



The Intervening Role of Customer Loyalty and Self-Efficacy on the Relationship Between of Customer Satisfaction, Customer Trust, Customer Commitment, Customer Value and Customer Citizenship Behavior in Hospitality Industry in Guangdong, China

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Abstract

Scholars are focusing on understanding the customer as part of the firm's human resources. A company's long-term competitive strength might come from its customer citizenship behavior (CCB). This study examines the relationship of Customer satisfaction, Customer trust, Customer commitment, Customer Value and customer citizenship behavior, specially adding into customer loyalty and self-efficacy into as moderating variables. This paper presents the hypothesis and model. Customer trust has a positive relationship with customer loyalty. Customer loyalty mediates the relationship between Customer trust and CCB. Customer satisfaction has a positive relationship with customer loyalty. Customer loyalty mediates the relationship between Customer satisfaction and CCB. Customer commitment has a positive relationship with customer loyalty. Customer loyalty mediates the relationship between Customer commitment and CCB. Value perception has a positive relationship with customer loyalty. Customer loyalty mediates the relationship between Value perception and CCB. Customer loyalty positively affects CCB. CCB also positively affects customer loyalty. Self-efficacy moderates the relationship between customer loyalty and CCB; if the level of self-efficacy increases, customer loyalty has a stronger impact on CCB. It is expected to better help the hospitality industry how to improve competitiveness.

Keywords: Customer Trust, Customer Satisfaction, Customer Commitment, Customer Value, Customer Loyalty, Self-efficacy, Customer Citizenship Behaviour

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Background of the Study

The hospitality industry is critical to the economic success of both emerging and established countries. This industry has increased challenges due to growing competition (Abou-Shouk and Khalifa, 2017). These challenges are due to the request for model services, expanded choice for clients, and expanding competition within the cost of services (Kandampully and Suhartanto, 2000). Customer access to information about different hotels makes it challenging for hotels to gain customer affection and loyalty (Kumar and Reinartz, 2016). Customers often act as part of the staff and this involvement is considered or categorised as customer citizenship behaviour (CCB) (Hur, Kim, and Kim, 2018). They create and participate in the creation and execution of services, as well

as provide advice on hotel operations by being directly involved in the pre-departure service experience (Tung, Chen, and Schuckert, 2017). As casual workers, customers may have additional role activities, such as helping other customers or recommending places to enhance services, which are voluntary and supportive activities offered to the hotel but do not require core service delivery (Kim and Choi 2016).

Past research has shown that CCB may be a source of long-term competitive strength for a company. For example, it can increase organisational efficiency by improving interactions between service participants (Kim and Choi, 2016). In spite of past investigate viewpoints, few significant considers have investigated CCB from a hotel point of view (Tung, Chen and Schuckert, 2017). Past research has aimed to focus on a single customer employee service experience. In the hotel experience, a complete service experience usually requires several encounters through different periods (customers may show CCB by giving recommendations during check-in, lobby experience, restaurant service, check-out, etc. (Tung, Chen, and Schuckert, 2017). Through social exchange theory (SET) it is known that a reciprocal system is required between actual resources and intangible parties of value. The nature of SET relies on receiving feedback from others, resulting in mutually satisfying interactions and partnerships over time (Cropanzano and Mitchell, 2005). According to SET, the literature explains why customers show loyalty to an organisation. According to the principles of social interaction and reciprocity, customers reciprocate when hotels treat them right, and citizenship behaviour is one channel of reciprocation.

Problem Statement

Investigate on customer loyalty has looked at different variables of loyalty. Past endeavors have been made to degree customer loyalty by surveying trust and value (Sirdeshmukh, Singh & Sabol, 2002), quality and client fulfillment (Hennig-Thurau & Klee, 1997), picture (Veloutsou, Daskou & Daskou, 2004), repeat purchases (Dunn & Wrigley, 1984) and an endless combination of others (Bontis, Booker & Serenko, 2007; 2010) to measure consumer loyalty. Combinations such as satisfaction and quality (Chong, Riquier & Rungie, 1997), image perception and customer value (Andreassen & Lindestad, 1998), customer perceived value and satisfaction (Yang & Peterson, 2004), image and satisfaction (Kandampully & Suhartanto, 2000) and so on. In spite of the fact that these attempts to clarify the part of individual factors (investigated) in influencing loyalty, they cannot allow a precise clarification of the nature of the relationship between customer loyalty and these factors, as other factors not included in the study may intervene and may produce different results. Attempts to assess and define loyalty fail to capture the concept as a whole and at best produce a more or less fragmented understanding.

