



Systematic review on customer citizenship behavior: Clarifying the domain and future research agenda

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ABSTRACT

In the last two decades customer citizenship behavior (CCB) has attracted considerable attention. This systematic review maps what we already know about CCB. The study proposes remedies to the conceptual confusion in extant CCB research and positions it vis-a-vis similar but distinct concepts. The study systematizes existing knowledge about antecedents and consequences of CCB. CCB antecedents are organized into six categories: company resources, business to customer relationship quality, value cocreation, identity fit, customer to customer quality, and customer resources, while the CCB outcomes are organized into three categories: customer-company relational outcomes, customer-related outcomes and employee-related outcomes. The study also offers an extensive CCB's further research directions that are grouped along Theory, Methodology and Context.

1. Introduction

The idea of customers as the “good soldiers” of a company and the concept of customer citizenship behavior (CCB) has been studied for more than a decade since it was introduced by Groth (2005). Groth (2005, p. 11) built the foundations for the domain by proposing CCB in the context of service industries as voluntary and discretionary behaviors that are not required for the successful production and/or delivery of the service but that, on the whole, help the service organization overall. The Studies on the antecedents and consequences of CCB have been presented in high-impact journals, with a relatively large number of citations and a relatively rigorous methodological approach with quantitative studies dominating (e.g., Yi & Gong, 2013; Bartikowski & Walsh 2011; Lii & Lee 2012). However, Gong and Yi (2019) have recently claimed that the domain and borders of CCB are hazy, causing conceptual misunderstanding which is mainly because the extant empirical research fails to differentiate between CCB and other similar concepts, such as value co-creation (VCC) (Vargo et al. 2008; Grönroos, 2011; Mitrega et al. 2021), customer participation (CP) (Bendapudi & Leone, 2003; Dong & Sivakumar, 2017) and customer engagement (Van Doorn et al. 2010; Brodie et al. 2011). Although the concept proposed by Groth (2005) was broad covering such diverse behavior as; brand

recommendations, helping other customers and providing feedback, further empirical studies have added new CCB components sometimes quite far from the original CCB dimensionality (Bove et al. 2009; Nguyen et al. 2014). While such reconsiderations may be needed considering dynamics of socio-economic trends, especially customer behavior trends (Ajiboye et al., 2019; Davenport et al., 2020; Rust, 2020), there is always a need to discuss new propositions with regard to conceptual boundaries of the concept to assure its uniqueness. Unfortunately, CCB research lacks conceptual papers and the call for theoretical clarifications raised recently by Gong and Yi (2019) remain unanswered. Therefore, to advance understanding of how CCB emerges and what it leads to, there is a need to critically discuss the domain of the concept by looking retrospectively at its origins and with consideration of further theoretical and empirical developments.

This study applies a systematic literature review approach to address the gap in the literature (Littell et al., 2008; Christofi et al., 2015; Palmatier et al., 2018; Vrontis & Christofi, 2019; Vrontis et al., 2020; Vrontis et al., 2021b; Akter et al., 2020, Akter et al., 2021) with regard to prior CCB research. Specifically, this study aims to address the following research questions: (1) What are the boundaries of the CCB concept vs. other similar concepts; (2) How can we systematize current knowledge about antecedents and outcomes of CCB?; (3) How can we address main

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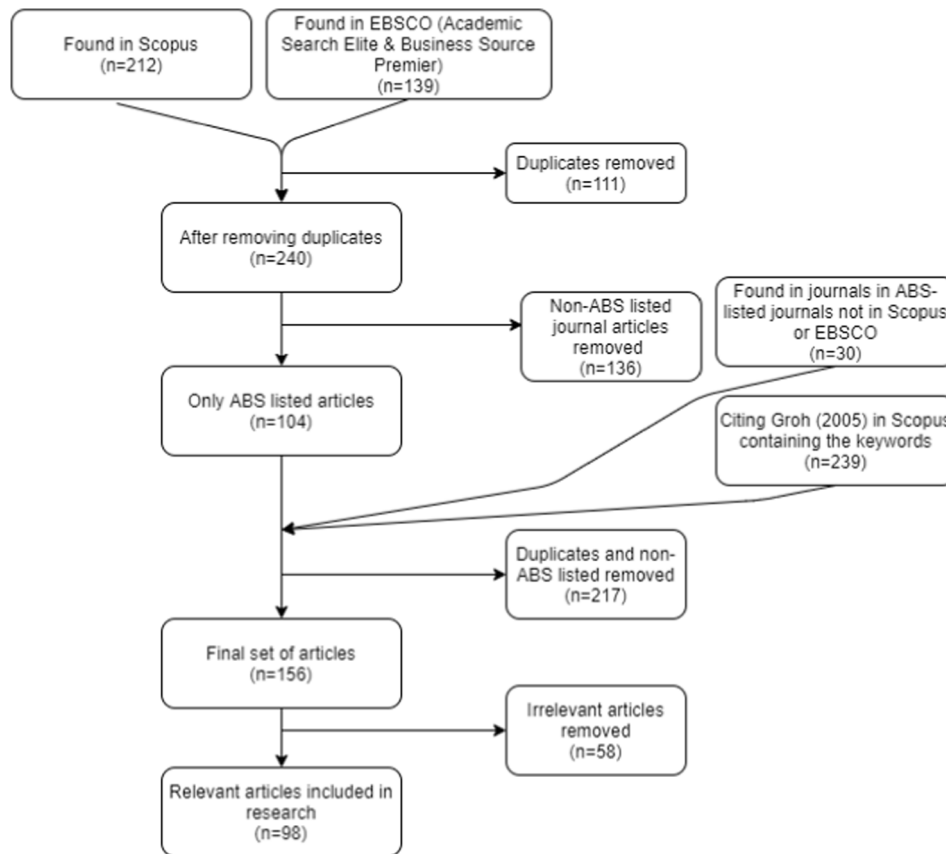


Fig. 1. Literature search process; inspired by Vrontis et al. (2021a), Battisti (2021), and Christofi et al. (2019a).

gaps through further research?. In this way we hope to build a roadmap for CCB research.

As far as the author is aware, this is the first systematic review of CCB literature¹, and this study complements other similar reviews that were recently proposed for other concepts in similar research areas: customer participation (CP) (Dong & Sivakumar, 2017) and customer engagement (CE) (Islam & Rahman, 2016). This study builds the conceptual distinctions between CCB, CE and CP vis-a-vis the theoretically rich literature of co-creative service-dominant logic (or S-D logic) (e.g. Vargo et al., 2008; Grönroos & Voima, 2013; Galvagno & Dalli, 2014) building an appropriate and broad context for CCB research. The boundaries of the CCB concept are identified with regard to its dimensionality, as academic consensus has not yet been reached, and this area offers opportunities and potential pitfalls in further theory building. This study identifies two main theoretical underpinnings for CCB research in terms of its connections with S-D logic and relationship marketing (Gruen, 1995; Grönroos, 1997; Sheth & Parvatiyar, 1995). These theoretical frameworks are used to classify prior research on CCB antecedents into six categories: company resources, business to customer relationship quality, value co-creation, identity fit, customer to customer quality, and customer resources, as well as classifying the outcomes into three categories: customer-company relational outcomes, customer-related outcomes and employee-related outcomes. We also systematize and categorize future research directions in extant CCB literature. Since we

¹ The study by Gong and Yi (2019) cannot be characterized as a systematic review as it does not follow systematic review standards, especially rigorous literature search string within a given time frame based on concrete databases and specified content analysis procedure (Palmatier, et al. 2018; Paul & Criado, 2020). Additionally, the study by Gong and Yi (2019) only indicates but does not answer conceptual confusion in CCB research.

combine the categorization of antecedents and outcomes with systematizing future research directions, this systematic literature review could be classified as hybrid in the classification provided by Paul and Criado (2020).

In three ways, this work adds to CCB research. First, we clarify the CCB domain and boundaries, which is needed to assure convergent and discriminant validity of the construct (Whitely, 1983; Hair, et al. 2006) in the fast-growing empirical research. Secondly, we contribute by providing a typology for CCB antecedents and consequences which positions CCB in the wider nomological network (Ulaga & Eggert, 2006; Gilde, et al. 2011; Neghina et al. 2015). Thirdly, we offer a further research agenda that may be useful in reviving CCB research specifically with regard to three aspects considered previously as crucial: theory, methodology and research context (Paul et al. 2017, Rosado-Serrano et al. 2018; Dabic et al. 2020).

