 1995; Bettencourt 1997; Bailey, Dwayne and Mccllough 2001; Keh and Teo 2001; Groth 2005). Basically customer citizenship behaviour considered by various authors are directed towards organization overall, other customers and employees of the company.

In the following section some conceptual background and detail of various antecedents of customer citizenship behaviour is given.

**Antecedents of Customer Citizenship Behaviour**

**Customer-based Corporate Reputation**

Corporate reputation is enjoying recognition in the marketing literatures and management (Lafferty and Goldsmith 1999; Johnson and Grayson 2005; Veloutsou and Mountinho 2009; Carrillo et al. 2011; Ponzi, Fombrun and Gardberg 2011). Marketing literature provides a range of paper addressing the use of corporate reputation. For example corporate reputation is commonly used as a signal by business organisations to attract customers or enable customers, trust in their company product or services (Herbig and Melewicz 1993) and “customers’ view a firm’s reputation as a signal that helps them to predict the firm’s future behaviour, which explains the risk-reducing function of corporate reputation” (Ruth and York 2004; Walsh et al. 2009). Various advantageous outcomes like a positive attitude of buyers towards products and salespersons, intention to purchase a product/service, attracting investors, increasing the competitive ability of the firm, lowering cost of capital and ability to attract good employees has enhanced the importance of corporate reputation (Melewar 2008; Siano, Kitchen and Confetto 2010). Business organisations and marketers deploy and use reputational cues that are interpreted by stakeholders, who often make a conscious attempt towards understanding the intentions or belief attitudes of market participants (Herbig and Milewicz 1993). “A firm with a good reputation can use this as a tool to underpin that aspect of the market value, stock price that is not directly attributable to organisational assets and liabilities. It enables firm to make higher profits that would be derived from the selling of its tangible assets. Good reputation enhances the
commitment of the customers towards the organisation by reducing the risk and providing them guarantee of high-quality services, integrity and honesty” (Sung and Yang 2008; Bartikowski and Walsh 2011). Similarly firms with good reputation prompt customer loyalty by associating friends, relatives and others with organisation.

“Good reputation pays off because customers attribute higher levels of competence and quality to the firm and therefore support that firm. There is one group of studies that concentrate on measuring corporate reputation from a particular stakeholder group perspective, for example, consumers” (Brown and Dacin 1997; Davies et al. 2001; Jeng 2011), employees (e.g. Albinger and Freeman 2000), investors (HelM 2007) and society, (e.g Handelman and Arnold 1999). In line with this point of view is Puncheva-Michelotti and Michelotti’s (2010) stakeholder-specific approach, where different reputation dimensions are examined from a specific stakeholder perspective. This group of studies opines that reputation of company should be stakeholder-specific measures that relate to specific stakeholder groups. For example, dimensions such as products and services, advertising claims and corporate social responsibility would be measured if corporate reputation is to be considered from a customer perspective, (Caruana and Chircop 2000; Vitezic 2011). Dimensions such as employee relations, community relations, treatment of women and minorities would be pertinent measures from employees’ perspective, (Turban and Greening 1997). Further, “from a general public perspective dimensions such as corporate social responsibility would be significant” (Handelman and Arnold 1999). Proponents of the stakeholder-specific measure deem that each stakeholder group has its own proportions that are pertinent and shape the interest in this stakeholder group.

To capture the reputation perceptions of customers, Walsh and Beatty (2007) coined the notion of customer-based corporate reputation, which they describe as “the customer’s overall evaluation of a firm based on his or her reactions to the firm’s goods, services, communication activities, interactions with the firm and/or its representatives or constituencies (such as employees, management, or other customers) and/or known corporate activities”.

The CBR scale (Walsh and Beatty 2007) treats corporate reputation as a multi-dimensional attitude. CBR plays important strategic role in service markets because the pre-purchase evaluation of service quality is not possible. “A growing body of research demonstrates that a
firm’s soft assets, its identity and reputation, represent a competitive advantage that is hard to imitate and can contribute to superior profits” (Walsh et al. 2009). Walsh and Beatty (2007) supported five dimensional scales for customer-based corporate reputation: customer orientation, reliable and financially strong company, good employee, social and environmental responsibility and product and service quality.