To our information, there has been no comprehensive in-depth consider of the key components of customer loyalty to date and therefore a pressing got to fill this gap within the writing. Recognizing the key causes of loyalty would not as it was offer assistance in learning to get a handle on the numerous features of loyalty, but would equally help in researching to explore these factors within a conceptual framework and thus build a dedicated and comprehensive consumer loyalty model structure. With the above in mind, the current study assesses all relevant research work, identifies the key driving influences on customer loyalty and places them within a conceptual framework that illustrates the interaction of these factors and their relationship to loyalty. The point of this study is to recognize the determinants and depict their interaction in a conceptual system.

Table 1 summarises empirical studies that have examined the causes of consumer citizenship behaviour. Based on the literature review, we can know that self-efficacy seldom as an antecedent of customer citizenship behaviour.

Table 1. Antecedents of customer citizenship behavior.

	Study	Key findings
Customer characteristic		
Customer attitude	Groth (2005)	The findings show that customer satisfaction is positively related to customer citizenship behavior.
Satisfaction	Bettencourt (1997)	The findings suggest that customer satisfaction and customer commitment influence customer citizenship behavior.
Commitment	Curth et al. (2014)	The findings suggest that commitment to fellow customers and commitment to the service organization influence customer citizenship behavior.
Fairness	Yi and Gong (2008)	The findings show that distributive justice, procedural justice, and interactional justice influence positive affect, which in turn leads to customer citizenship behavior.
Fairness Trust	Di et al. (2010)	The findings show that customers who perceive high levels of fairness and trust are more willing to show customer citizenship behavior.
Self-sacrifice	Dang and Arndt (2017)	The findings demonstrate that self-sacrifice reduces intentions to engage in customer citizenship behavior, while awareness of public self-image increases intention.
Awareness of public selfimage		
Customer expertise	Alves, Ferreira, and Fernandes (2016)	The results of this study demonstrate that self-efficacy, social capital and customer expertise contribute to increase customer citizenship behavior.
Self-efficacy		
Customer emotion	Yi and Gong (2008)	
Positive affect		The findings show that positive affect influences customer citizenship behavior.
Negative affect		
Customer personality	Anaza (2014)	Agreeableness and extraversion lead to perspective taking and empathic concern. In turn, empathic reactions affect customer
Agreeableness		
Extraversion		
Perspective-taking	Choi and Hwang(2019)	satisfaction as well as customer citizenship behavior.
Empathic concern		Results show a significant, positive impact of the two dimensions of prosocial personality (i.e. other-oriented empathy and helpfulness) and proactive personality on customer citizenship behaviors
Other-oriented empathy		
Helpfulness		
Proactive personality		
Other-customer characteristics	Rosenbaum and Massiah (2007)	Social-emotional support (i.e. companionship and emotional support) and instrumental support from other customers influence customer citizenship behavior.
Support from other customers		
Support from other customers	Verleye, Gemmel, and Rangarajan (2014)	The findings show that support from other customers influence customer citizenship behavior through customer satisfaction and customer role readiness.
Customer-to-customer interaction quality	Kim and Choi (2016)	The findings highlight the effects of three types of customer-to-customer interaction quality (friend interaction, neighboring customer interaction, and audience interaction) on customer citizenship behavior through customer experience quality.