2. Research procedure

The concept of CCB is often referred to by other terms (see section 3.1 of this manuscript for the discussion about terminology and concept development), especially in works published before the term was coined by Groh (2005). Therefore, we expanded our search to other terms, using “customer citizenship behavior”, “consumer citizenship behavior”, “customer voluntary performance”, and “customer extra-role”. To find articles across reputable business journals, we used three databases: EBSCO Academic Search Elite, Business Source Premier, and Scopus, searching the titles, abstracts and keywords (e.g. Christofi et al., 2021a). We searched only for manuscripts published in peer-reviewed journals in English (e.g., Christofi et al., 2021b). The search was limited to manuscripts published until the end of 2020. The search was originally conducted in September 2019 but was expanded in August 2021 to include articles published after the first search (similarly to

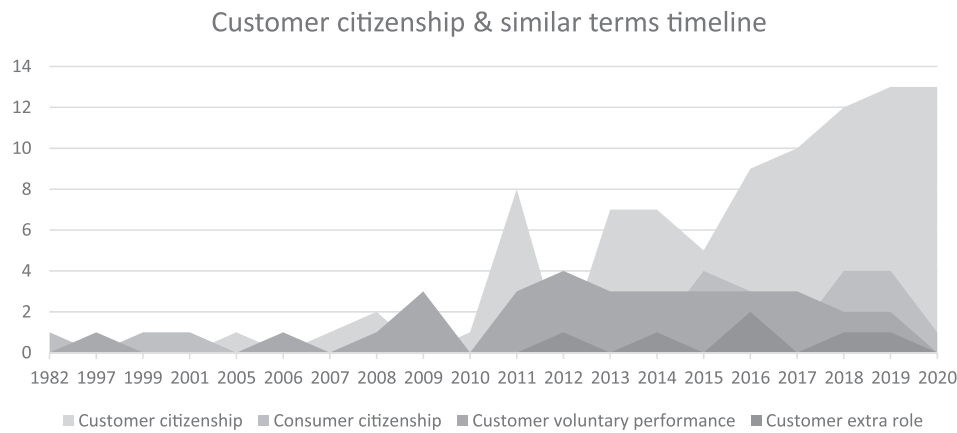


Fig. 2. The timeline for CCB and similar terms being used Source: Number of unique papers found in Scopus, EBSCO Business Source Premier and Academic Search Elite, up to the end of 2020.

Baima et al., 2020).

The first search netted 240 articles after duplicates were removed. We intended to use the Chartered Association of Business Schools Academic Journal Guide (also known as the ABS journal list) to limit our search to quality journals within the business and managerial literature fields (e.g., Akter et al., 2021; Leonidou et al., 2020; Pereira et al., 2021), since the field of study is too broad to search for manuscripts published just in a few selected journals (e.g., Christofi et al., 2019b), we also searched for our keywords in ABS listed journals not present in the Scopus or EBSCO databases, which netted 30 new articles. Additionally, we searched the Scopus database for articles citing the seminal work by Groth (2005) using the keywords, finding 239 articles. After a final round of removing duplicates and articles in non-ABS listed journals, the list of papers that were read and assessed for relevancy comprised 156 articles. All three authors participated in assessing the relevancy of the papers. To achieve inter-rater reliability (Belur et al., 2018), all the authors first reviewed the same 10 randomly selected papers and discussed the differences, reaching a consensus. This was then followed by reviewing five more randomly selected papers, with no significant differences found between the authors.

Since this manuscript focuses on the behavior of customers, we excluded papers dealing exclusively with organizational citizenship behavior (e.g. Ma et al., 2013), or employee behavior and/or citizenship (e.g. Tremblay et al., 2018). We also found that while the phrase “consumer citizenship” might be used in the same context as “customer citizenship” (e.g. Ho, 2014; Garg et al., 2016), it can also refer to one’s citizenship in the sense of “being a functional, responsible member of society”, which led to exclusion of further “consumer citizenship” articles, such as in Riddell et al. (1999) focusing on social services, or urban transformation (Paton et al., 2012). Furthermore, consumer citizenship is sometimes also used to refer to responsible consumers who evaluate the sociocultural, ecological, and other ethical aspects of their purchasing behavior (e.g. Gabl, 2015). Book reviews and editorials were also excluded at this point. This meant that 58 articles were excluded in total, leaving us with 98 relevant articles for further research. Fig. 1 presents the search process.

We continued with analyzing the antecedents and outcomes. Overall, we found that 70 papers feature at least one direct antecedent to CCB or one of its dimensions, and 16 papers that feature at least one direct outcome of CCB.

In reviewing CCB antecedents and outcomes, we have followed a broad understanding of antecedents and outcomes (see explanation in the footnotes of section 3.2), and we have applied a two-step procedure of inductive-deductive coding of antecedents and outcomes, as proposed by Sandberg & Aarikka-Stenroos (2014). Specifically, the antecedents studied in extant research were firstly coded in their literal form, i.e. wording used by the authors. Then, we analyzed inductive codes in the

context of their definitions and measurements, searching for some commonalities. Finally, we used the S-D logic of value co-creation (e.g. Vargo et al., 2008; Grönroos & Voima, 2013; Galvagno & Dalli, 2014) to assign all detailed antecedents to their more general deductive representations.

Finally, we analyzed the future research directions in the 98 relevant papers that we identified, categorizing the suggestions based on the Theory, Methodology, and Context (TMC) framework (Paul et al., 2017; Rosado-Serrano et al., 2018; Dabic et al. 2020). The theory category of the framework was further divided in suggestions for definition, theory integration, dimensionality, antecedents and outcomes.

3. Data analysis

3.1. CCB and its boundaries in the context of other concepts and sub-dimensionality

As visible in Fig. 2 the studies on customer citizenship grow in numbers, especially since 2015, however there are various terms used to refer to customer citizenship. These terminological discrepancies must be discussed and solved to progress with our understanding of what CCB is and how it originates. The literature seems to use three main terms to refer to customer citizenship: customer citizenship, customer voluntary performance and customer extra role performance, however in more recent publications customer citizenship dominates which suggests treating this term as the term most established in the literature and suggested for further research (Fig. 2).

It is informative to observed how these various terms were introduced into literature through seminal papers. Using a chronological perspective, except for Bettencourt’s (1997) work in which the concept of *customer voluntary performance* (CVP) was proposed, which was ahead of its time, the research in the field originates from the work by Groth (2005), which introduced the concept of CCB². Although Bettencourt (1997) received recognition in academic circles, as is reflected in his

² Actually, the term citizenship behaviors was introduced for the first time by Gruen (1995) as one of the buyer-related outcomes of an effective relationship marketing strategy. Following organizational theory, Gruen (1995) defined customer citizenship as a customer’s help that was “valued or appreciated by the organization, but not related directly to enforceable or explicit requirements of the individual’s role” (p. 461). In his theoretical model, Gruen (1995) presents customer citizenship as an outcome of the buyer-seller relationship’s commitment and trust.

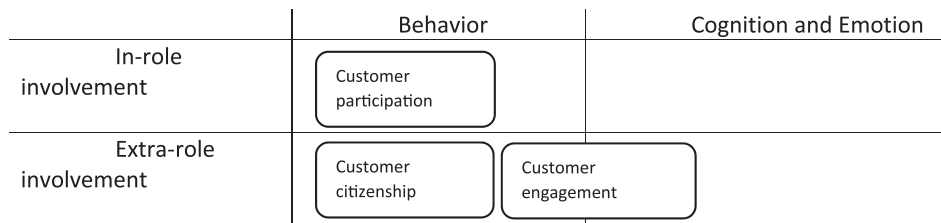


Fig. 3. Relations between CCB and other similar terms.

large number of citations, the CVP terminology was only initially acknowledged and was later replaced by CCB (Fig. 2)³.

Although the definitions proposed by Bettencourt (1997) and Groth (2005) were very similar, and both referred to CCB as discretionary customer behavior that helped service companies in successful service delivery, they differed in their interpretation of the way CCB is operationalized. Specifically, the proposition by Bettencourt (1997) included customer loyalty as one of dimensions of CCB, while the proposition by Groth (2005) included three dimensions: recommendations, helping customers, and feedback, excluding the customer loyalty. Next, the study by Yi and Gong (2013) expanded from the three dimension definition of CCB (feedback, advocacy, and helping) to add a fourth dimension, tolerance. In correspondence to Groth (2005), Yi and Gong (2013) made a distinction between customer in-role behavior and customer extra-role behavior (customer citizenship) treating both of these as separate components of customer value co-creation behavior. Following this distinction some further studies used the term customer extra-role performance as a synonym of customer citizenship (e.g. Paulssen, et al., 2019; Karaosmanoglu et al., 2016).