**Commitment**

Commitment entails “a desire to develop a stable relationship, a willingness to make short-term sacrifices to maintain the relationship and confidence in the stability of the relationship” (Fullerton 2003). In the words of Bettencourt 1997, “Customers who recognize a social exchange relationship as evidenced by superior levels of commitment are expected to be more cooperative and willing to put forth effort on behalf of the firm”. It is considered as an essential ingredient for successful long-term relationships (Morgan and Hunt 1994). In a model of commitment developed by (Meyer et al. 2002) the three approaches were labelled ‘affective’, ‘continuance’ and ‘normative’ commitment respectively. Among all commitments the one most allied to credentials is affective commitment, which is defined as “positive feelings of identification with, attachment to and involvement in the work organisation” (Carmeli 2005). In the words of Gunlach, Achrol and Mentzer 1995, It reflects customers’ “psychological attachment to a firm and their belief in the importance of the relationship. It implies a higher level of obligation to make a relationship succeed and to make it mutually satisfying and beneficial in a reciprocating manner”.

In social-exchange theory commitment is one of the main concepts in relations’ marketing (Dwyer, Schurr and Oh 1987; Hennig-Thurau, Gwinner and Gremler 2002). Gunlach, Achrol and Mentzer 1995 defined “Commitment is a long-term exchange of parties for maintaining valuable permanent relations”. This inclination may be a result of lateral advantages of long-term relations with service organizations such as mutual social relations and increase in confidence (Gwinner, Gremler and Bitner 1998).

“Committed customers are likely to execute voluntary and discretionary behaviours such as CCB because they recognize with the firm’s goals and values and are concerned in the welfare of the
organization” (Bartikowski and Walsh 2011). In the words of Chonko 1986, “Commitment leads to functional behaviour patterns characterized by personnel sacrifice made for the purpose of organisation, persistence on behaviour which is not reliant on incentive and retribution and a devotion of personnel time to organisational activities”. High levels of perceived sincerity and benevolence and commitment is linked with loyalty (Bove and Johnson 2006).

**Customer Loyalty**

As companies depend on repeat business, a strong interest in the customer loyalty and its antecedents has evolved (Homburg and Giering 2001). “Customer loyalty is defined as a deeply held commitment on the part of buyer to stick with the product, service brand or organisation consistently in the future, despite new situation or competitive overtures to induce switching” (Oliver 1999). It is attitude-based preference resulting in the behaviour of spontaneous personal recommendation and purchase (Robinson and Etherington 2006). Value of loyal customers especially in service organizations have been comprehensively investigated by practitioners and academics over the past decade (Bennett and Bove 2002; Agustin and Singh 2005). They have mainly focussed their research on “the direct impact of loyal customers on the firm in the terms of direct revenue stream resulting from retaining a customer and keeping them satisfied” (Anderson, Fornell and Lehmann 1994; Gremler and Brown 1999). Thus, indirect contributors to the customer’s value, such as influencing other customers to buy from the firm, are usually not included in the calculations. Customer can contribute to their own satisfaction by their participation in service delivery process (Youngdahl et al. 2003). The contribution loyal customer make to a service business can go well beyond creating value for themselves and beyond their direct financial impact on the firm’s revenues (Gremler and Brown 1999).

Voluntary customer citizenship behaviours, positive word-of-mouth, assistance, communication, co-production, mentoring of other customers and social relationships are some of the ways through which customers create value for the business. Early definitions of loyalty focussed on behavioural dimension. In particular, loyalty can be interpreted as a form of customer behaviour directed towards a particular brand over time. Loyal customer’s experience helps to contribute effectively in the coproduction of service (Lengnick-Hall 1996). Customer loyalty through high-quality products and services providing value for money for the consumer is considered essential
for long-term survival and success (Donnelly et al. 1995; Nicholls, Gilbert and Roslow 1998; Dimitriades 2006).

Early definitions of loyalty focused almost exclusively on the behavioural dimension. The view on loyalty has oscillated between uni-dimensional and two-dimensional views (Russell-Bennett 2002). Recent research in area of customer loyalty has acknowledged multidimensional view of customer loyalty, which is important, both to understand dimensions and measures of loyalty (East et al. 2005; Rundle-Thiele 2005).

