



Customer voluntary performance: consumers as company partners in delivering services

Aditya Yudanegara

Management, Faculty of Economic and Business, Widyatama University, Bandung, Indonesia

ARTICLE INFO

Article history:

Received Nov 10, 2023

Revised Nov 12, 2023

Accepted Nov 30, 2023

Keywords:

Consumer Commitment;
Customer Satisfaction;
Support for Customers.

ABSTRACT

Customer Voluntary Performance (CVP) involves customers enhancing service quality as promoters, coproducers, and consultants. This study, using 200 questionnaires from retail customers and Structural Equation Modeling, reexamines CVP's antecedents: global customer satisfaction, commitment, and perceived support. The results confirm seven out of twelve hypotheses. Customer commitment positively affects loyalty and cooperation but not participation. Customer satisfaction shows no significant relation to loyalty, cooperation, or participation. Perceived customer support positively influences cooperation and participation but not loyalty. Additionally, customer satisfaction positively relates to perceived support, and both satisfaction and support positively correlate with customer commitment

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Aditya Yudanegara,
Manajemen, Faculty of Economic and Management
Widyatama University,
Jl. Cikutra No. 204 A, Cibeunying Kidul Bandung, 40125, Indonesia,
Email: aditya.yudanegara@widyatama.ac.id

1. INTRODUCTION

Companies that are consumer-oriented and focus on marketing relationships need to develop a better understanding of how companies can motivate their consumers as partners in delivering services (Doina & Ana-maria, 2018). Consumer orientation usually means that a company focuses its attention on providing products and services to meet consumer needs (Kopalle dkk., 2020). (Juaneda-Ayensa dkk., 2017) stated that it was important, but not enough. For them, consumer orientation means that an organization has a commitment to consumers so that consumers and companies have a sense of interdependence as well as shared values and strategies in the long term. To implement a customer orientation, companies need to encourage direct contact with consumers, collect information from consumers about consumer needs, and use information obtained from the consumer to create and offer products and services (Kim dkk., 2015).

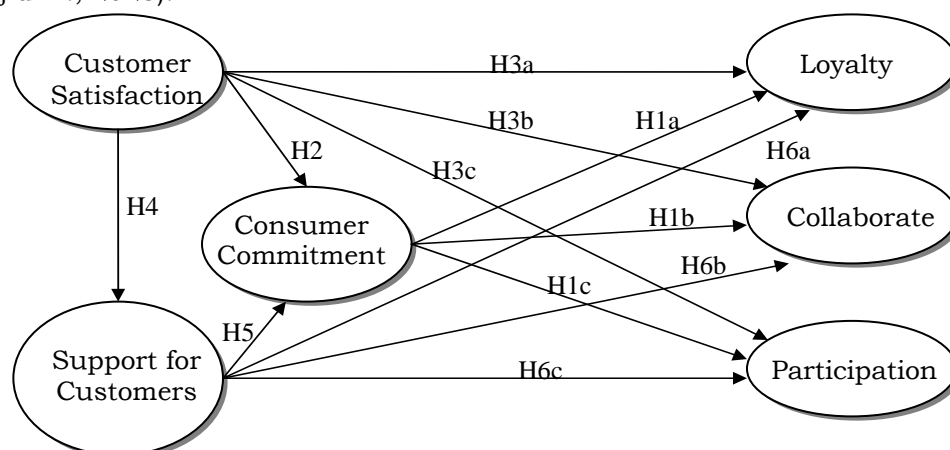
There is also literature about consumer relationships and organizations that offer knowledge about the perspective of partnership. The research carried out by (Nayal dkk., 2022) on consumers and organizations has focused on service companies. Furthermore, the research conducted by (Jung & Yoo, 2017) shows that the relationship between consumer and service provider is inseparable. (Hein dkk., 2019) stated that companies

should consider consumers as partners for the company's success. Conceptual research revealed some important behaviours of consumers, as potential partners, which may indicate support for companies' efforts to improve the quality of service (Griskevicius & Kenrick, 2013).