To identify the boundaries of CCB concept it is important to compare CCB with other similar concepts, especially customer engagement (CE), customer participation (CP) and value co-creation (VCC). While some authors propose CE to be a solely extra-role behavior (Van Doorn et al., 2010), other authors treat CE as mix of customer behavior and mental state (Bowden, 2009; Brodie et al., 2011). This multifaceted understanding of CE dominates the literature (Islam & Rahman, 2016), even if debate on CE continues (Harmeling et al., 2017; Kumar et al., 2019; Pansari & Kumar, 2017). In turn, the distinction between CCB and CP was built by Yin and Gong (2013) who proposed that in contrast to CCB, CP refers to the customer in-role behavior, i.e. information sharing and personal interaction. Thus, while CP involves behavior that is necessary for successful completion of service delivery, CCB associates with behavior that is not necessary but may enhance the value of the service being provided (Groth 2005; Yi & Gong 2013).

The literature suggests that CCB is theoretically rooted in value co-creation (VCC) theory (Yi & Gong, 2013; Gong & Yi, 2019), so these theoretical connections also warrant consideration. Following the service-dominant theory of marketing (Vargo & Lusch, 2004; Vargo & Lusch, 2016) from which the concept of VCC originates, VCC is envisioned as a very broad concept referring to all forms of direct and indirect, symbolic and physical, joint creation of value between a company and its stakeholders. Such VCC is very popular in the literature (Alves et al., 2016; Galvagno & Dalli, 2014; Ranjan & Read, 2016). As a result, it may be assumed that, in contrast to CCB, VCC cannot only be used to refer to customer behavior, but it can also extend to customer cognition and emotion, which is comprised of the experiential evaluation (positive and negative) of products and services (Edvardsson et al., 2011). Therefore, in contrast to CCB, the VCC is not a contingent concept (O'Shaughnessy & O'Shaughnessy, 2009), and it also goes beyond the organization-customer dyad encompassing interactions between various

stakeholders. Interestingly, CCB seems to be largely ignored in the S-D logic literature that focuses on value co-creation. For example, in their systematic literature review of VCC literature, Ranjan and Read (2016) did not take into consideration any prior works focusing on CCB, therefore keeping the whole of CCB research outside the conceptual boundaries of VCC. However, it would be incorrect to assume that the concepts of VCC and CCB have no elements in common. One such element is the focus of co-creative S-D logic on value creating processes that take place through interactions between customers and offering providers (or “providers of value propositions”), as well as other entities (or “service systems”) (Galvagno & Dalli, 2014; Neghina et al., 2015; Vargo et al., 2008). For example, as customer feedback is a classic illustration of CCB (Groth, 2005; Yi & Gong, 2013; Gong & Yi, 2019), integration between customers and providers can be seen as an important element of both value co-creation and CCB.

Therefore, our literature review allows the boundaries of CCB to be clarified vis-à-vis other similar concepts in correspondence with VCC theory which is presented graphically in Fig. 3. The presented distinction mirrors the major trains of thought in academic literature and allows a bridge to be built between a few corresponding research areas.

Recently, Gong and Yi (2019) proposed broadening the boundaries of the CCB concept to include behavioral customer loyalty as an inherent dimension of CCB, returning to the proposition by Bettencourt (1997). However, we find this proposition to be problematic. The idea is interesting because it would probably increase business practitioners' interest in CCB, as customer loyalty has remained a prominent business priority since the 1990s. Doing so would not be without precedent, as some prior studies have defined and measured CCB to include behavioral customer loyalty as one of its dimensions (Bettencourt, 1997; Lee et al., 2014; Nguyen et al., 2014; Rosenbaum & Massiah, 2007). However, customer loyalty is an older and more distinct concept than CCB (Dick & Basu, 1994; Kotler, 1984) with its own theoretical structure. The conceptual boundaries of customer loyalty were established by Dick and Basu (1994), and, thus, it may be argued that, as per their definition, customer loyalty as a behavior refers to the transactional element of a company-customer relationship, meaning the repeated purchases of the same brand or patronage concentration, i.e. the share of a brand in a given category of purchases. In turn, the theoretical connection of CCB with the VCC theory (Vargo & Lusch, 2004; Vargo & Lusch, 2016) focuses on the interactive, non-transactional aspects of delivering value in buyer-seller relationships. Accordingly, the prior research positioned customer loyalty as a consequence of CCB and not as a dimension of CCB (e.g. E. Kim et al., 2019; Revilla-Camacho et al., 2017).

Although the connections between the CCB and value co-creation literature are important, CCB is also connected with other theoretical domains, specifically with relationship marketing and organizational behavior. The CCB term comes directly from organizational behavior theory distinguishing “in-role” and “extra-role” organizational behavior, which relates to the difference between discretionary and non-discretionary employee behavior that contributes to company success (Williams & Anderson, 1991). However, the link between CCB and relationship marketing is also strong and was proposed by Gruen (1995), who positioned CCB as one of the outcomes of effective relationship marketing strategies. In a similar fashion, Groth (2005) presents CCB as a consequence of the developed relationships between a company and

³ Other terms that are sometimes used in the literature for CCB are: Customer Discretionary Behavior (Ford, 1995) and Customer Extra Role Behavior (Tremblay, et al., 2018).

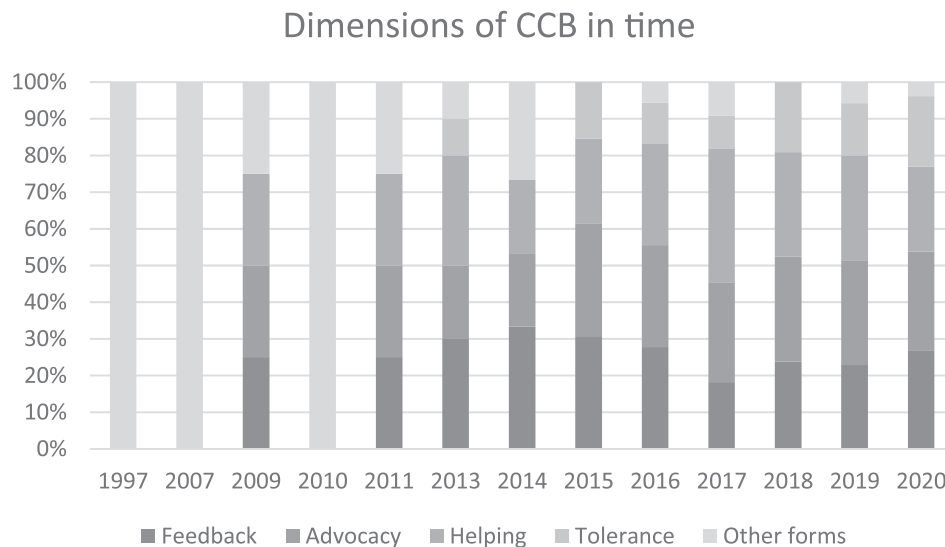


Fig. 4. The popularity of CCB dimensions in empirical studies.

its customers. Therefore, it may be argued that like to relationship marketing research, CCB literature accepts the company-customer relationship as a specific form of social exchange (Bowen, 1990).

In summary, CCB is a concept that was developed in a few seminal papers that followed organizational behavior theory (Williams & Anderson, 1991) and the relationship marketing paradigm (Gruen, 1995; Grönroos, 1997; Sheth & Parvatiyar, 1995), and it was later expanded in correspondence with the service dominant logic of marketing or VCC literature (Vargo & Lusch, 2004). Customer citizenship refers to an important behavioral element of value co-creation, but it's a contingent-based concept, not a phenomenological experience (Holbrook, 2006). Paraphrasing Vargo & Lusch (2004; 2016) who propose VCC as the general mechanism of value creation, *the customer is not always a citizen*, and there are some antecedents, which serve as either facilitators or barriers, that make CCB happen. The CCB construct is related to other concepts of contemporary customer activation, but there are some boundaries between these concepts, as was previously discussed. Therefore, in keeping with Groth (2005) and Yi and Gong's (2013) original proposition and also aligning these propositions with current developments in VCC literature (Ranjan & Read, 2016; Vargo & Lusch, 2016), we propose the definition of CCB as the *voluntary, extra-role and non-monetary customer behaviors that help a company in value creation*. We propose to use this definition in further research to avoid blurring the conceptual domain of CCB. At the same time, the definition should remain open enough to incorporate the various dimensions of extra-role behavior that emerge due to a changing technological and socio-economic environment, such as in the case of the post-COVID-19 economy.

The dominance of empirical papers written on CCB has continued in the last decade, which contrasts with the relatively high proportion of conceptual papers written about VCC, but does that mean that CCB is the monolith? Although there is an emerging consensus with regard to the general understanding of what CCB is (i.e. positive, non-monetary, extra-role consumer acting in relation to a company), the dimensional building blocks of CCB are under dispute. The prominent structure of CCB used in the literature contains the three dimensions proposed by Groth (2005), which was further revised into four dimensions by Yi and Gong (2013) as comprising: feedback, advocacy, helping and tolerance. Fig. 4 illustrates the distribution of studies focusing on the given dimension of CCB in total since the introduction of the concept by Groth (2005), showing the four aforementioned dimensions of CCB to be the most commonly accepted structure.