	Study	Key findings
Other-customer citizenship behavior	Yi et al. (2013)	This study shows that other-customer citizenship behavior drives focal customer citizenship behavior. This link is also moderated by other-customer credibility and social identity.
Positive customer-to customer interaction Negative customer-to customer interaction (dysfunctional customer behavior)	Jung and Yoo (2017)	The findings show that positive (negative) customer-to-customer interaction influence customers' affection with service, which in turn leads to customer citizenship behavior.
Service characteristic Service quality	Verleye et al. (2014)	The findings show that service quality influences customer citizenship behavior through customer satisfaction.
Crowding	Wei, Ang, and Anaza (2019)	This research demonstrates that providing customers with a platform to share crowding information increases customer citizenship behavior.
Service scripts	Nguyen, Groth, Walsh, and Hennig-Thurau (2014)	The study reports that, when service scripts are followed by employee with low customer orientation, service scripts have more detrimental effects on customer citizenship behavior.
Brand experience Brand relationship quality	Xie, Poon, and Zhang (2017)	Results show that brand relationship quality mediates the effects of brand experience on customer citizenship behavior.
Brand attachment	Cheng, Luo, Yen, and Yang (2016)	The results indicate that perceived value mediates the relationship between brand attachment and customer citizenship behavior.
Employee characteristic Employee emotional intelligence	Delpechitre, Beeler Connelly, and Chaker (2018)	The findings show that perceived emotion sand understanding emotions have positive influences on customer citizenship behavior.
Employee commitment Employee credibility	Bove et al. (2009)	This research demonstrates that customers show customer citizenship behavior when they perceive employee commitment, credibility, benevolence, and loyalty.
Employee benevolence Employee loyalty Organizational citizenship behavior (OCB)	Yi and Gong (2008)	This study demonstrates that organizational citizenship behavior has an influence on customer satisfaction and customer commitment, which in turn lead to customer citizenship behavior.
Organizational citizenship behavior (OCB)	Chan et al. (2017)	The findings confirm that a dual identification mechanism – spanning customer-employee identification and customer-firm identification – mediates the social exchange relationship between OCB toward customers and customer citizenship behavior.

	Study	Key findings
Organizational characteristic Organizational legitimacy	Chen, Chen, and Guo (2019)	The results show that network relationship strength mediates the impact of organizational legitimacy on customer citizenship behavior.
Organizational support	Bettencourt (1997)	The results reveal that organizational support has a positive influence on customer cooperation and customer participation.
Organizational socialization	Guo et al. (2013)	The results reveal the differential effects of three aspects of socialization (role clarity, task mastery, and goal congruence) on three different types of customer citizenship behavior (compliance, individual initiative, and civic virtue).
Organizational support Organizational socialization	Verleye et al. (2014)	The findings show that organizational support and organizational socialization influence customer citizenship behavior through customer role readiness.
Organizational identification	Ahearne, Bhattacharya, and Gruen (2005)	Results indicate that organizational identification positively impacts customer citizenship behavior.
Organizational reputation	Bartikowski and Walsh (2011)	Results suggest that commitment and loyalty mediate the relationship between organizational reputation and customer citizenship behavior (helping the company).
Customer-related outcome Perceive benefit	Alves et al. (2016)	The results of this study demonstrate that customer citizenship behavior leads to perceived benefits.
Perceived service quality	Lengnick-Hall et al. (2000)	The findings show that customer citizenship behavior is positively related to customers' perceived service quality.
Customer turnover intention	Revilla-Camacho et al. (2015)	The findings show that customer citizenship behavior is negatively related to customer turnover intention.
Customer self-determination Customer role stress Customer value Customer well-being	Gong et al. (2016)	The results show that customer citizenship behavior enhances customer outcomes (customer value and customer well-being) through customer self-determination, but hinders customer outcomes by generating customer role stress.
Repurchase intention	Mandl and Hogreve (2019)	The findings show that helping and advocacy are positively related to repurchase intention.

	Study	Key findings
Customer well-being Customer satisfaction	Guo et al. (2013)	Customer citizenship behavior is positively related to customer well-being and customer satisfaction.
Perceived contribution in others' welfare Happiness/ Well-being	Hsieh, Chiu, Tang, and Lin (2018)	Customer citizenship behavior has a positive impact on perceived contributions to others' welfare, which in turn leads to happiness.
Employee-related outcomes		
Employee performance Employee satisfaction Employee commitment	Yi et al. (2011)	The findings show that customer citizenship behavior is positively related to employee performance, satisfaction, and commitment but negatively related to employee turnover.
Employee turnover Customer-involved sales performance Salesperson behavioral performance Salesperson outcome productivity	Shannahan et al. (2017)	Customer citizenship behavior is positively related to customer-involved sales performance, which in turn leads to salesperson behavioral performance and salesperson outcome productivity.