**Perceived Risk**

Consumers’ perception of risk is considered to be central to their behaviours (Cox and Rich 1964; Taylor 1974). Perceived risk is fundamental concept in consumer behaviour that implies consumer experiences, pre-purchase uncertainty and degree of expected loss resulting from the purchase and use of product or service (Featherman and Pavlou 2003; Ko et al. 2004; Naiyi 2004). “Perceived risk is powerful at explaining consumer’s behaviour because consumer are more often motivated to avoid mistakes than to maximize utility in purchasing” (Kaplan, Szybillo and Jacoby 1974; Mitchell 1999; Lim 2003). These consequences relate to financial loss, time wasted, social and other damage which would be incurred if the purchase result was not favourable (Carmen 2007). It plays significant role in the purchase process for services (Diacon and Ennew 2001). Guseman 1981; Murray & Schlacter 1990; Murray 1991, are contented that “The impact of perceived risk on the consumer buying process for services is less studied than for products, the effect of perceived risk is believed to have a greater effect on the consumer for service”. Parasuraman, Zeithaml and Berry 1985 are of view that, “Services are intangible, non-standardized, sold without guarantees, and need to be experienced before they can be assessed”. Thus services are difficult to evaluate as compared to goods and customers rely much upon recommendations during the pre-purchase interval and personal information sources (Murray and Schlacter 1990). Positive corporate image and trust are considered as important drivers in reducing perceived risk enhancing choice behaviour (Kanibir and Nart 2009). Akaah and Korgaonkar (1988) highlight the importance to money-back guarantee, the manufacturer’s reputation and price of the item as a reliever of perceived risk.
Mitchell (1999) considered that consumer perceive different levels of risks at every stage in the shopping process and proposed the five evaluation criteria for the model of perceived risk: understandability, predictability, reliability and effectiveness, practicality and availability. Social risk and temporal risk which are categorized under individual and non-individual risk adversely affect the consumer behaviour by increasing the degree of uncertainty (Brooker 1983; Stone and Gronhaug 2003). Time risk relates to the time spent for the purchase of a product and the uncertainty, inconvenience associate when product is repaired or replaced. Social risk is compromise in consumer image and disappointment in the individual among friends and other customers (Ross 1975). It can be considered as a potential moderator in CBR-outcome relationships (Bartikowski and Walsh 2011; Walsh, Bartikowski, Beatty 2012).

**Customer Participation in Service Delivery**

Customers’ role in creating value is changing. Bettencourt and Brown 1997; Hsieh, Yen and Chin 2004; Garma and Bove 2011 are of view that “In service industry, customers time and again perform as partial employees by participating either in the form of in-role (much required) behaviour and/or extra-role behaviour”. Value is produced with the assistance of consumer not something that is delivered to the consumer. Customer in-role behaviours also called participation behaviours are those behaviours which are essential for the proper performance in the service delivery, such as providing detail and description of needs, coming at proper time for the appointment, following the prescription chart by the medical practitioner and paying for the rendered services (Groth 2005; Etgar 2008).

“Customer participation (in-role behaviour) in the production of both goods and services has been argued to be increasing” (Bendapudi and Leone 2003). In the words of Wu 2011; Yoo, Arnold and Franwick 2012, “It refers to the actions and resources supplied by the customers for service production or delivery”. Effective customer participation could increase the possibility that consumer needs are met and the benefits the customer is looking for are in reality attained. Bitner et al. 1997 are of view that, “Customer participation in service delivery has been seen with different levels. It can be taken in low meaning that the customer is only required to be physically present during the service delivery. It can be considered as moderate, when the customer’s input in the service delivery customises the standard service. It is to be taken high
where the customer co-creates the service together with the service provider”. Hence, the customer can be partaken as either a productive resource, as a contributor to value, satisfaction and quality and as a competitor to the service organisation (Wikstrom 1996; Bitner et al. 1997; Kambil, Friesen and Sundaram 1999).

In contrast, customer voluntary behaviours represent the willingness of customer to invest efforts and energy in their social environment beyond any formal requirement in service delivery (Bove et al. 2009). Recent researches exhibit that customer of retail industry may indulge in extra-role behaviour, such as customer voluntary behaviour resulting in good image and facilitating the reduction of marketing cost. “They often share their positive experience with other customers, assist other customers, treat service employees in a pleasant manner, or make suggestions for the improvement of service” (Bettencourt 1997; Gruen, Summer and Acito 2000). In marketing exchange, this includes positive behaviour like attending research events about a brand, wearing or using promotional material and being flexible with appointments (Glide et al. 2011). In the words of Groth 2005, “Although, voluntary and discretionary behaviours are not required for the successful production and delivery of the service but that, in the aggregate, help the service organisation overall functioning and performance”. Yi. Natrajan and Gong 2011 opined that “These extra-role behaviours often entail a sacrifice and risk on the customer’s part in terms of efforts, time, and sometimes money. Customer citizenship behaviour provides bizarre value to the firm”. Various forms of CCB as suggested by literature are constructive involvement in suggesting service improvements, positive word-of-mouth communication, and other refined and courteous behaviours exhibits towards employees (Bettencourt 1997; Rosenabum and Massiah 2007).