Interestingly, our analysis of the empirical papers, specifically with

regard to how many CCB dimensions were measured as distinct CCB components, reveals that in many studies these dimensions did not appear as distinct components at all, i.e. the authors investigated general CCB instead of CCB with its distinguished dimensions. Additionally, for the majority of studies in our dataset that have actually distinguished between CCB dimensions, whether it be conceptually or in their measurement, there is a great variation in the number of dimensions that are used. However, we also observed that an increasing number of papers use the aforementioned four dimensions of CCB, demonstrating the slowly emerging dominance of this structure.

Complementing the core CCB structure developed by Groth (2005) and Yi and Gong (2013), our review suggests that there are some other propositions worth considering. Table B.1 chronologically summarizes the studies that have questioned the four-elements dimensionality of CCB. It is noteworthy that all of these studies are empirical, and a vast majority of these studies are quantitative, mostly using surveys. As such, these studies extend the original CCB proposition in measurement terms, too. Further in the manuscript, we will elaborate on why some of the dimensions presented in Table B.1 in Appendix B may revive further discussion on the parameters of CCB, while other may not.

3.2. Antecedents of CCB

Applying a broad meaning of antecedent⁴, the research on the antecedents of CCB is already rich because this concept was never studied as a purely theoretical construct. Instead, CCB was always perceived as a contingent construct, even in the seminal works introducing the concept of CCB. For example, Groth (2005) provided the evidence that CCB is positively associated with customer satisfaction and socialization, or the extent to which a customer feels attached to a service organization.

Further studies on CCB have used various theoretical lenses to explain CCB (see Table A.1 in Appendix A), which resulted in a very fragmented knowledge on the factors driving customer citizenship. Thus, CCB literature calls for systematizing prior research, which may

⁴ In this study, we apply a broad definition of CCB antecedents, which refer to all factors that research suggest as preceding events to customer citizenship behavior. This broad approach includes both CCB drivers (factors leveraging the likelihood of CCB) and CCB barriers (factors decreasing the likelihood of CCB), as compared to the dictionary definition of antecedents (Antecedent, n. d.). It is worth noting that we have focused only on direct antecedents to CCB (i.e. direct causal paths between variables), and we have considered only hypothesized connections following the authors' own theoretical argumentation.

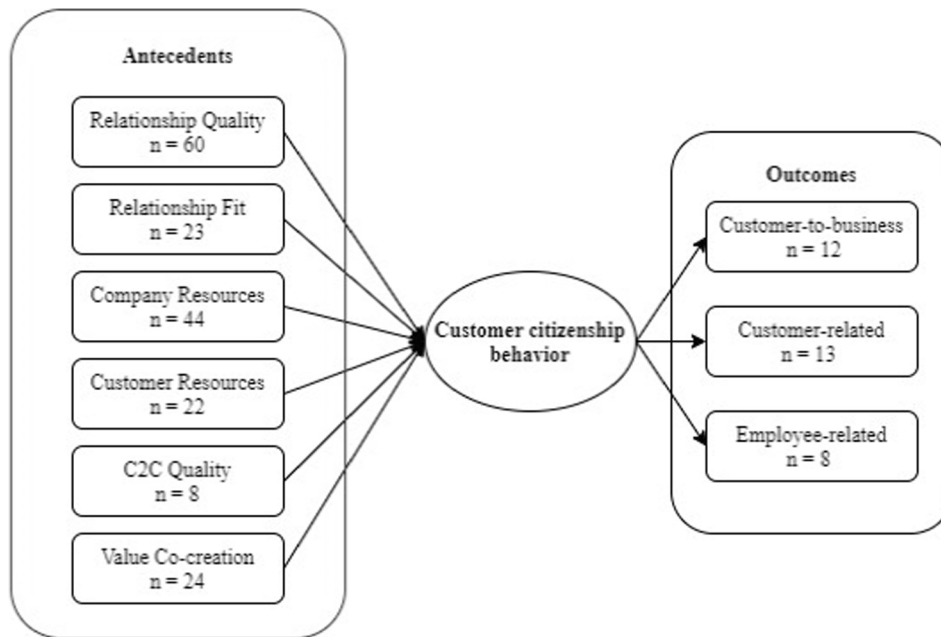


Fig. 5. Overview of CCB antecedents and outcomes according to past research (n = number of papers featuring the antecedent/outcome group).

take the form of grouping previously investigated antecedents into common categories. Such typologies or classifications of CCB antecedents are scarce, and with the exception of the recent work by Gong and Yi (2019)⁵, there are no available literature reviews of past CCB research. Corresponding with the procedure of a two-step inductive-deductive coding of antecedents, as proposed by Sandberg & Aarikka-Stenroos (2014), we propose a typology of CCB antecedents that is inspired by VCC/ S-D logic. Specifically, our typology, like the VCC/ S-D logic, focuses on the interactions between the resources of the provider and the resources of the customer (Grönroos & Voima, 2013; Neghina et al., 2015). It also assumes that the value comes from the integration of resources between these “focal actors” and other actors, (Vargo & Lusch, 2016), such as in the case of customer-to-customer interactions. In turn, we utilize a broad understanding of resources that includes operand resources, e.g. goods and operand resources, which are “those that act upon other resources” (Vargo et al. 2008, p. 148).

As company-customer interactions are at the center of CCB research, there was a need to find the broad category that captured the nature of these interactions. To do so, we employed the well-known concept of *Relationship Quality* to act as a summarized assessment of these interactions (Crosby et al., 1990; De Wulf et al., 2001; Palmatier et al., 2006). However, we also distinguish *Relationship Fit* as another construct that refers to the symbolic relationship between the resources of the provider and the resources of the customer that may happen without any past contacts between the customer and the company. Our typology distinguishes between antecedents related to *Company Resources* and *Customer Resources*. For the factors that describe interactions between customers with each other that condition individual CCB propensity, we use a Customer-to-Customer (C2C) *quality* category, and we also label

⁵ We decided not to follow Gong and Yi (2019), as they did not provide the definitions of the antecedent categories they proposed, so it is impossible to use their proposition in a systematic way. A more in-depth elaboration on why we did not use their classification is available upon request.

Value co-creation for all factors that refer to an experiential evaluation of a company offering. In summary, the six main general categories we identified (see Fig. 5) created a framework for a comprehensive classification of 166 antecedents that were discussed in 71 empirical studies⁶. All six categories are described in Table C.1 in Appendix C with some examples to illustrate how specific antecedents from prior research were assigned to the given category. Further in the manuscript we will present how further research may revive our knowledge about antecedents to CCB.

3.3. Outcomes of CCB

Compared to CCB antecedents, the outcomes or consequences of CCB receive limited attention from scholars, with only 17 articles in our sample featuring at least one outcome of CCB. To some extent, this could result from a lack of outcomes in extant literature where CCB is seen as the “end product” and not a moderator or mediator to other customer- and focal company-related concepts, despite the seminal study by Groth (2005) suggesting that customer co-production is an outcome (or is closely related) to CCB. Even the earlier literature on CCB also suggests examining the outcomes of CCB in future research (e.g. Yi & Gong, 2008). Despite this, and as Gong and Yi (2019) notice, research on the outcomes of CCB seems to be on an upward trend only in the most recent papers, as 13 of the papers in our sample of 17 papers that feature outcomes were published in 2017 or later.

We chose to classify the outcomes in a very similar manner to the previous classification of the antecedents, utilizing the two-step inductive-deductive coding inspired by VCC/S-D logic, and focusing on the various interactions between the customer as the focal actor of CCB and other actors and their resource interactions, again utilizing a broad understanding of resources in goods and operand resources (Sandberg & Aarikka-Stenroos, 2014; Grönroos & Voima, 2013; Neghina et al.,

⁶ We have also treated two antecedent instances as single outliers. Firstly, *Customer's perception of other's CCB* (Gong & Yi, 2019; Yi et al., 2013) represents an interesting perspective in CCB antecedents research. Secondly, *Structural embeddedness*, i.e. the number of social connections that a customer has in his/her network (Laud & Karpen, 2017), may be studied in further antecedent research.

