

*Research Article (July – December 2020)***The impact of customer participation on customer citizenship behavior  
: moderating role of altruistic motivation***Gen Liu,**Chinese Graduate School, Panyapiwat Institute of Management, Nonthaburi, Thailand**E-mail:641375970@qq.com***Abstract**

The paper's thesis focuses on the service industry, collecting 442 valid sample data, using empirical research methods to study the impact of customer participation on customer citizenship behavior. The research results show that customer participation has a significant positive effect on customer citizenship behavior. At the same time, altruistic motivation plays a moderating role in the positive effect of customer participation on customer citizenship behavior.

**Keywords:** *Interactive orientation; Customer-based profit performance; Breakthrough innovation; Market turbulence*

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## Introduction

The market economy has entered the era of value co-creation (Ling-Yee, Liu, & Luk, 2017). One of the typical characteristics of value co-creation is that customers participate in various production and operation links such as product and service research and development, production and delivery. (Pires, Dean, & Rehman, 2015). Customer participation has become an important source of corporate competitive advantage (Yang, Chen, & Chien, 2014). Customer citizenship behavior refers to behaviors performed by consumers that are voluntary and beneficial to the enterprise in addition to the purchase and consumption. Customer citizenship behaviors can help companies improve business effectiveness (Rosenbaum & Massiah, 2007). Both customer participation and customer citizenship can bring value to companies and customers, and are two very important customer behaviors (Groth, 2005). Many of the existing researches on customer citizenship behaviors follow the research paradigm of organizational citizenship behaviors and are carried out from the perspective of external environmental factors (Yi & Gong, 2008; Johnson & Rapp, 2010). How to stimulate customer citizenship behavior through customer participation behavior, what is the internal relationship between the two, and what is the mechanism of customer participation to promote customer citizenship behavior, there is currently little research on this issue in academia. This paper is mainly aimed at the service industry, using empirical research methods to study the moderating role of altruistic motivation in the impact of customer participation on customer citizenship behavior. It is conducive for service companies to recognize and value the unique role of customer psychological motivation in promoting the occurrence of customer citizenship behavior, and it is beneficial for service companies to better understand and promote customer citizenship behavior from the perspective of customer psychological motivation.

## Literature review and research hypothesis

### 2.1 Customer participation

Zeithmal (1981) believes that customer participation refers to customer participation in the process of service design and delivery. Dabholkar (2015) believes that customer participation refers to the degree of customer involvement in the production and delivery of services. Cermak, File and Prince (1994) emphasized the degree of customer involvement, arguing that customer participation is the customer's activities in the process of service production and delivery, including physical and spiritual aspects. Different scholars have different definitions of customer participation, but in general, customer participation generally has the following three aspects in common: First, customer participation refers to the behavior of the customer in the cooperation between the customer and the company, and emphasizes that the customer's behavior is involved in participation; The second is that customer participation is a specific concept, including the customer's investment in material and spiritual aspects, including the close cooperation between customers

and enterprises; Third, the connotation of customer participation is expanding, and its conceptual connotation extends from the service industry to the physical product manufacturing industry and even corporate governance. Regarding the dimension of customer participation, there is currently no consensus in the academic community. Different scholars have put forward different perspectives on the dimension of customer participation from different research perspectives. The main reason is the complexity of customer participation behavior and the different degree and level of customer participation in different industries. Among the many dimensions of customer participation, the three-dimensional view of customer participation proposed by Ennew and Bink (1999) and the four-dimensional view of customer participation proposed by Kellogg, Youngdahl, and Bowen (1997) have been widely recognized by the academic community. Based on the views of Ennew and Bink (1999), this paper divides customer participation into three dimensions: information sharing, cooperative production and interpersonal interaction. Customer participation enables service companies to better organize and operate in accordance with customer needs, thereby improving production and operation efficiency and ensuring service quality. Customers become important assets of service companies, and customer participation can improve service companies' market competitiveness (Lovelock & Young, 1979).