Efforts to increase consumer resources and consumer opportunities to cooperate in production are one way to gain advantage with competing quality (Kumar & Pansari, 2015). As the contribution of consumer resources increases, the opportunity to directly apply these inputs to work activity also increases. The interrelationship between resource providers and cooperation in production makes this competence extremely difficult to imitate. Therefore, these relationships can be chosen as a way to create quality with high competitiveness (Czischke, 2018). In the end, consumers are an important source of information about service delivery and innovation (YuSheng & Ibrahim, 2019). A well-documented consumer role can be a valuable source of information (Hidalgo & D'Alvano, 2014). Consumer input can include all kinds of contributions - both visible and invisible - to production activity. In the context of services (e.g. health care, consulting, and education), consumers are an important resource for the transformation process (B. Q. Ho & Shirahada, 2021).

2. RESEARCH METHOD

This correlational study (Meyer dkk., 2020) examines the relationship between independent variables (consumer commitment, customer satisfaction, support for consumers) and dependent variables (consumer loyalty, customer collaboration, consumer participation). The sample consists of diverse retail shop consumers. For credible results, especially in Structural Equation Modeling (SEM), a large sample size is necessary, with at least 15 data points per parameter (Vos dkk., 2014). With 36 parameters in this model, a minimum of 540 data points is required. Nevertheless, in the practice of sampling there are constraints in time, funds, energy, and population characteristics that do not allow the availability of samples in adequate quantities. Therefore, the number of samples is set to be 200 data. In addition, it is also stated that a sample of 200 data is generally acceptable as a representative sample in SEM analysis. (de Rooij dkk., 2023).



Picture 1 Frame of Mind

2.1 Research Hypothesis

a. Commitment and Customer Voluntary Performance

Commitment involves shared values, dedication to maintaining a relationship, and prioritizing mutual interests (Hu et al., 2017). It signifies a deeper obligation to ensure relationship success and mutual satisfaction (Nikbin et al., 2016). Unlike loyalty,

commitment is an attitude leading to beneficial behaviors, including loyalty. However, research on commitment's impact on customer voluntary performance is limited, leading to the proposed hypothesis: H1: Consumer commitment has a positive effect on (a) consumer loyalty, (b) consumer cooperation, and (c) consumer participation.

b. Satisfaction and Customer Voluntary Performance

Consumer satisfaction in general refers to an overall affective assessment of an organization based on all implementation and experience with that organization (Sukma et al., 2021). Greater appreciation as reflected in higher satisfaction ratings increases the attractiveness of a relationship to consumers and, therefore, increases their commitment to the relationship (Hassan et al., 2015). In this study stated the second hypothesis: H2: Consumer satisfaction has a positive effect on consumer commitment.

c. Consumer Satisfaction and Loyalty

Higher consumer satisfaction indicates more positive experiences with the company. So generally more positive experiences are shared with other consumers, to recommend a company that provides better service and to spend effort to use a company that is better than competitors (Ahrholdt dkk., 2019).

d. Consumer Satisfaction and Cooperation

Research on employees and citizenship (Kozicka dkk., 2019) shows an insignificant effect of satisfaction on cooperation/compliance when the direct impact of commitment is also considered. For consumers, the impact of satisfaction on cooperation alongside factors that might affect commitment remains to be explored.

e. Consumer Satisfaction and Participation

Social relations suggest that consumer satisfaction positively influences participation, as individuals seek beneficial behaviors and offer useful feedback to companies (Straus et al., 2016). Conversely, dissatisfaction may lead to increased participation, providing more opportunities for consumers to share improvement ideas. Despite similar findings in previous studies, a new hypothesis is proposed. N H3: Consumer satisfaction has (a) a positive influence on consumer loyalty, (b) a positive influence on consumer cooperation, and (c) a negative influence on consumer participation, in addition to the influence of consumer support and commitment.