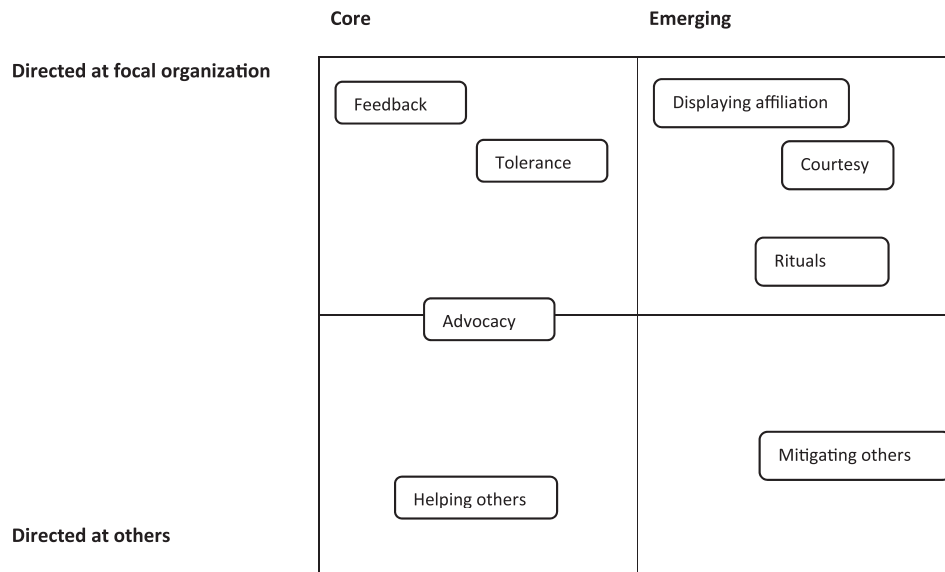


Fig. 6. Classification of CCB forms within CCB concept boundaries.

2015).

To some extent, research on the outcomes of CCB follows a similar structure as that on the antecedents, as was predicted by Groth (2005). There is a similar focus on relationship quality in the *Customer-to-business related outcomes*, which feature outcomes such as loyalty (both behavioral and attitudinal), trust and relational value (e.g., Mandl & Hogueve, 2020). We grouped customer satisfaction together with customer perceived value (e.g. Kim & Tang, 2020) into the *customer-related outcomes*, as these affect only the customer, however, trust, loyalty and satisfaction together can have an indirect effect on the repurchase intention (Revilla-Camacho et al., 2019). The final group of outcomes features service provider *employee related outcomes* such as employee stress and job strain. The classification of outcomes is presented in Table C.2 in Appendix B (note that only those outcomes that appear in more than one paper are featured in the table), along with examples illustrating the outcomes within the category. To summarize, three main categories of CCB outcomes were identified with 29 different outcomes across 17 empirical studies. To allow the reader to obtain a quick insight into CCB’s nomological set (Ulaga and Eggert, 2006; Gilde, et al. 2011; Neghina et al. 2015) according to past research, Fig. 5 presents an overview of CCB’s main antecedents to and outcomes of CCB found in our analysis. By combining Fig. 5 with Tables C.1 and C.2 in Appendix B, the reader may switch between “zoom out” and “zoom in” network of connections between CCB and other research constructs. We also present future research opportunities for researching CCB outcomes later in the manuscript.

4. Discussion and conclusions

Our descriptive and thematic analysis of the literature provided an overview of the current state of the scholarly research focusing on the theoretical boundaries, antecedents and consequences of CCB. To facilitate development of fragmented knowledge on CCB we critically analyzed extant literature on the topic and with this section we describe some further research avenues. Following the approach proposed by Gupta et al. (2020), our focus is on extrapolating unexplored and underexplored research themes for future research across three aspects: theory, context and methodology (i.e. TCM framework). Additionally, being inspired by the approach proposed by Schilke et al. (2018), we build further research agenda combining insights formulated by other authors with our own creative identification of research gaps and possible improvements.

4.1. Suggestions to theory

Although CCB is seen as the research domain with strong conceptual connections with value co-creation (VCC) theory (Yi & Gong, 2013; Gong & Yi, 2019), these connections need much more explicit considerations which is absent in the literature (Ranjan & Read, 2016). In this review, we make important step forward in this endeavor as we propose extensive classification of CCB antecedents and consequences based on key VCC concepts such as company resources and customer resources. Future studies should conceptualize and empirically test the links of CCB with the customer perception of value derived from the use of company resources on the one hand and interactions with company resources on the other hand (Yen et al. 2011; Assiouras et al. 2019). There is also call for wider application of the service ecosystems perspective, which would enable the CCB research to go beyond the dyadic customer-focal company exchange and include broader network of value co-creation, e. g. interactions between customers themselves (Assiouras et al. 2019). The last but not the least, our research demonstrates strong implicit links between CCB and relationship marketing theory (Gruen, 1995; Grönroos, 1997; Sheth & Parvatiyar, 1995) as many prior studies proposed various aspects of customer relationship quality as antecedents to CCB. Thus, future research should conceptualize in detailed way, if and how CCB models may be integrated with relationship marketing models. For example, revising the recent propositions by Gong and Yi (2019) we agree that further CCB research should put more focus on behavioral customer loyalty, however we suggest that customer loyalty should be investigated as one of correlates to CCB, e.g. as the CCB consequence, not as an inherent dimension of CCB. These directions ensure further research staying consistent with the conceptual boundaries of CCB and at the same time, it will help in understanding the extent to which companies may monetize citizenship of their customers. Therefore our first point is that further research could evaluate and analyze the opportunities to bridge the content of the CCB concept to the neighboring concepts and holistically discuss links between CCB and value co-creation and relationship marketing as well established theoretical frameworks.

More research is needed to **enrich the dimensionality of CCB** and connect CCB dimensions to wider nomological network (Bartikowski & Walsh, 2011; Gilde et al., 2011; Choi & Lotz, 2016). Some of the propositions for extensions of CCB by using new constructs come from the slightly older literature before the dimensions of CCB were de-facto standardized by Yi and Gong (2013), such as the suggestion to include

WOM recommendations and arriving in time for appointments (Bartkowski & Walsh, 2011; based on Groth, 2005; and Bove et al., 2009). Other examples of earlier research being ambivalent about the dimensions can be found in Gilde et al. (2011), who suggest exploring whether some aspects such as social networking are antecedents of CCB or provide new dimensions. Our study notes that there are several non-transactional concepts, such as displaying affiliation (Bove et al., 2009), engaging in consumption rituals (Gilde et al., 2011), customer courtesy (Bove et al., 2009) or ethical behavior of customers (Dang et al., 2020) that also fit within the CCB domain and have not yet been given full consideration. As such, they may provide opportunities to revive the concept in further research. Interactive online media has provided many opportunities for individuals to express their emotions towards companies and their staffs on a scale that was not possible before the internet revolution. Companies, and even governments, would benefit from understanding antecedents of “customer kindness” to stimulate CCB behavior, which is especially important in periods of socio-economic crisis that are often polarizing. For example, with the advent of COVID-19 in 2020, there were many examples of such polarization with regard to the health care personnel and social workers with an outpouring of support for hospital staff on one hand and hate speech surrounding the politics of the virus fallout on the other. The concept of customers attempting to “mitigate” other customers is also a CCB dimension that could be incorporated further into CCB research and complement “helping other customers” as a dimension that is also oriented at other customers. In contrast to helping, mitigating other customers’ behavior may have some negative connotations, such as undesired preaching. As a result, the mechanisms that make customers engage with that behavior may be different. Perhaps, lessons about why and how customers mitigate other customers may be taken from research on institutional moderation of disruptive behavior in online forums (Herring et al., 2002). In general, scholars and practitioners need to better understand how to moderate disruptive consumer behavior because various forms of disruptive behavior both online and offline are likely to be intensified during and after the period of a global crisis (Huisman, 2011). Fig. 6 offers a graphic representation of CCB research with regard to CCB dimensionality, which may be used as a roadmap in future CCB research.

Except exploring dimensionality of CCB constructs, there is also need to examine if these dimensions fit well together, i.e. testing them in terms of their convergent and discriminant validity within conceptual boundaries of CCB. This why recent papers tend to focus on CCB as a second level latent construct consisting of the dimensions, which could have potentially different effect on the CCB outcomes (Chan et al., 2017). Choi & Lotz (2016) also suggest confirming whether CCB is in fact a second-order construct, and the dimensions represent different aspects of CCB in such matter that changing the value of one dimension does not influence a change in any other dimension. So far, convergent validity was assured in measuring CCB as a second order construct with regard to the four dimensional CCB model (feedback, advocacy, helping and tolerance; Kim et al., 2019; Yi & Gong, 2013), as well as the three dimension model (feedback, help, and advocacy; Hsu et al., 2015), but testing higher order CCB based on other factorial structures is possible.