## 2.2 Customer citizenship behavior

The concept of customer citizenship behavior was put forward on the basis of the concept of organizational citizenship behavior in the 1990s. The research on customer citizenship begins with the concept of "civilian behavior" for customers first proposed by Gruen (1995). He believes that the customer's citizenship behavior is the result of the company's relationship marketing, and customers also have behaviors similar to employee organizational citizenship behavior. He defined the customer's citizenship behavior as the behavior that the customer spontaneously made, which has nothing to do with his own purchasing role, but is appreciated by the enterprise and can bring benefits to the enterprise. Since then, academia has launched a wave of research into customer citizenship behavior. Bettencourt (1997) took the retail industry as a research object, and proposed the concept of voluntary customer behavior, which defined voluntary customer behavior as behaviors that consumers voluntarily contribute to improving service quality. Groth (2005) formally proposed the concept of customer citizenship behavior for the first time, and defined customer citizenship behavior as a behavior that is voluntary and has a positive impact on corporate performance in addition to the consumer's role in completing the purchase. Different scholars have proposed different concepts of customer citizenship behavior, but the different concepts have the following common features: First, customer citizenship behaviors are behaviors other than the completion of purchase and consumption roles by customers, not behaviors that customers must make in the course of purchasing products and

services; Second, customer citizenship behavior is a voluntary behavior of consumers; Third, customer citizenship behavior is not related to the corporate reward and punishment system; Fourth, customer citizenship behavior has a significant positive impact on corporate performance.

In the process of customer participation, consumers build cooperative relationships with corporate employees, actively communicate and collaborate with corporate employees, and trust each other. Consumers not only get the service products they want, but also appreciate the respect from the company and its employees, and a sense of social support, so they are willing to make customer citizenship behaviors that are beneficial to the company, its employees, and other consumers. Research by Maru File, Judd and Prince (1992) suggests that customer participation promotes customer word-of-mouth recommendations and repeat purchases through indirect effects of service quality. Rosenbaum and Massiah (2007) argue that customer participation strengthens consumer self-esteem, self-confidence, and social support, resulting in organizational citizenship behaviors for organizations, employees, and other customers. Bove, Pervan, Beatty and Shiu (2009) suggest that consumers use information sharing, co-production, and interpersonal interaction in customer participation to build a trusting relationship with companies and employees, which has led to Customer citizenship behavior. Based on the foregoing theoretical analysis, this article proposes the following research hypotheses:

H1: Customer participation has a significant positive effect on customer citizenship behavior.

H1a: The information sharing dimension of customer participation has a significant positive effect on customer citizenship behavior.

H1b: The cooperative production dimension of customer participation has a significant positive effect on customer citizenship behavior.

H1c: The interpersonal interaction dimension of customer participation has a significant positive effect on customer citizenship behavior.

### 2.3 Altruistic motivation

Altruistic behavior was first proposed by the sociologist Comte and later used by other scholars. Trivers (1971) believes that altruistic behavior is based on non-genetic genetic relationships and is beneficial to non-intimate people. Fehr and Fischbacher (2003) argue that altruistic behavior is one in which the actor pays and brings economic benefits to others. According to Batson, Duncan, Ackerman, Buckley and Birch (1981), altruistic behavior can be divided into two types: self-interest-driven altruistic behavior and pure altruistic behavior. When an individual encounters another person in a dilemma, the initiator of altruistic behavior will produce two different psychology, one is anxiety within himself, and the other is focused on the pain of others. Altruistic behaviors to relieve one's inner anxiety are self-interest-driven altruistic behaviors, and

altruistic behaviors to relieve the suffering of others are pure altruistic behaviors. Trivers (1971) proposed a reciprocal altruism, He believes that individual altruistic behavior is based on the hope of helping the subject's immediate or future feedback, or helping behavior to improve his reputation. Altruism is closely related to empathy. Empathy initially refers to animals' empathy for the pain or hunger of their offspring. Humans also have the phenomenon of empathy. Different individuals have different empathy abilities. The stronger the empathy abilities, the more empathy they experience with others, and the more likely they are to act altruistically (Farrelly, Moan, White, & Young, 2015). Bove, Pervan, Beatty and Shiu (2009) research suggests that consumer altruistic motives affect customer citizenship behavior. Based on empathy, consumers want to improve the welfare of employees. In the following situations, consumer altruistic motives are more obvious: First, the consumer has a kind and benevolent personality; Second, consumers have industry experience similar to employees of enterprises; Third, consumers have some kind of close relationship with employees, such as relatives, classmates, and friends. Based on the above theoretical analysis, this article proposes the following research hypotheses:

H2: Altruistic motivation has a moderating role in positive impact of customer participation on customer citizenship behavior.