Literature Review

Customer trust, customer loyalty, and CCB

A long-term partnership is built on trust (Hong & Cho, 2011). It is related to the customer's perception of the service provider's competence, honesty and empathy (Deng et al., 2010). Shaw (1997) defines trust as the belief that the individuals we depend on will live up to our desires. A few researchers consider the thought of trust to be a vital portion of long-term buyer-seller connections in commerce (Dwyer, Schurr & Oh, 1987). Researchers Ndubisi (2007) and Taylor et al., (2004) found that trust may be a key calculate in creating solid customer associations and eventually loyalty. Trust is considered to be a fundamental emotion because it reduces risk throughout the buying process. Partners in a relationship must dishearten opportunistic behaviour and dismiss the crave for benefit and instep work for the common great in arrange for trust to create. Roter (1980) fights that trust accept as the common want that one person's word, ensure or clarification to another may be depended upon.

According to Blau (1964), there are two types of public contact: social exchange and economic exchange. According to the social exchange model, the provider does not only consider the benefits he or she may receive, but also the reaction of the recipient (Gouldner, 1960). The difference between social and economic exchange lies in the different foundations on which they are built, the latter being based on calculated basic transactional links, but the former on trust (Holmes, 1981). The relationship between provider and recipient aims at long-term rewards and trust. It follows that social exchange is based on the concept of trust and when parties have a root of mutual trust, they are more likely to engage in 'pay-as-you-go' behaviour and methods (Blau, 1964; Rousseau & Parks, 1993).

Therefore, we predict that the higher the customer trust, the more likely it is to create CCB because of customer loyalty We then have the following hypothesis:

H1a: Customer trust has a positive relationship with customer loyalty.

H1b: Customer loyalty mediates the relationship between Customer trust and CCB.

Customer Satisfaction, Customer Loyalty, and CCB

According to Zeithaml, Parasuraman, and Berry (1990), satisfaction is an attitude established by customers comparing their prepurchase expectations and performance quality with their subjective impressions of actual performance. The significance of client feedback stems from the impact that satisfaction has on loyalty. According to Veloutsou et al. (2004), satisfaction has a direct impact on loyalty and even mediates the influence of quality on customer loyalty. Similarly, Chong et al. (1997) discovered that customer happiness and customer perceptions of service quality are critical drivers of attitudinal loyalty, with a much higher link between satisfaction and loyalty. According to Bontis et al. (2007), satisfaction increases loyalty and reputation and leads to strong recommendations.

Previously conducted research has consistently linked customer well-being to CCB (Chen et al. Groth,2005). According to Groth (2005), based on social exchange theory, customers who are satisfied with the company believe that the company fulfils its contractual agreement to provide exceptional services, persuading customers to engage in uninvited additional role behaviours in return for future service delivery. Using a sample of members of a Taiwanese virtual fashion community, Chen et al. (2010) argue that these members will be more willing to forge online relationships and engage in supportive actions that reflect citizenship behaviours when they are satisfied with the quality of the community's services (e.g. services), information (e.g. product reviews) and social climate (e.g. social atmosphere). According to Spake, Beatty, Brockman, and Crutchfield (2003), consumer pleasure has a direct impact on trust and commitment, two important predictors of customer loyalty (Morgan & Hunt,1994). Therefore, the following possibilities are proposed :

H2a: Customer satisfaction has a positive relationship with customer loyalty.

H2b: customer loyalty mediates the relationship between Customer satisfaction and CCB.