Our review illustrates that prior research has provided strong evidence for the existence of various CCB antecedents such as relationship quality or company reputation, however **further research is needed to test previously neglected constructs as potential antecedents of CCB** (Ho, 2014; Anaza, 2014; Revilla-Camacho et al, 2017) and **connect these antecedents in wider nomological set**. Further research may focus on customer personality, e.g. utilizing the Big Five model of personality (e.g., Choi & Hwang, 2019). To the best of our knowledge, the calls for examining the effects of consumer’s personality have not been applied yet in the extant literature, perhaps except for another quite early work of Oyedele & Simpson (2011) featuring conscientiousness, who however still call for exploration of other individual traits. While reviewing the literature, we noticed that relationship quality was the

most frequently studies antecedent of CCB so far, however this antecedent does not translate directly into any organizational behavior, which limits our understanding about how CCB may be managed (Dewalska-Opitek & Mitreǵa, 2019). Therefore, the literature calls for going beyond the first-level antecedents and examining their antecedents (e.g., Delpeytriche et al., 2018), such as in the case of Balaji (2014) who examine the effect of relationship value on CCB and argue that factors such as relationship learning and investment should be included in the model. Similarly, Hsu et al. (2015) propose examining even the third level (antecedents to antecedents of antecedents). This indicates that we can probably expect to see more complex and multi-layered models of CCB antecedents in the future.

As in comparison to CCB antecedents, **the research on CCB outcomes is scarce, there is clear need to expand further research into this direction**. One of the suggestions that feature prominently is to examine the effect of CCB on company’s financial performance in some form, such as the profitability or customer lifetime value (Balaji, 2014; Bove et al., 2009), return on equity, sales, and Tobin’s q (Yi & Gong, 2013), profits (Paulssen et al., 2019), market share, and shareholder value (Yi et al., 2011), or profitability as CCB may entail additional costs (Eisingerich et al., 2014). Exploring such outcomes would require combining the existing dominant CCB research methodology with secondary data and extending the data collection to multiple focal companies at once to compare the levels of CCB their customers show and the financial results. We propose that exciting further research connects with studying potential negative consequences of CCB. Although CCB may be treated as functional aspect of business organization per se (i.e. consumers as good company soldiers), there is no evidence that CCB is something good from perspective of consumers themselves, e.g. how it connects with wellbeing and happiness on personal level. Additionally, some negative effects are possible from business perspective. Curth et al. (2014) posit that especially the CCB between customers (helping) might have negative effects, as the customers who form bonds might both switch to another service provider to maintain their relationship. Some patterns of helping behavior such as queue jumping might also help the two customers participating but harm the shopping experience of all other customers. Similarly, Hwang et al. (2016) suggest researching the potentially harmful (for the focal company) emotional bond between customers and service providers. The last but not the least, we agree with Gong and Yi (2019) that the research should focus more on the CCB as the mediator between other constructs. For example, it would be worthwhile to identify if an experiential evaluation of a company offering, i.e. value-in-use, changes after the customer engages in some act of customer citizenship, such as providing feedback to the company.

4.2. Suggestions to methodology

Our review shows that CCB research is clearly dominated by the quantitative, positivistic research techniques which suggests quite mature research area with clearly established theoretical foundations. However, it contrasts with recent conclusion by Gong and Yi (2019) that “the domain and boundaries of customer citizenship behavior are vague and cause conceptual confusion” (p. 2). Indeed, CCB is far from being mature construct as there is no consensus with regard to its multidimensionality. Similarly, it is not clear if being citizen in relation to the selling company is perceived as something valuable from the perspective of customers themselves. Therefore, we generally call for applying **more qualitative techniques** to explore the meaning of CCB from perspectives of various actors embedded within service ecosystems (Assiouras et al. 2019). The qualitative fieldwork is also needed to discover some non-intuitive CCB’s antecedents and outcomes (Revilla-Camacho et al., 2017) and specific forms of CCB in various research contexts such as using self-service technology by customers (Garma & Bove, 2011; van Tonder & Petzer, 2018).

The prior research provided the evidence that the same factors may be treated as the antecedents and consequences of CCB. For example,

customer satisfaction (as key component of customer relationship quality) received large scale support as the antecedent of CCB (Yi & Gong, 2008; Kim & Byon 2018) as customers tend to do more for the companies that deliver expected value to them. However, according to recent research by Revilla-Camacho et al (2017) customers participating in CCB express higher satisfaction with the provider and they also tend to trust service provider more (Revilla-Camacho et al, 2017). Noteworthy, these studies were based on cross-sectional survey studies, where common-method bias is high and distinction between causes and effects is very arbitrary. We believe that further research should help in overcoming these limitations by **going beyond survey in establishing causal relationships related to CCB**. Specifically, research would benefit from more longitudinal studies. However, such approach would be very resource intensive, as Chen (2015) notes, requiring a reliable panel of customer participants and partnering service providers. For similar reasons, the CCB research has so far relied mostly on convenience sampling (e.g., using students as respondents or data collectors) and relatively small samples, limiting generalizability (Karaosmanoglu et al., 2016). It is thus not uncommon to see various authors recommending to **utilize larger, more representative samples** that go beyond single industries and single types of informants (e.g., van Tonder et al., 2013; Di et al., 2010; Hsieh et al., 2018; Dang et al., 2020). We also advocate **more utilization of experimental methods and using secondary big data analysis** to minimize common method bias in testing the causation effect (Assiouras et al., 2019; Tung et al., 2017).

The last but not the least, we see the potential in **further development of measurement scales for sub-dimensions of CCB**. Although the 4-dimensional measurement model proposed by Yi and Gong (2013) is well tested and tends to dominate in the literature, the literature proposes various specific forms of CCB as discussed earlier in this manuscript, so these dimensions demand some measures too. Additionally, the research is needed to identify if these dimensions can be grouped into some higher order classifications which can be done through exploratory and confirmatory factor analysis.

4.3. Suggestions to context

Taking into consideration to the richness of the CCB construct related to its dimensionality and the fact that prior research was usually based on single industry samples, studying CCB in various contexts is needed to build more universal knowledge in this research area.

First at all, **the cross-cultural comparison of CCB antecedents and consequences is needed** as our research suggests results of such comparisons may be very informative (similarly to findings of Pereira et al. (2019) on emerging markets). In our dataset we checked if the distribution of antecedents in empirical studies is invariant with regard to a classical distinction between Western and Eastern cultures (Laungani, 1995; Naor et al., 2010; Westjohn et al., 2017). Specifically, we used the “individualism” dimension to distinguish between countries of predominantly Eastern vs. Western culture (Christofi et al., 2019b; Hofstede et al., 2010; Hofstede Insights, 2020). We identified two tendencies. Firstly, Identity fit as an antecedent for CCB appeared much more frequently in the studies conducted in an Eastern cultural context than in a Western cultural context. Secondly, Customer resources were emphasized much more in the studies conducted in Western countries. These differences are very intriguing, as Identity fit refers to the collective identity and the perceived match between the company/provider and the community of customers associated with the brand. Thus, the inter-group variation might be meaningful in such a context. On the other hand, Customer resources refer to a multifaceted psychological predisposition, e.g. empathy, that motivates an individual to take part in CCB. As might be predicted, this aspect is more important in individualistic Western societies. Therefore, our review suggests that antecedents of CCB are not culturally invariant, i.e. there might be different structure of antecedents driving CCB in different cultures, particularly with regard to collectivistic/individualistic clusters of countries. Further

empirical research based on careful selection of sampled customers from various countries is needed to validate this tendencies. It should also be noted that in recent years, there are at least two manuscripts that examine the collectivistic-individualistic dimensions or culture (van Tonder et al., 2020; Izogo et al., 2020) with authors purposefully collecting data in culturally diverse countries.

The prior empirical research seems to be dominated by the data gathered from younger audience (a typical limitation coming from the use of convenience sampling), so **further research should extend to other settings and age groups as well** (e.g., Ho et al., 2017; Ahmed et al., 2020), including comparing beliefs and attitudes across age groups (van Tonder et al., 2018) or generations (Ho et al., 2017). Some also believe that age should receive more consideration as a moderator in future research (Yi & Gong, 2013; Hur et al., 2018). Although CCB is the construct that is mostly connected with specific features of service industries (e.g. Groth 2005; Yi & Gong 2013; Gong & Yi, 2019) our review indicates that authors expanded applicability of this construct to various non-service settings. Thus, **further research may test if CCB models are universal comparing results obtained from various service and non-service industries**. Similarly, there is a need to examine if customer inclination to engage as customer citizens **varies in different stages of firm-customer relationship cycle** (Delpetrice et al., 2018; Curth et al., 2014). The last but not the least, it would be very interesting to see more research on customer citizenship happening in **business-to-business setting** (Laud & Karpen, 2017). Similarly to customer engagement (Youssef, et al. 2018; Hollebeek et al., 2019), CCB may be conceptualized and tested as important element in B2B marketing strategies, especially in B2B branding.