H2a: Altruistic motivation has a moderating effect on the positive and significant impact of information sharing on customer citizenship behavior.

H2b: Altruistic motivation has a moderating effect on the positive effect of cooperative production on customer citizenship behavior.

H2c: Altruistic motivation has a moderating effect on the positive and significant impact of interpersonal interaction on customer citizenship behavior.

Based on the above research assumptions, the conceptual model studied in this paper is shown in Figure 1.

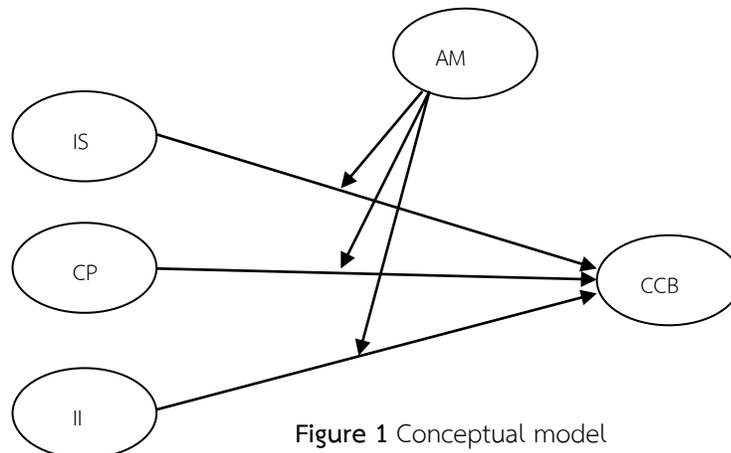


Figure 1 Conceptual model

Note: IS stands for information sharing, CP stands for cooperative production, II stands for interpersonal interaction, AM stands for altruistic motivation, CCB stands for customer citizenship behavior.

## Research design

### 3.1 Variable measurement

The customer participation scale refers to the scale developed by Ennew & Binks (1999), Claycomb, Lengnick-Hall&Inks (2001), Bettencourt (1997). It consists of 10 questions in three dimensions: information sharing, cooperative production and interpersonal interaction. There are 3 questions in the information sharing dimension, 4 questions in the cooperative production dimension, and 3 questions in the interpersonal interaction dimension. The customer citizenship behavior scale refers to the scale developed by Bettencourt (1997) and Groth (2005), and consists of five questions. The Altruistic Motivation Scale refers to a scale developed by Loureiro, Pires & Kaufmann (2015) and consists of five question items.

### 3.2 Data collection

The author selects the travel agency group travel customers as the research object. The main consideration is that the travel agency group travel customers have a high degree of participation and the possibility of customer citizenship behavior is also high. In order to carry out the research of this paper, from September to October 2019, the author adopted street interception methods, and distributed 100 questionnaires in Hefei, Yangzhou, Nanjing, Luoyang, and Zhanjiang, China, and distributed a total of 500 questionnaires. A total of 500 questionnaires were recovered, with a questionnaire recovery rate of 100%. 58 incomplete and random questionnaires were rejected, and 442 valid questionnaires were obtained, the effective rate of the questionnaire was 88.4%. Among the 442 samples, there were slightly more men than women in terms of gender; In terms of age, more than two-thirds of the samples are between 20 and 30; From the perspective of academic qualifications, those with a bachelor's degree or above account for more than 50% of the total sample; From the perspective of income, except for a small number of survey respondents who have no income, among the survey respondents who have income, the higher the income, the higher the proportion of tour groups. In terms of occupations, the survey respondents have the most occupations for company employees; The second is teachers; the third is professional and technical personnel; The fourth is students; The fifth is private owners.