Customer commitment, customer loyalty, and CCB

Morgan and Hunt (1994) consider commitment as the ongoing desire to maintain a connection or relationship, whereas loyalty is the desire to retain a connection or relationship. Bloemer and Kasper (1995) define true loyalty as devotion to a brand, rather than repurchase caused by inertia or other compulsive motives. This commitment is concretely demonstrated by a willingness to repurchase the brand (despite the availability of alternatives), to promote the brand to others (Hur et al.,2010), and by loyalty. According to a research study by Spake et al., (2003), increased commitment leads to an increase in customers' willingness to complain, which is an important indicator of loyalty. According to Ng, David and Dagger (2011), there is a very strong correlation between the two, commitment and loyalty, with increased relationship benefits leading to increased consumer commitment, which then leads to increased loyalty. In the case of hospitality and airline services, there is also significant evidence to support that commitment is a necessary direct antecedent of consumer loyalty (Pritchard, Havitz & Howard,1999).

The correlation between emotional commitment and individual client citizenship behaviours such as facilitation, feedback and advocacy has also been empirically demonstrated (Van Tonder et al.,2018, p.99; Choi and Lotz,2018, p.620).

Because loyal customers are usually more aware and conscious of how their duties positively affect service outcomes, they also have a greater probability of contributing to the effective delivery of future company services by sacrificing their time (Chonko.,2010; Zeithaml and Bitner,2003).Bloemer and Kasper (1995) and Kiesler (1971) define commitment as cognitive anchoring, positively associated with behavioural conduct, which is necessary to distinguish between true and false loyalty. Based on this research, we can conclude that customer commitment has a mediating influence between customer loyalty and CCB. Therefore, we propose the following hypothesis:

H3a: Customer commitment has a positive relationship with customer loyalty.

H3b: customer loyalty mediates the relationship between Customer commitment and CCB.

Value perception, customer loyalty, and CCB

For a customer to establish a relationship, it must be one that provides value to him or her. The evaluation of the benefits to be gained and the sacrifices to be made from the customer's value judgement. Bolton and Drew (1991) argue that perceived value is the result of a customer's trade-off between perceived quality and monetary and non-monetary sacrifices. Sweeney (1994) expands on this by including functional, social, emotional and cognitive components as well as compromises in the evaluation of quality. Curran et al., (2010) found that high perceived consumer value led to an increase in purchase behaviour. According to Gil-Saura and Ruiz-Molina (2009), the higher the customer's evaluation of value the higher the loyalty. In a pre-purchase situation, value perceptions have a direct impact on on purchase intentions and purchase intentions (Bolton & Drew, 1991; Sweeney, 1994).

Customers' judgements that the amount of value received from one supplier is greater than the amount of value provided by other suppliers drive loyalty behaviours such as relationship continuation, extending the extent or breadth of contact, and referrals (word-of-mouth advertising). Customers act on their perceptions of value, and perceived value has a strong influence on customer loyalty regardless of the context (retail shops, airlines, etc. (Sirdeshmukh et al., 2002).

Service characteristics have been found to be associated with customer citizenship behaviour. For example, Nguyen et al., (2014) found that service scripts were adversely associated with customer citizenship behaviour, while Cheng et al., (2016) found that consumers' citizenship activities were positively associated with brand attachment through perceived value.

In addition, customer perceptions influence CCB through customer loyalty. cognitive congruence theory (Heider, 1946) suggests that when an individual is faced with psychological discomfort, he or she will strive to seek psychological congruence between his or her beliefs and behaviours. If a customer recognises the favourable attributes of an organisation, that customer is more likely to produce other actions that are consistent with his or her beliefs, attitudes and behaviours (Fu et al., 2014b). Thus, customers who perceive the quality of a firm's services as positive are more likely to generate feelings of belief-adherence, such as engaging in voluntary behaviours. For example, Fu et al. (2014) argue that consumers who feel good about the quality of service provided by a firm are more likely to engage in demonstrating their citizenship of the organisation by remaining loyal to the firm and providing feedback. Fullerton (2005) notes that service quality is an important and substantial driver of customer advocacy. Related to this, Roy et al. (2018) showed that customers who perceive high levels of service quality are more likely to engage in advocacy behaviours, such as spreading positive word of mouth, which would enhance CCB. The following hypothesis is proposed:

H4a: Value perception has a positive relationship with customer loyalty.

H4b: customer loyalty mediates the relationship between Value perception and CCB.