Support for Customers and Customer Voluntary Performance

Support for consumers is an adjustment of perceived organizational support (POS) for employees in the relationship between consumers and companies. Like POS, social support for consumers has been discussed in value enhancement and relationships as well as things that reduce uncertainty (Dai et al., 2023). Based on this discussion, the following two hypotheses were put forward: H4: Customer satisfaction has a positive effect on support for consumers. H5: Support for consumers has a positive effect on consumer commitment.

f. Consumer Support and Consumer Loyalty

Like consumer satisfaction, consumer confidence that organizations care about them and value them as consumers should result in consumer loyalty behavior. (Aksoy et al., 2015) provide evidence that social support for consumers is more important to consumers' willingness to recommend a service provider than the results received from service (quality and frequency of encounters in their research).

g. Consumer Support and Consumer Cooperation

Support for consumers is closely related to consumers' perception of fairness. The fairness of the organization increases its legitimacy and, therefore, increases the likelihood of its members to act in accordance with expectations (Tsai dkk., 2017).

h. Consumer Support and Consumer Participation

Consumers will be willing to actively participate in the development and management of the company as long as they believe that their input and contributions have meaning and are valued by the company (Fattras dkk., 2022) For example, it has been shown that the likelihood of consumers voicing complaints to companies after an unsatisfactory consumption experience is based on their perception that the complaint is feasible and will make changes in the company's service delivery (C. W. Ho, 2014) This discussion provides the basis for the final hypothesis of this study:

H6: Support for consumers has a positive influence on (a) consumer loyalty, (b) consumer cooperation, and (c) consumer participation, in addition to the effects of satisfaction and commitment.

3. RESULTS AND DISCUSSIONS

3.1 Confirmatory Factor Analysis

Confirmatory Factor Analysis is a factor loading analysis that measures the components of each indicator in each variable. The table below shows the loading factors of each research variable indicator.

Table 1. Results of Factor Loading Analysis from Research Variable Indicators

Variable	Indicators	Loading	
Loyalty	1. I say positive things about this store to others.	.706	.705
	2. I encourage my friends and relatives to shop at this store.	.801	.802
	3. I try to shop at this store for all the items I need.	.602	.602
Cooperation	1. I try to help keep this store clean (for example, not throwing garbage anywhere).	.621	.629
	2. The employees of this store have my full cooperation.	.586	.610
	3. I pay close attention to the rules and policies in place in this store.	.632	.644
	4. I treat people in this store with kindness and respect.	.649	.655
	5. After I finished shopping, I put the shopping cart (trolley) in its place.	.454 (NV)	
	6. I do things that facilitate the work of employees of this store (for example, putting my groceries in my pockets).	.554	.525
Participation	1. I told this store ways that they could better serve my needs.	.707	.712
	2. I give constructive suggestions to this store on how to improve its service	.834	.838
	3. If I have a useful idea on how to improve the service, I will give it to this store.	.737	.739
	4. When I encountered a problem in this store, I tell them so they can improve the service.	.690	.689
	5. If I see a problem, I notify the store even if it doesn't affect me.	.767	.765
	6. If the employees of this store provide good service, I tell them.	.799	.793
	7. If there is a pricing error in my favor, I will still notify this store.	.339 (NV)	
Commitment	1. I am very committed to this store.	.693	.694
	2. I was determined to shop at this store for the next few years.	.786	.785
	3. I will increase my efforts to help this store succeed.	.765	.764
Satisfaction	1. Compared with other stores, I feel very satisfied with this store.	.897	.896

	2.	Based on my experience with this store, I feel very satisfied.	.955	.955
	3.	My experience shopping at this store is always pleasant.	.810	.810
Support for User	1.	This store appreciates the contribution I make to its good.	.769	.768
	2.	This shop is very attentive to my needs and wants.	.708	.706
	3.	This shop ignored all my complaints.	.070 (NV)	
	4.	This shop is willing to provide help when I have a problem.	.578	.583
	5.	This shop really cares about my comfort.	.760	.762
	6.	This store pays attention to my opinion.	.779	.781
	7.	This shop strives to provide the best possible service.	.595	.593
	8.	I'm just a consumer for this store.	.035 (NV)	
	9.	This shop doesn't appreciate all my efforts.	.070 (NV)	
	10.	This store doesn't value my interests when this store decides something that affects me.	.048 (NV)	
	11.	This store cares about my satisfaction in general.	.617	.613
	12.	This shop is willing to help me when I have special requests.	.613	.618
	13.	If given the chance, this store will take advantage of me.	-.054 (NV)	
	14.	This shop shows very little attention to me.	.177 (NV)	

In Confirmatory Factor Analysis, indicators with loadings below .5 were omitted for not validly measuring their variables. For the Loyalty variable, all three indicators were valid. In the Cooperation variable, one of six indicators was invalid. For Participation, one of seven indicators was below .5, while all indicators for Commitment and Satisfaction were valid. However, for Consumer Support, only eight of fourteen indicators were valid. The model's Chi-square, degrees of freedom (338), and a probability level of .000 were noted, indicating the model is overidentified and variance and covariance are successfully estimated, but the model may not fit the data well.