### 3.3 Reliability and validity test

The reliability of the scale was measured using the Cronbach  $\alpha$  coefficient and CITC (Corrected item-total correlation). The test results are shown in Table 1. The CITC value of each item of each variable is greater than 0.50, and the value of Cronbach  $\alpha$  coefficient of each variable is greater than 0.70. The test results show that the measurement items of each variable scale are valid and the scale is reliable.

**Table 1** scale reliability test

Variable	Composite Item	CITC	$\alpha$ if Item Deleted	Cronbach $\alpha$
Information Sharing(IS)	IS1	0.545	0.575	0.783
	IS2	0.524	0.597	
	IS3	0.504	0.606	
Cooperative production(CP)	JP1	0.689	0.631	0.751
	JP2	0.602	0.646	
	JP3	0.514	0.735	
	JP4	0.552	0.662	
Interpersonal interaction(II)	II1	0.551	0.641	0.736
	II2	0.634	0.552	
	II3	0.527	0.730	
Customer citizenship behavior(CCB)	CCB1	0.521	0.668	0.726
	CCB2	0.597	0.623	
	CCB3	0.542	0.668	
	CCB4	0.551	0.643	
	CCB5	0.509	0.679	
Altruistic motivation(AM)	BM1	0.635	0.832	0.851
	BM2	0.745	0.821	
	BM3	0.727	0.831	
	BM4	0.676	0.843	
	BM5	0.631	0.839	

This paper uses a maturity scale for each variable and has content validity. The normalized factor load value of each variable measurement item is above 0.5, the P value is less than 0.05, CR(composite reliability) is greater than 0.8, and the AVE(Average Variance Extracted) value of each variable is higher than 0.5. This shows that the scales in this study have good convergence validity, as shown in Table 2.

**Table 2** Variable convergence validity detection results

Variable	Composit e Item	Factor Loading	P	CR	AVE
Information Sharing(IS)	IS1	0.790	0.000	0.824	0.609
	IS2	0.778	0.000		
	IS3	0.774	0.000		
Cooperative production(C P)	JP1	0.851	0.000	0.866	0.618
	JP2	0.785	0.000		
	JP3	0.721	0.000		
	JP4	0.783	0.000		
Interpersona l interaction(II)	II1	0.824	0.000	0.854	0.663
	II2	0.862	0.000		
	II3	0.752	0.000		
Customer citizenship behavior(CC B)	CCB1	0.731	0.000	0.865	0.561
	CCB2	0.792	0.000		
	CCB3	0.751	0.000		
	CCB4	0.727	0.000		
	CCB5	0.742	0.000		
Altruistic motivation(A M)	BM1	0.781	0.000	0.907	0.661
	BM2	0.852	0.000		
	BM3	0.842	0.000		
	BM4	0.818	0.000		
	BM5	0.768	0.000		

Correlation coefficient values between all variables are less than 0.7, and the square root value of AVE of each variable is greater than the magnitude of correlation coefficient values between this variable and other variables. It shows that each variable used in this study has a high discriminant validity. The details are shown in Table 3.

**Table 3** Comparison of the correlation coefficient between variables and the square root of AVE

Variable	IS	CP	II	CCB	AM
IS	<b>0.780</b>				
CP	.324**	<b>0.786</b>			
II	.450**	.462**	<b>0.814</b>		
CCB	.431**	.421**	.561**	<b>0.749</b>	
AM	.252**	.421**	.389**	.541**	<b>0.813</b>

Note: "\*\*" means significant correlation at 0.01 level (bilateral). "\*\*\*" indicates a significant correlation (bilateral) at the 0.001 level. The value on the diagonal is the square root of AVE, and the value under the diagonal is the correlation coefficient value between the variables. IS stands for information sharing, CP stands for cooperative production, II stands for interpersonal interaction, AM stands for altruistic motivation, CCB stands for customer citizenship behavior

Based on the above test results, each variable in this study has content validity, convergence validity, and differential validity. The validity of each variable in this study is high.

### Empirical analysis and discussion

The author constructs a multivariate linear regression equation with customer citizenship behavior as the dependent variable, three dimensions of customer participation, information sharing, cooperative production, and interpersonal interaction as the independent variables, and the subject's gender, age, education level, and education are the control variables. SPSS 19.0 software tests the effect of independent variables on the dependent variable. From the analysis results in Table 4, after controlling the effects of demographic variables, customer participation has a significant positive effect on customer citizenship behavior. The research hypothesis H1 is verified. Specifically, the F values of Model 1 and Model 2 were significant at the levels of P values of 0.05 and 0.001, respectively, indicating that the two regression models fit well.