**Context of the Study: Retail Industry**

The present study examines the relationship in customer-based corporate reputation, customer commitment, customer loyalty and customer citizenship behaviour in the retail industry. In the words of Bettencourt and Brown 1997; Bowen and Schneider 1985; Garma and Bove 2011, “In service firms, customers frequently act as partial employees, participating in the service creation process through the application of their knowledge and skills. The participation of customer can
be in terms of in-role (required) behaviour and extra-role (discretionary) behaviours”. In recent years, retail industry has gained much importance and become indispensable for economy because of changing life styles. Retail sector is acting as a major source of income and livelihood to a large section of population (Dhivya and Venkatrama 2010). Ramappa et al. (2012) are of view that retail sector like agriculture has deep penetration into rural India. It is main source of employment in India generating more than 10 percent of India’s GDP.

Retail industry is greatly people-based, requiring coordination and interaction on the part of customers and service providers. Also, since production and consumption are taking at the same time, little or no possibility of supervision exists before the service delivery. Due to those unique characteristics of services, it would be interesting to study role of customer citizenship behaviour in service encounters.

It is a broad economic forum that provides new avenues of employment opportunities and entrepreneurship to the youth as well as to the vast uneducated and skilled workforce of our country. It holds the maximum share in the evolving service sector of Indian economy (Gupta and Mokshma 2011). It is one of the fastest growing market and ranked in the top five retail markets in the world (Mckinsey & Company 2005; Majumder 2011; CCI 2012). It is one of the business enterprises with estimated US$ 450 billion market that accounts for 14% to 15% of GDP (Mckinsey & Company 2007; Dikshit 2011; CCI 2012; Kulkarni 2013).

Recent researches exhibit that customer of retail industry may indulge in extra-role behaviour, such as customer voluntary behaviour resulting in good image and facilitating the reduction of marketing cost. Bettencourt 1997; Gruen, Summer and Acito 2000 are of opinion that “They often share their positive experience with other customers, assist other customers, treat service employees in a pleasant manner, or make suggestions for the improvement of service”.

In modern times the nature of retailing has dramatically changed, because of time constraint of working people and changing shopping needs, dual earner households and the greater than before customer interest in customer service and quality. The determinants of the diffusion of supermarkets can be conceptualized as a system of demand by consumers, huge investment by entrepreneurs (Rodriguez et al. 2002). Economies of scale, tacking customer needs through customer relationship management, tight inventory control, availability of broad selection of
goods under a single roof at relatively low price are some factors that have contributed towards the rapid growth of supermarkets.

One of the fast growing and significant form in retail industry is supermarkets. Supermarkets are newly established market phenomenon in our country which came into existence after liberalization. These provides variety of goods and services under one roof. McCollough et al. 2008 are of view that “A supermarket, is a form of grocery store, is a self-service store offering a wide variety of food and household merchandise, and organized into departments typically spread over area of 1000-5000 sq. ft.”. Customer is treated as proactive co-creator and companies are viewed as facilitators of the value co-creation process (Payne, Storbacka and Frow 2008).

The choice of focusing on retail sector and especially on supermarkets was motivated due to several reasons. Supermarkets are meant for people of all classes whether rich or poor. There is increase in the ratio of working women. Due to liberalization and globalization there has been a dramatic shift in the cultural trend among people especially among generation-Y and middle aged groups who have been exposed to western ideology. In the present scenario time is constraint and customers emphasis on selecting proper retail outlet, which provide value added services and focuses on customer needs. Furthermore modern customers are better informed, empowered and knowledgeable than their predecessors. They freely interact with service employees and other customers and express their opinion and desire.

**Justification for the Research**

Bettencourt 1997 opined that “Customers who perceive a social exchange relationship as evidenced by higher levels of commitment are likely to be more cooperative and willing to put forth effort on behalf of the firm”. Groth 2005 is of view that though progress in the sphere of customer behaviour, still existing literature provides a narrow view of customer voluntary and discretionary behaviour (Groth 2005).
There is a dearth of published academic or empirical research in the retail industry in the developing countries. In India retail industry is a booming business. Over the past two decades Indian retail landscape has transformed and it is critical to understand customer’s role in success of this sector.

Solomon et al. 1985; Bowen, Gilliland and Folger 1999 are of view that “Service encounters comprise a dyadic process between employees and customers”. The lack of research on customer citizenship behaviour in retail industry provides an opportunity for extending the organization behaviour concept into service setting and in customer domain.

Bettencourt and Brown 1997; Bove et al. 2009; Bowen and Schneider 1985 are of view that, “Customers repeatedly act as partial employees participating in service creation process especially in service industries through use of their skill and knowledge. Customer participation may be in the terms of in-role (required) and extra-role (discretionary) behaviours”. Mills and Morris (1986) argue that customer participation can decrease production costs for organizations and concordantly increase customers’ involvement and sense of obligation and responsibility as their role expands. “These behaviours can positively affect the working of service workers, the organization and other consumers, and normally help to create a advantageous setting for the parties involved in a service encounter” (Bove et al. 2009).