4.4. Conclusions

This study is the first that applies a systematic review approach (Palmatier et al., 2018) to an emerging field of literature on customer citizenship behavior. In doing so, we complement other systematic reviews that were conducted within the broader area of customer activation in the offer, production, and delivery processes, namely customer engagement (Islam & Rahman, 2016) and customer participation (Dong & Sivakumar, 2017). Using the analogy of a life cycle, the knowledge on CCB can be seen to be in the growth stage; however, it is also clearly underdeveloped as a field of research. Although there were many studies that empirically supported the validity of the CCB concept, finding it to be logically related to other concepts important for the field of knowledge (Liu et al., 2012; Roest & Pieters, 1997), the domain of CCB is still blurred. Our study contributes to this field of research by providing further conceptual clarity to the concept. Specifically, our study contributes to more clarity in the literature by providing a delimitation between similar but distinct concepts, such as customer citizenship behavior (CCB), customer participation (CP) (Dabholkar, 1990; Kelley et al., 1990), and customer engagement (CE) (Bowden, 2009; Brodie et al., 2011; Islam & Rahman, 2016).

This study offers CCB concept as an important aspect of VCC theory (Grönroos & Voima, 2013; Vargo & Lusch, 2016). The CCB research illustrates that an experiential evaluation of value being provided through a company offering, i.e. value-in-use, is one of the key factors that trigger customer citizenship behavior. Therefore, the CCB construct may be used to complement the VCC nomological network provided by Neghina et al. (2015), where VCC is linked to its antecedents but not to any consequences. Our study aligns well with the VCC idea that the value of the company offering as an antecedent of CCB is a relativistic experience (Neghina et al., 2015) that is based on a consumer's specific preferences. In this way, the company cannot fully control the mechanism that transforms the customers into “good soldiers” (Groth, 2005). It is also important to note that there are also some specific customer features, such as the customer's resources, in addition to the interactions between customers, as was explored in our typology as C2C quality, that increase the likelihood of this transformation. Thus, CCB emerges

mainly as an effect of the integration of resources of various actors, particularly the company and their customers (Grönroos & Voima, 2013), rather than as an effect of a company unilaterally using its resources and capabilities.

Our review with regard to CCB's antecedents provides some insights that may be used by company managers. There are several resources that contemporary companies can develop to stimulate customer citizenships, such as company reputation (Li & Lee, 2012; Jung et al., 2018) and customer-oriented human resources (Bove et al., 2009; Delpechitre et al., 2018; Chan et al., 2017). Moreover, customers may be also directly incentivized by the company to engage in CCB through some tangible forms, such as discounts, or symbolically by assigning the customer with a special status online (Yen et al., 2011; Zhang et al., 2019). However, the dominance of the B2C relationship quality as the main CCB antecedent found in our review suggests that managers should concentrate primarily on adopting relationship marketing principles (Gruen, 1995; Grönroos, 1997; Sheth & Parvatiyar, 1995) into their day-to-day functioning if they want their customers to become citizens. Therefore, our study provides rich evidence for the early suggestion by Gruen (1995) who proposed that the customer citizenship concept is a behavioral consequence of successful relationship marketing.

Our study suggests that CCB research goes beyond the service context, because substantial fraction of CCB research does refer to product markets, especially in retailing. This result seems to align with the differences in the literature between customer participation and CCB. While certain employee-customer interactions are necessary to engender customer participation, CCB, like customer engagement (Islam & Rahman, 2016), may occur without such interactions. This applies to all CCB core dimensions, including the provision of feedback to the company, because customers are more and more likely to provide such feedback via electronic devices or forums, e.g. online satisfaction forms or mobile apps.

Compared to the research on antecedents, the research on CCB outcomes is nascent and limited in number. Despite that, we still find interesting parallels to the antecedents research, mainly in fact that a significant portion of the variables examined as outcomes of CCB also serve as antecedents in other earlier studies. Namely the relational concepts of customer trust, loyalty and satisfaction are seen as both *causing* and *being caused* by CCB. Examining this seemingly cyclical relationship, where customers are effectively motivated to participate in CCB behavior because they are satisfied, loyal and trust the service provider, and the participation in turn leads to the same variables, is a focal point in the future of CCB research. The theoretical assumptions for the effects of CCB on satisfaction are often based on the social exchange theory, interestingly by both the literature using satisfaction as antecedent (e.g., Hwang et al., 2016) and outcome (e.g., Revilla-Camacho et al., 2017). In fact, Choi & Hwang (2019) argue that based on consumer culture theory, satisfaction is a result of service experience and thus should be treated as an outcome. As already discussed, further research should solve these ambiguities by applying more sophisticated research designs and multi-theoretical perspective.

We also find one glaring omission in the current literature which builds clear direction for future research: the CCB's consequences are mostly focused on the focal company (and its relation to the consumer), mostly omitting the effects on the consumer. Indeed, consumers participating in the CCB are seen as "soldiers", or unpaid workers providing their resources in the literature. However, very little attention is given to the incentives for such behavior (although there are exceptions such, e.g., Laud & Karpen, 2017; Choi et al., 2019). Even more importantly, we do not know if transforming customers into "good soldiers" does not come at the cost of their life experience, including potentially increased stress and decreased work-life balance related to engaging into extra-role in service interactions. We believe that this unidimensionality in perspectives is very dangerous, concerning the social

function that management science should perform and great worldwide movement towards sustainable development.

In conclusion, this systematic review contributes to the CCB literature in several ways. Firstly, we were able to map CCB research and purify boundaries of CCB concept vis-à-vis similar constructs. Secondly, we have identified the explicit and implicit connections between CCB research and two influential theoretical frameworks in business research, specifically the co-creative S-D logic and relationship marketing. Thirdly, we have provided a typology of CCB antecedents and outcomes, which illustrates that CCB emerges mainly through interactions in the main marketing dyad, i.e. between companies and their customers, but that it can also occur in relation to other stakeholders, i.e. in customer-to-customers interactions. Fourthly, we have provided extensive list of future research suggestions which should help in further development this field of knowledge.

We also acknowledge the limitations of our study. First, despite our best efforts to systematically cover all relevant articles in our literature search, we acknowledge that the databases that we used (EBSCO Academic Search Elite, Business Source Premier, and Scopus) do not cover all publications that might be of value for our research purpose. Similarly, as we used the ABS list as a cut-off criterium, some publications in journals not on the list have been missed. We also only searched for academic journal publications, so no conference papers or books have been utilized. Further research may go beyond these limitations, e.g. by including all scientific publications found through above mentioned databases. Finally, in our categorization of the antecedents and outcomes of CCB, we have relied mostly on S-D logic and relationship marketing, as these are the two theoretical frameworks that have been shown to be very influential for CCB research. In our presentation, we have combined more deductive first level general categorizations with detailed inductive categorizations as well as with illustrative examples, and thus we hope our research process is transparent enough to help other researchers use our work and provide their own propositions based on different theoretical frameworks. Last but not least, our review demonstrates that CCB research is clearly dominated by quantitative studies, so if the increasing trend of new papers published continues, the future will open room for *meta-analytical* research in this area.

CRediT authorship contribution statement

Maciej Mitrega: Conceptualization, Investigation, Writing – original draft, Writing – review & editing, Visualization, Supervision. **Vojtěch Klézl:** Methodology, Validation, Data curation, Writing – original draft, Writing – review & editing, Visualization. **Vojtěch Spáčil:** Investigation, Writing – original draft, Writing – review & editing.

Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Appendix A. Descriptive statistics of relevant manuscripts

Table A1.

Appendix B. CCB dimensionality

Table B1.

Appendix C. Classification of CCB antecedents and outcomes

Tables C1 and C2.

Table A1
Descriptive statistics of relevant manuscripts.

Characteristics	No. of cases	
	Absolute	Relative
Theories used		
Social exchange theory	36	36,73%
No theory	17	17,35%
S-D logic	14	14,29%
Social identity theory	9	9,18%
Other theories appearing less than 3 times	22	22,45%
Research type		
Empirical quantitative	86	87,76%
Empirical mixed	5	5,1%
Empirical qualitative	5	5,1%
Conceptual	2	2,04%
Data collection		
Survey	88	91,67%
Survey & other methods (e.g. in-depth interviews)	3	2,08%
In-depth interviews	3	2,08%
Etno/netnography	2	1,04%
Experiment	1	1,04%
Focus groups	1	1,04%
Data analysis		
SEM (PLS or covariance based)	80	83,33%
Factor analysis	3	3,13%
Various qualitative analysis methods	3	3,13%
Correlations, t-tests, chi-square	3	3,13%
Regression	3	3,13%
Content analysis	1	1,04%
Thematic analysis	1	1,04%
ANOVA, ANCOVA	1	1,04%
Non-parametric tests (K-W ANOVA)	1	1,04%
Product type		
Services	70	71,43%
Not specified/both services and products	16	16,33%
Products	12	12,24%

Table B1
Studies extending original dimensionality of CCB construct.