The analysis of the impact of customer participation on information sharing dimensions on customer citizenship behavior shows that the standardized regression coefficient value is 0.189, and the P value is 0.000, which is less than 0.001, indicating that information sharing has a significant positive impact on customer citizenship behavior. Hypothesis H1a is verified.

The analysis of the effect of customer participation on the dimension of cooperative production on customer citizenship behavior shows that the standardized regression coefficient value is 0.180, and the P value is 0.000, which is less than 0.001, which indicates that cooperative production has a significant positive impact on customer citizenship behavior. Hypothesis H1b has been verified.

The analysis of the impact of customer participation on the dimension of interpersonal interaction on customer citizenship behavior shows that the standardized path coefficient value is 0.389, and the P value is 0.000, which is less than 0.001, indicating that interpersonal interaction has a significant positive impact on customer citizenship behavior. Hypothesis H1c has been verified.

Judging from the values of standardized regression coefficients, in the three dimensions of customer participation, interpersonal interaction has the greatest impact on customer citizenship behavior, information sharing has the second smallest impact on customer citizenship behavior, and cooperative production has the smallest impact on customer citizenship behavior (0.389 > 0.189 > 0.180).

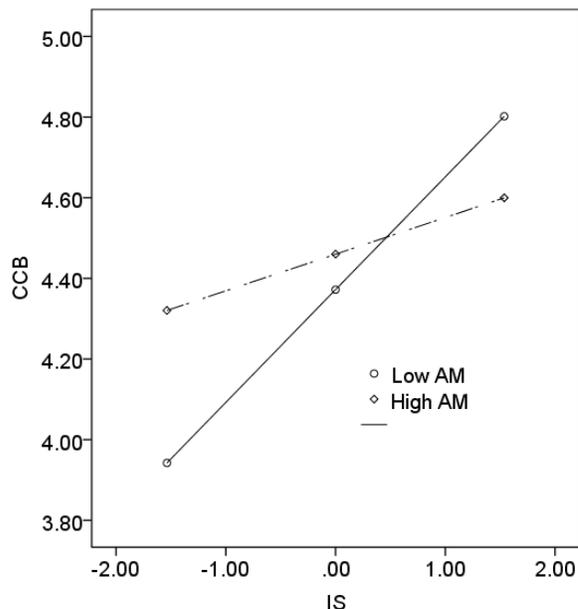
**Table 4** Test of the effect of customer participation on customer citizenship behavior

Variable	Dependent Variable: Customer Citizenship Behavior	
	Model 1	Model 2
Control variable		
Gender	-0.089	-0.053
Age	-0.077	0.037
Education	-0.303*	-0.036
Income	0.117*	-0.012
Independent variable		
Information Sharing		0.189***
Cooperative production		0.180***
Interpersonal interaction		0.389***
Constant	6.061***	1.441***
R	0.278	0.609
R-squared	0.077	0.371
Adjusted R-Square	0.031	0.366
F	5.512*	78.552***

Note: "\*\*\*\*" means significant at the 0.001 level, and "\*\*\*" means significant at the 0.01 level. "\*" Means significant at the 0.05 level.

The author uses the SPSS macro program PROCESS 3.3 to carry out the hypothesis test of the moderating effect in this paper. With information sharing as the independent variable, customer citizenship behavior as the dependent variable, and altruistic motivation as the moderating variable, Model 1 was used for testing. The calculation results show that the P value of the interaction between the independent variable

and the moderating variable on the dependent variable is 0.0377, which is less than 0.05. It shows that the interaction between independent and moderating variables has a significant effect on the dependent variable. It is verified that altruistic motivation plays a moderating role in the positive effect of information sharing on customer citizenship behavior. The research hypothesis H2a is verified. The moderating effect is shown in Figure 2.