Table 2. Chi-square, Degrees of Freedom, and Probability Level

Minimum was achieved	
Chi-square	871.681
Degrees of freedom	338
Probability level	.000

3.2 Fit Model Analysis

Good models usually have probability levels above .05. However, the probability level value cannot confirm whether a model is good or not. Therefore, it is necessary to conduct further analysis. Whether or not a model is good can be determined by paying attention to the CMIN, RMR, GFI, AGFI, and RMSEA values of the model under test (default model) in the following table.

Table 3. CMIN, RMR, GFI, AGFI, and RMSEA

Model	CMIN	RMR	GFI	AGFI	RMSEA
Default model	871.681	.181	.760	.712	.089
Saturated model	.000	.000	1.000		
Independence model	3483.103	.879	.227	.169	.203

A model is considered good if its default CMIN value lies between the CMIN values of the saturated model (just identified with $df = 0$) and the independence model (where indicators are unrelated to their constructs). In this case, the default model's CMIN of 871.681 falls between the saturated model's CMIN of .000 and the independence model's CMIN of 3483.103. A good model typically has GFI and AGFI values near .90, with 0 indicating no fit and 1 a perfect fit (Sahoo, 2019), and a lower RMR value, closer to 0. The tested model, with an RMR of .181, GFI of .760, and AGFI of .712, does not meet these

criteria. Additionally, an RMSEA below .05 is desirable (Chicco dkk., 2021). but this model's RMSEA is .089, further indicating it does not fit well with the sample data.

3.3 Regression Analysis

Research using Regression Analysis was conducted to examine the impact of independent variables (commitment, satisfaction, and consumer support) on customer voluntary performance (loyalty, cooperation, and participation). The analysis revealed significant correlations between these variables, aligning with the research hypotheses. Detailed results are presented in Table 4.