Authors	Year	Aspects challenging CCB building blocks ¹
Bettencourt, L.A.	1997	<i>Loyalty</i> (e.g. intention to return) treated as one of the dimensions of customer voluntary performance
Rosenbaum, M.S., Massiah, C.A.	2007	<i>Loyalty</i> (i.e. referrals) treated as one of the dimensions of customer voluntary performance
Bove, L.L., Pervan, S.J., Beatty, S.E., Shiu, E.	2009	<i>Displaying affiliation</i> – communicating to other customers attachment to organization through tangible displays <i>Policing of other customers</i> – observing and mitigating other customers' inappropriate behaviors
Di, E., Huang, C.-J., Chen, I.-H., Yu, T.-C.	2010	<i>Courtesy</i> -customers anticipating mistakes happening in transactions
Bartikowski, B. and G. Walsh	2011	<i>CCB directed at organization</i> (e.g. feedback) <i>and CCB directed at other customers</i> (e.g. helping other customers)
Gilde, C.; Pace, S.; Pervan, S. J.; Strong, C	2011	<i>Consumption rituals</i> - expressive, symbolic activity constructed of multiple behaviors usually undertaken in groups that tend to be repeated over time
Garma, R., Bove, L.L.	2011	<i>Social support</i> - assisting service personnel's ability to cope with (stressful) situations or making their work enjoyable, e.g. gifts, compliments (non-work-related), job offers. <i>Courtesy</i> - expressing extraordinary positive emotion toward service personnel, e.g. thanking, social conversation, greeting.
Nguyen, H., Groth, M., Walsh, G., Hennig-Thurau, T.	2014	<i>Loyalty</i> (i.e. intention to return) treated as a dimension of CCB
Curth, S., Uhrich, S., Benkenstein, M.	2014	Feedback is split into two dimensions: <i>Negative and Positive feedback</i> , and CCB is split into 2 general types: <i>CCB directed at</i>

Table B1 (continued)

Authors	Year	Aspects challenging CCB building blocks ¹
		<i>organization and CCB directed at other customers</i>
Lee, Y.-K., Choi, B.-H., Kim, D.J., Hyun, S.S.	2014	<i>Loyalty</i> (e.g. intention to return) treated as one of the dimensions of customer voluntary performance
Xie, L., Poon, P., Zhang, W.	2017	<i>CCB directed at organization</i> (e.g. feedback) <i>and CCB directed at other customers</i> (e.g. helping other customers)
Gong, T. and Y. Yi	2019 ²	<i>Creative customer behavior</i> - customer behavior that develops novel, useful, and potentially profitable ideas about products, practices, and services and procedures in the setting of customer value creation. <i>Customer self-development</i> - customers' voluntary behaviors intended to improve their knowledge, skills, and abilities in order to be better able to contribute to service creation and delivery.

¹ The propositions where CCB forms were offered as overlapping with other constructs, e.g. customer participation (Figure 3) were not taken into consideration here. Instead, we concentrated only on such aspects that challenged either Groth (2005) or Yi and Gong (2013) as the CCB's core studies. For example, Bettencourt (1997) and Rosenbaum and Massiah (2007) have used "cooperation" as an inherent building block of CCB. However, this aspect can be logically incorporated into customer participation by Yi and Gong (2013), i.e. into "responsible behavior" and "personal interaction". Similarly, Di et al (2010) proposed four CCB dimensions: altruism, conscientiousness, courtesy, and civic virtue. Altruism overlaps with customer participation. Conscientiousness overlaps with customer tolerance, and civic virtue overlaps with advocacy and customer participation. However, "courtesy" seems to refer to fairly distinct aspect, i.e. not fully captured in any of the CCB dimensions proposed by Yi and Gong (2013) because "courtesy" refers here to the customer's extra-role cognition or mental predisposition rather than to the customer's extra-role behavior.

² The term *Creative customer behavior* was first introduced in an earlier publication by Gong and Choi (2016). However, it was only recently that Gong and Yi (2019) have proposed this term as an additional CCB dimension.

Table C1
Classification of CCB antecedents.

Antecedent category	Category description	Illustrative example	Frequency
1. B2C relationship quality	Overall assessment of the emotional atmosphere between provider and the customer		60
Relationship quality	Emotional atmosphere between the company in general and the customer	In retail stores, the more customers trust the store, the more likely they express citizenship behavior towards the store (Di et al. 2010)	56
Staff relationship quality	Emotional atmosphere between the company employees and the customer	Satisfaction with behavior of concrete employees impacts on CCB in fitness centers (Kim & Byon 2018)	3
2. Company resources	Perception of provider operand and operand resources, including company politics, reputation, staff and services		44
Company reputation	Positive associations with the company brand	Commercial expertise associations have a greater effect than social responsibility associations on CCB in foodservice industry (Jung et al. 2018)	16
Organizational justice	Perception of the extent to which provider	The customers that perceive their mobile operator or bank as fair	10

(continued on next page)

Table C1 (continued)

Antecedent category	Category description	Illustrative example	Frequency
	implements fair customer practices	leverages customer proclivity for CCB (Roy et al., 2018).	
Staff features	Perception of some attributes of behavior of company employees	Employees' emotional intelligence drives CCB in sales-focused Business-to-Business industries (Delpechitre et al. 2018).	7
Incentives	Perception of tangible benefits promised by the company to motivate CCB	Providing tangible rewards increases CCB such as positing reviews and comments in an online forum (Delpechitre et al. 2018).	4
Innovativeness	Perception of the extent to which provider exhibit novelty in interactions	The novelty of the crowdfunded product correlates positively with the CCB towards crowdfunded project (Zhang et al. 2019).	7
3. Identity fit			23
Customer-company identification	Perception of the congruence between the customer values and the-brand related values	Congruence between customer and company in general	14
Customer-Customer identification	Congruence between customer and other customers related to the same brand	Customers identify themselves with the brand which stimulate their extra role behavior supporting the company (Lii & Lee 2012). Customers identify their beliefs with beliefs of other members of Weight Watchers online community and that is why they exhibit CCB towards Weight Watchers (Laud & Karpen 2017).	8
4. C2C relationship quality			8
General relationship quality	Overall assessment of emotional atmosphere of interactions with customers related to the same brand	Quality of relationship with other customers	5
Specific relationship quality	Quality of relationship with specific other customers such as friends	In shopping centers CCB is conditioned by the quality of interactions with "average customers" (Kim & Choi, 2016) Customers' perception of an interaction with people whom they have strong social ties, such as friends and family (Kim & Choi, 2016)	3
5. Customer value co-creation			24
Value in use	Perception of value of derived from company resources	Utilitarian value derived from using online forum leverages customers CCB (Yen et al. 2011)	21
Value co-production	Perception of coworking with provider	In hospitality sector customer's sharing knowledge with provider stimulated customer's citizenship to provider (Assiouras et al. 2019)	3
6. Customer resources			22
Knowledge	Perception of customer skills and other features in the context of customer-provider interactions		4

Table C1 (continued)

Antecedent category	Category description	Illustrative example	Frequency
	Perception of general customer skills	Financial expertise increases CCB in relation to financial company (Eisingerich et al. 2014)	
Readiness	Perception of customer skills built in relationship with given provider	In bed & breakfast sector customers are more inclined to CCB, if they first familiarize with such services and their role (Tsai et al. 2017)	3
Predisposal	Perception of customer character	The customer's empathy leverages customers inclination to express CCB in online shopping (Anaza 2014)	15

Table C2
Classification of CCB outcomes.

Outcome category	Category description	Illustrative example	Frequency
1. Customer-to-business related outcomes			12
Loyalty	Consequences to the relationship between the actors participating in the value co-creation: focal customer and provider	Customer's commitment to continue buying and using the preferred product or service consistently in the future	5
Relational value	The benefits from forming a good relationship between the service provider and customer	Positive relationship between CCB forms and loyalty (Kim et al, 2019)	3
2. Customer-related outcomes			13
Customer satisfaction	Consequences affecting the focal customer participating in CCB activities	Accumulative variable describing overall experience of the customer with the provider (Revilla-Camacho et al, 2017)	5
Value for customers	Outcome of the co-creation perceived by the co-creator (the customer)	Customers participating in CCB show higher satisfaction with the provider (Revilla-Camacho et al, 2017)	5
3. Employee-related outcomes			8
Employee stress	The effects of CCB by customers on focal company's employees	Effects of CCB on employees' job-related stress levels	4
		CCB leads to lower levels of employee stress (Verleye et al., 2014)	

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