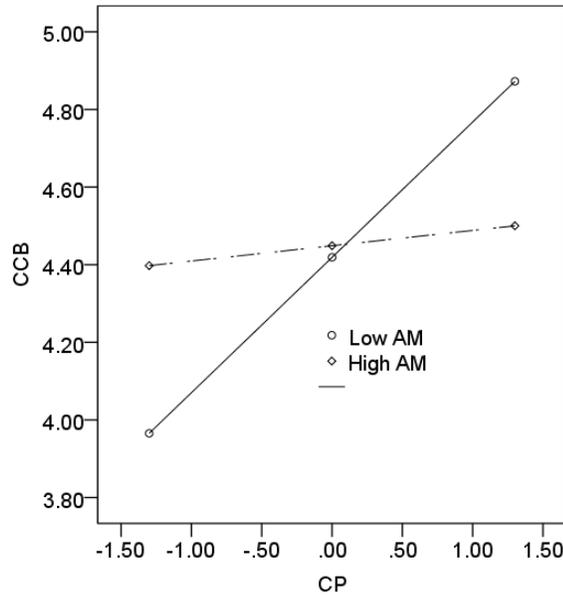
**Figure 2** moderation of Altruistic Motivation on Information Sharing and Customer Citizenship Behavior

Notes: IS stands for information sharing, AM stands for altruistic motivation, CCB stands for customer citizenship behavior.

With cooperative production as the independent variable, customer citizenship behavior as the dependent variable, and altruistic motivation as the moderating variable, the SPSS macro program PROCESS 3.3 Model 1 was used to perform the moderating role test. The calculation results show that the P value of the effect of the interaction between the independent variable and the moderating variable on the dependent variable is 0.0046, which is less than 0.05. It is shown that the interaction between independent and moderating variables has a significant effect on the dependent variable. It is verified that altruistic motivation plays a moderating role in the positive effect of cooperative production on customer citizenship behavior. The research hypothesis H2b has been verified. The moderating effect diagram is shown in Figure 3.

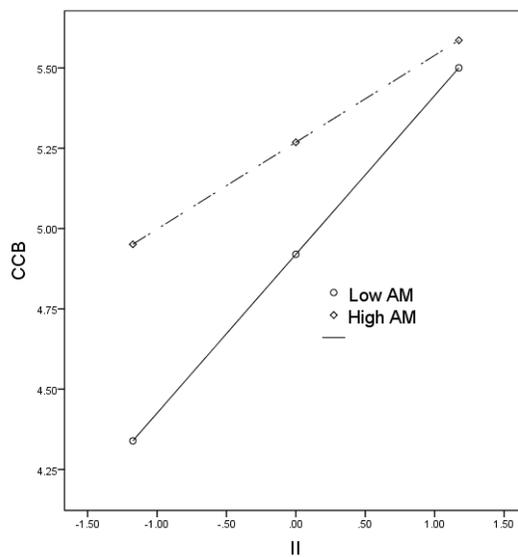
The interpersonal interaction was used as the independent variable, the customer citizenship behavior was used as the dependent variable, and the altruistic motivation was used as the moderating variable. The SPSS macro program PROCESS 3.3 model 1 was used to carry out the moderating function test. The calculation results show that the P value of the effect of the interaction between the independent variable and the

moderating variable on the dependent variable is 0.0214, which is less than 0.05. It shows that the interaction term of independent variable and



**Figure 3** moderation of Altruistic Motivation on Cooperative Production and Customer Citizenship Behavior

Notes: CP stands for cooperative production, AM stands for altruistic motivation, CCB stands for customer citizenship behavior.



**Figure 4** moderation of Altruistic Motivation on Interpersonal Interaction and Customer Citizenship Behavior

Notes: II stands for interpersonal interaction, AM stands for altruistic motivation, CCB stands for customer citizenship behavior

Moderating variable has a significant effect on the dependent variable. It is verified that altruistic motivation plays a moderating role in the positive effect of interpersonal interaction on customer citizenship behavior. The research hypothesis H2c has been verified. The moderating effect diagram is shown in Figure 4.

In summary, the research hypothesis H2 has been verified. Consumers showing stronger altruistic motivations are more likely to engage in customer citizenship behaviors that are beneficial to enterprises, employees, and other customers in the process of customer service preparation, production, and service provision. It shows that altruistic psychological motivation plays a significant role in promoting customer citizenship behavior.