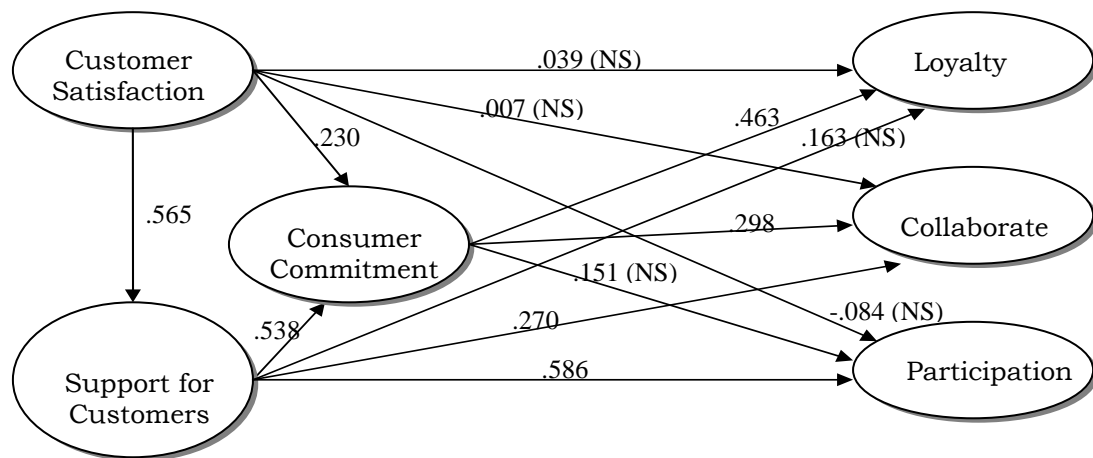


Figure 2. Relationship between Variables

Table 4. Estimate, Critical Ratio, Significance, and R Square Research Variables

Description of Relationships between Variables	Std. Est.	Unstd. Est.	C. R. (value t)	Probability (Significance)	Value R Square
Loyalty ← Commitment	.524	.463	3.495	.000	
Loyalty ← Satisfaction	.053	.039	.533	.594 (NS)	.515
Loyalty ← Support	.195	.163	1.496	.135 (NS)	
Cooperation ← Commitment	.382	.298	2.633	.008	
Cooperation ← Satisfaction	.010	.007	.102	.919 (NS)	.501
Cooperation ← Support	.368	.270	2.715	.007	
Participation ← Commitment	.145	.151	1.141	.254 (NS)	
Participation ← Satisfaction	-.096	-.084	-1.043	.297 (NS)	.423
Participation ← Support	.595	.586	4.513	.000	
Commitment ← Satisfaction	.274	.230	3.152	.002	.599
Commitment ← Support	.570	.538	5.613	.000	
Support ← Satisfaction	.635	.565	8.375	.000	.404

Analysis of the Effect of Commitment, Satisfaction, and Support on Customer Voluntary Performance

Regression Analysis results in Table 4 confirm Hypotheses 1a and 1b, showing that consumer commitment significantly boosts loyalty and cooperation, independent of satisfaction and consumer support. Highly committed consumers tend to speak positively, recommend the store, and purchase their needs there. They also often assist store employees voluntarily, easing their workload. The analysis does not support Hypothesis 1c, as the positive impact of consumer commitment on participation was insignificant. This may be due to consumers' high tolerance for service errors and reluctance to voice complaints, fearing scorn from others. Consequently, even highly committed consumers may not communicate issues or suggestions for service improvement, often overlooking service shortcomings, which hinders quality

improvement. The Regression Analysis results in Table 4 do not support Hypothesis 3a, indicating that consumer satisfaction alone does not significantly affect loyalty without considering the impact of commitment and consumer support. As said (Massoudi, 2020), notes, mere satisfaction doesn't ensure positive recommendations or continued service usage; rather, "frequent or cumulative satisfaction" is necessary for individual satisfaction episodes to translate into loyalty."

Further analysis shows that satisfaction's positive impact on cooperation is present but not significant, possibly because retail services don't heavily rely on consumer cooperation. Satisfaction might directly influence cooperation in scenarios requiring consumer collaboration. Additionally, satisfaction had a non-significant negative effect on participation when consumer support's direct effect wasn't included in the model. Thus, there's no support for satisfaction's direct effect on cooperation (Hypothesis 3b) and participation (Hypothesis 3c). The analysis indicates that satisfaction's impact on cooperation is mediated by commitment and consumer support, while participation depends on support from service providers, regardless of consumer satisfaction or commitment. Essentially, satisfaction influences cooperation through consumer support. This aligns with the social relationship aspects of satisfaction, which involve interest in ongoing relationships (related to commitment) and require reciprocity (a component of consumer support).

Regression Analysis results, considering consumer support, confirm two out of three hypothesized relationships. Table 4 shows that consumer support doesn't significantly affect loyalty directly, contradicting Hypothesis 6a. However, further research indicates that consumer support indirectly positively impacts loyalty through enhanced consumer commitment, mediating the overall positive effect of consumer support on loyalty. The results demonstrate a significant positive effect of consumer support on cooperation and participation, supporting Hypotheses 6b and 6c. This outcome is expected, as consumers receiving attention and appreciation from service providers are more inclined to assist employees and communicate their complaints and suggestions for service improvement. Table 4 shows that 50% of consumer cooperation variance, 42% of consumer participation variance, and 52% of consumer loyalty variance are explained by the three independent variables combined. The high variance in consumer loyalty is likely due to its close conceptual link with consumer commitment, suggesting that loyalty is driven by strong consumer commitment to service providers.

Analysis of the Effect of Satisfaction and Support for Consumers on Commitment Hypotheses 2 and 5, suggesting significant positive effects of consumer satisfaction on commitment and support for consumer commitment, are supported by Regression Analysis results in Table 4. These two variables explain 60% of the variance in consumer commitment, indicating that satisfied consumers receiving support are more likely to remain committed and assist service providers. Hypothesis 4, stating a significant positive effect of consumer satisfaction on support, is also supported. Satisfaction significantly influences consumer support, accounting for 40% of its variance, aligning with the assumption that satisfied consumers feel more valued and cared for by companies.