Customer loyalty and CCB

SET has been applied to hospitality research to explain hotel customers' perceptions of products and services (Coulson et al. 2014). When this theory is applied to the hospitality literature, it describes the exchange process between the hotel and the customer. The concept is based on the voluntary and active involvement of both parties in the service or operational process (Lee et al., 2014). Rob Smith (1998), president of Focal Point Marketing, defines loyalty as "the customer's very strong sense that his or her relevant needs are met by you to the greatest extent possible, to the extent that your competitors are barely a consideration. Customers buy almost exclusively from you - referring to you as "their restaurant" or "their hotel"." Bowen and Shoemaker (1998) define loyalty as the probability that a customer will return to the hotel and the person's intention to act as a corporate partner (for

example, spending more while on site, not participating in advisory groups and reporting concerns to management).

Gong and Yi (2019) argue that CCB refers to visitors' constructive contributions to the hotel, valuable feedback, cooperation and positive word-of-mouth. It is also striking that while hotel-customer relationships are drawn from long-term social connections, Blau (1964) and others argue that trust and other 'macro-motivations', such as loyalty, provide the basis for relationship contracts and social trade (e.g., Clark & Mills, 1979; Rousseau & Parks, 1993). By building and maintaining customer loyalty, firms can achieve greater profit margins over the lifetime of their business relationships with customers (Wang & Wu, 2012). As a result, customer loyalty, emotional attachment to services and products, and a strong CCB are enhanced.

According to Bettencourt (1997), CCB generally has three dimensions: loyalty, cooperation and involvement. Customer citizenship behaviour not only improves business performance but also increases customer loyalty (Woo, 2019). Firstly, customer citizenship behaviour increases customer value by increasing customers' sense of belonging and usefulness (Assiouras, Skourtis, Giannopoulos, Buhalis & Koniordos, 2019) and encourages positive repurchase intentions, which in turn increases customer loyalty (Mandl & Hogreve, 2020). Second, customer citizenship behaviour strengthens long-term relationships between firms and customers (Yi, Natarajan & Gong, 2011), as customers who exhibit citizenship behaviour perceive their relationship with the firm as important and strive to maintain it (Kim & Yin, 2020). Thirdly, customers who exhibit citizenship behaviour will tend to show loyalty behaviour, especially when the firm offers a product or service that satisfies their needs (Assiouras, Skourtis, Giannopoulos, Buhalis & Koniordos, 2019). Finally, customer citizenship behaviour can act as a switching barrier that in turn maintains customer loyalty (Cossío-Silva, Revilla-Camacho, Palacios Florencio & Vega-Vázquez, 2016; Kim, Byon & Choi 2020). Therefore, we propose the following hypothesis:

H5a: Customer loyalty positively affects CCB.

H5b: CCB also positively affects customer loyalty.

Self-efficacy

Self-efficacy was initially established as a basic concept in social cognition theory. It refers to "people's assessments of their capacities to plan and carry out the actions necessary to achieve specific sorts of performances. It is concerned with assessments of what one can do with whatever talents one possesses rather than with the skills one possesses" (Bandura, 1986, p.391). Self-efficacy governs human behavior through encouraging effort and a continuous desire to finish objectives, allowing one to overcome problems in the face of difficulty and failure. Self-efficacy is the belief that one is capable of doing a given action. Previous study has revealed that self-efficacy has a beneficial impact on decisions regarding what activities to engage in, as well as the effort and tenacity expended in undertaking such actions (McKee, Simmers & Licata, 2006).

People are self-organizing, self-reflective, and self-regulatory, according to social cognition theory, in that they create judgments about themselves based on their own behavior (Luszczynska, Scholz & Schwarzer, 2005). When customers have a high feeling of self-efficacy and are exceptionally satisfied with overall service quality, they are more likely to promote positive word of mouth and engage in repurchase.

Furthermore, according to the elaboration-likelihood model (ELM), self-efficacy may alter the relationship between customer satisfaction and both repurchase intention and word of mouth. According to ELM, when a person's perceived competence is high, they are more likely to adopt the middle path, meaning that attitude has a greater influence on action (Rodgers, Negash & Suk, 2005). Because self-efficacy is directly tied to ability (Bandura, 1986), it is believed that when consumers have high self-efficacy, customer happiness is rated via the central route, and so customer satisfaction is more closely related to repurchase intention and word of mouth.