## Conclusion and outlook

### 5.1 Research conclusion

Customer participation has a significant positive effect on customer citizenship behavior. The three dimensions of customer participation: information sharing, cooperative production, and interpersonal interaction have a direct and significant positive impact on customer citizenship behavior. Among them, interpersonal interaction has the largest impact, information sharing has the second most significant effect, and cooperative production has the smallest effect.

Altruistic motivation plays a moderating role in the positive impact of customer participation on customer citizenship behavior. Altruistic motivation played a moderating role in the positive impact of customer participation in three dimensions of information sharing, cooperative production, and interpersonal interaction on customer citizenship behavior. The stronger the customer's altruistic motivation, the greater the positive impact of customer participation on customer citizenship behavior.

### 5.2 Managerial implications

Service companies should focus on cultivating customer citizenship behavior. Customer citizenship behaviors are voluntary behaviors that are beneficial to the company, its employees, and other consumers, and they bring great value to the company. Customer citizenship behaviors are mainly reflected in three aspects: First, customer citizenship behaviors that are beneficial to the company, such as word-of-mouth publicity for corporate obligations, tolerance of product defects, and brand loyalty. The second is customer citizenship behaviors that are beneficial to employees, such as tolerating employees' mistakes in work and being considerate in supporting employees' work; Third, customer citizenship behaviors that are beneficial to other consumers, such as providing advice to other customers to purchase service products, and providing

training guidance for using service products, etc. Service companies should study the laws of customer citizenship behaviors and create conditions for consumer customer citizenship behaviors.

Service companies should actively support customer participation, implement relationship marketing strategies and maintain long-term cooperative relationships with customers, establish information sharing mechanisms and channels with consumers, and timely transmit all information related to service products to consumers, especially information about service product improvements, upgrades, awards, price reductions, and promotions to increase consumers' awareness of service products Goodwill, enhance confidence and determination to purchase and consume. Service companies should create conditions for consumer cooperative production, allow customers to actively participate in the design and implementation of service product solutions, and improve the competitiveness of service companies.

Service companies should actively develop cause-based marketing to create an altruistic atmosphere. Service companies should actively participate in social philanthropy, promote positive energy, and drive consumers' altruistic motivations and behaviors. Cause-based marketing is an enterprise that combines business activities with philanthropy, actively engages in philanthropy, and combines service product sales with social issues and specific charitable projects. While solving social problems and helping those in need, it also promotes service products selling and improving the service corporate social image, promotes willing consumers to participate in charity projects of service companies to form a strong atmosphere of mutual assistance and altruism, promotes service product sales in the long run.

### 5.3 Research limitations and future outlook

The research limitations of this paper are mainly reflected in the following aspects: First, the geographical limitations of the research sample. The research samples in this thesis are from five cities in China. Whether the research conclusions can be generalized to other geographic regions remains to be tested. The second is the limitation of the research industry. This thesis selects the travel agency team tour with high customer participation as the research industry background. Whether the conclusions of this paper can be generalized to other service industries remains to be further tested; The third is the timing of investigation. The collection of research data in this paper is at a specific time point, and it is impossible to follow up the survey to understand the entire process of tourists participating in the travel agency team tour. Based on the survey data, the conclusions obtained from empirical research have been affected to some extent; The fourth is the limitation of research methods. This paper uses a questionnaire to collect primary data and conducts research using statistical analysis methods such as regression analysis. In the process of issuing questionnaires to collect information, although the invalid questionnaires were eliminated, due to factors such as the cultural level and understanding ability of the survey participants, environmental disturbances and other factors, the possibility

of inaccurate data collection was made. In addition, the questionnaire is less concerned with consumer psychological issues; Fifth, the paper lacks research on the impact of customer citizenship behavior.

The future research directions include the following aspects: The first is to collect research data from different regions and carry out a comparative study to test the universality of the research conclusions; The second is to find more different service industries as the research background and explore the applicability of the findings of this article to different service industries; The third is to use different research methods to carry out research on this topic, such as experimental methods; The fourth is to further study the impact and consequences of customer citizenship behavior.

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