The lack of research on customer citizenship behaviour in retail sector provides an opportunity for extending the OCB to customer domain.

**Gaps in Literature**

The present study is an attempt to fill the space in the service marketing literature by extending organisational citizenship behaviour to customer province. While there has been significant conceptual development on citizenship behaviour, relatively little progress has been made empirically (Padsakaoff, Ahearne and Mackenzie 1997; Yi and Gong 2008). There is no consensus among researchers on what customer citizenship behaviour is. Earlier research has incorporated both in-role behaviour and discretionary behaviour that has positive impact to the
especially service firms in the form of loyalty, cooperation and participation. Therefore the current study seeks to examine the structure of customer citizenship behaviour in the retail industry. It will help managers to deal with customers’ behaviour effectively.

The second gap to be addressed is the lack of research on commitment as a mediator in relationship of customer-based corporate reputation (CBR) and customer citizenship behaviour (CCB). An investigation of these issues is important as it will provide effective way to increase service productivity.

Commitment also affects customer loyalty which in turn affects customer citizenship behaviour. Researchers have also found customer-based corporate reputation affecting CCB directly as well as indirectly through loyalty. However, collectively the effect of commitment, customer-based corporate reputation, customer loyalty and customer citizenship behaviour directly and indirectly has not been studied in a single study. Hence the study is being done to investigate the role of these variables in a single model.

Research has also not been done on moderating role of customer participation in service delivery and perceived risk in customer-based corporate reputation and customer citizenship behaviour chain. An investigation of these issues is important because it will help to understand customer-based corporate reputation-outcome relationships (Bartikowski and Walsh 2011).

The present study also seeks to examine the affective loyalty and intentional loyalty in the retail industry. There is currently no research that combines all these constructs in a single model. This research examines the effect of customer-based corporate reputation, commitment, affective loyalty, intentional loyalty, customer participation in service delivery, perceived risk (social and temporal) on customer citizenship behaviour.
Objectives

Specifically, the objectives of the present study are:

1. To examine the impact of customer-based corporate reputation (CBR) on customer citizenship behaviour (CCB).
2. To investigate the impact of customer commitment on customer citizenship behaviour (CCB).
3. To determine the mediating role of
   a) Customer loyalty in customer-based corporate reputation (CBR) and customer citizenship behaviour (CCB).
   b) Customer loyalty in commitment and customer citizenship behaviour (CCB).
   c) Commitment in customer-based corporate reputation (CBR) and customer citizenship behaviour (CCB).
4. To examine the moderating role of
   a) Perceived risk (social and temporal) in customer-based corporate reputation (CBR) and customer citizenship behaviour (CCB).
   b) Customer participation delivery in customer-based corporate reputation (CBR) and customer citizenship behaviour (CCB).

Organization of the Study

Chapter 1 presents introduction and which is a preface to the thesis. It traces the concepts of customer-based corporate reputation (CBR), commitment, customer loyalty, customer citizenship behaviour (CCB), perceived risk (social and temporal), customer participation in service delivery (CPSD) and proceeds to spell out the detailed need and justification of the study and outline the research objectives for the research topic. The rest of thesis is structured in the following manner:

Chapter 2 deals with the literature review. This chapter proceeds through a detailed review of studies dealing the concept of customer-based corporate reputation (CBR) and customer citizenship behaviour (CCB). Studies relating to dimensions of customer-based corporate
reputation and antecedents of customer citizenship behaviour were reviewed. These studies have been arranged in chronological order.

Chapter 3 discusses the conceptual framework and develops a model for customer-based corporate reputation (CBR) and customer citizenship behaviour (CCB) its dimensions and antecedents. It reviews the relevant literature pertaining to each of the hypothesised relationship.

Chapter 4 discusses the methodology and methods of the study. It presents a discussion about the questionnaire designing, universe of the study and respondent characteristics. The final section of this chapter provides a detailed explanation of data analysis and techniques used.

Chapter 5 presents the results of pre-testing study. The chapter provides a detailed discussion of the procedure used for development and refinement measures. This chapter describes the reliability and validity testing of the scale with a view to standardize it.

Chapter 6 details out the results of the final study. This chapter provides discussion and results of confirmatory factor analysis and structural equation modelling.

Finally, Chapter 7 concludes the study by summarizing the findings. It also talks about the implications to organizations and managers to promote discretionary behaviour on the part of customers. Finally it discusses the limitation and scope for future work in the arena of organization behaviour.