Griffin (1995) contends that two characteristics are essential for loyalty to thrive. The first is a strong emotional tie to the product or service in comparison to prospective alternatives. The second consideration is repeat buying. And as we know that Nguyen et al. (2014) has mainly considered two elements of CCB: customer feedback and advocacy. These characteristics imply that customers who have a high sense of self-efficacy are more likely to engage in related activities in the future. Repurchase intention and word of mouth should rise as compared to persons who have low self-efficacy. As a result, the following theories are advanced:

H6: Self-efficacy moderates the relationship between customer loyalty and CCB; if the level of self-efficacy increases, customer loyalty has a stronger impact on CCB.

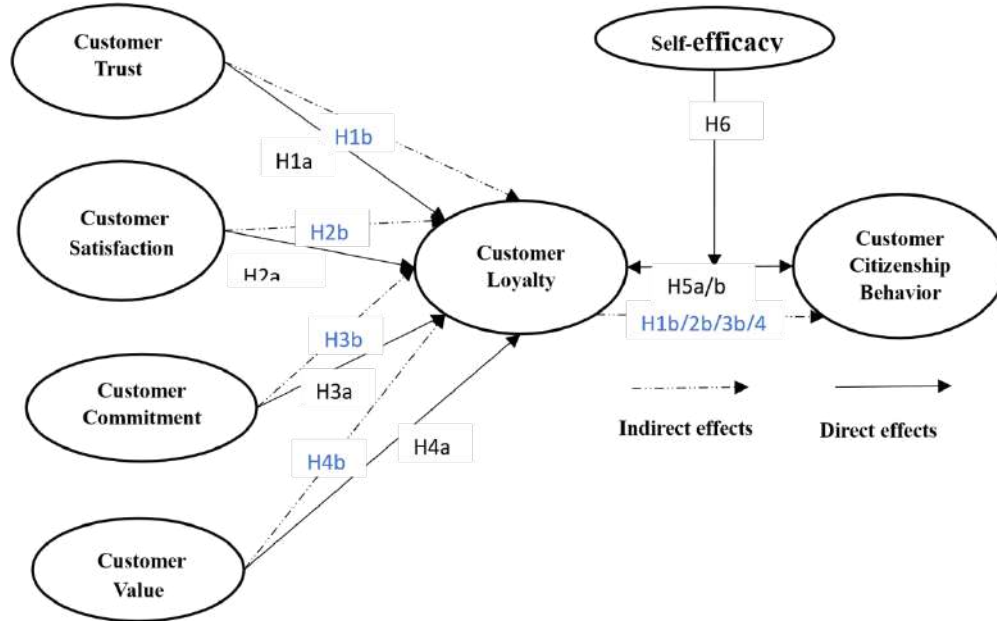


Figure 1. Conceptual framework

Conclusion

This study only completed the preliminary work of the theoretical framework about the relationships between Customer trust, Customer loyalty, Customer satisfaction, Customer commitment, Value perception, CCB, and Self-efficacy.

The study has the potential to add to the academic literature and practical practice of customer loyalty and CCB, especially in the hotel industry. Conducting research to bridge identified gaps in academic work on the research gap is the summit of academic success.

Second, the study's findings will be useful for managers, practitioners, and decision makers in increasing organizational performance and service quality through CCB and customer loyalty. Second, the study's findings will be useful for managers, practitioners, and decision makers in increasing organizational performance and service quality through CCB and customer loyalty. This paper highlights the mediation of self-efficacy between customer loyalty and CCB. Ultimately, this research can be used as a base for further researching the effect of CCB.

Research Limitation and Future Direction

This study merely finished the theoretical framework's early work about the connections between customer trust, loyalty, satisfaction, and commitment as well as value perception, CCB, and self-

efficacy. Next, a suitable number of design questionnaires need to be distributed to collect valid data and verify whether or how the variables are related to each other.

The study was also limited to the hotel industry from private organization perspectives. It focuses on a single sector (hospitality), therefore precluding the generalization of findings to other industries (Atieno 2009).

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