3.4 Managerial Implications

Many managers recognize the importance of managing customer satisfaction, but fewer understand the significance of customer commitment, which greatly impacts profitable consumer behavior. The results show commitment significantly boosts loyalty and cooperation, while immediate satisfaction alone doesn't significantly affect loyalty, cooperation, or participation. Thus, customer satisfaction doesn't lead to voluntary customer performance without being mediated by commitment and consumer support. The strong link between commitment, membership, and customer voluntary performance suggests that companies should leverage membership as a competitive tool. Consumers

who see themselves as company members are likelier to act as service partners. Retention strategies boost customer voluntary performance, and consumer engagement positively affects commitment. Over time, long-term service users increasingly identify with the company. However, companies should not solely rely on retention; developing psychological consumer loyalty is crucial for fully realizing consumer value.

Empirical research findings suggest that service-oriented company managers should prioritize consumer support. Consumers seek relationships with companies that not only meet service expectations (e.g., satisfaction) but also provide attention, appreciation, and rapport. Consumer support is crucial for developing them as service partners, directly influencing their cooperation and participation. While focusing on consumer satisfaction is a good starting point to enhance commitment and show support, satisfaction alone is insufficient. The analysis suggests that companies should extend beyond just offering satisfactory service to actively communicate consumer support. This can be achieved through community engagement, collaboration with social organizations, special events for consumers, and advertisements highlighting consumer value to the company.

4. CONCLUSION

The primary aim of this research was to investigate the concept of Customer Voluntary Performance (CVP) in the context of retail customers. Specifically, the study sought to reexamine the antecedents of CVP, which include global customer satisfaction, commitment, and perceived support. The relationships between these antecedents and the aspects of CVP (such as loyalty, cooperation, and participation) were explored using Structural Equation Modeling (SEM). The study is justified scientifically as it addresses a gap in the existing literature regarding the impact of customer commitment, satisfaction, and perceived support on various dimensions of CVP. Prior research has shown these factors to be crucial in enhancing service quality, but there was limited understanding of their interrelationships and combined effect on CVP. By employing SEM and analyzing data from 200 retail customers, the study provides empirical evidence to better understand these dynamics, contributing valuable insights to the field of consumer behavior and marketing.

Suggestions for future research is exploring customer participation: future research could delve deeper into understanding why customer commitment does not significantly impact customer participation. Investigating the factors that encourage customers to actively participate and provide feedback could be insightful. Longitudinal Studies: Conducting longitudinal studies to observe changes in customer attitudes and behaviors over time, especially regarding their voluntary performance, could provide a more dynamic understanding of the antecedents of CVP. Broader Sample and Diverse Settings: Expanding the research to include a larger and more diverse sample from different retail settings could enhance the generalizability of the findings. Investigating Other Potential Antecedents: Exploring other potential antecedents of CVP, such as cultural factors, technological influence, and individual customer characteristics, could provide a more comprehensive understanding. Impact of Digitalization: With the increasing role of digital platforms in retail, examining how digital engagement and online customer experiences influence CVP could be another valuable area of research.

REFERENCES

- Ahrholdt, D. C., Gudergan, S. P., & Ringle, C. M. (2019). Enhancing loyalty: When improving consumer satisfaction and delight matters. *Journal of Business Research*, 94(March 2017), 18–27. <https://doi.org/10.1016/j.jbusres.2018.08.040>
- Aksoy, L., Keiningham, T. L., Buoye, A., Larivière, B., Williams, L., & Wilson, I. (2015). Does loyalty span domains? Examining the relationship between consumer loyalty, other loyalties and

- happiness. *Journal of Business Research*, 68(12), 2464–2476. <https://doi.org/10.1016/j.jbusres.2015.06.033>
- Chicco, D., Warrens, M. J., & Jurman, G. (2021). The coefficient of determination R-squared is more informative than SMAPE, MAE, MAPE, MSE and RMSE in regression analysis evaluation. *PeerJ Computer Science*, 7, 1–24. <https://doi.org/10.7717/PEERJ-CS.623>
- Czischke, D. (2018). Collaborative housing and housing providers: towards an analytical framework of multi-stakeholder collaboration in housing co-production. *International Journal of Housing Policy*, 18(1), 55–81. <https://doi.org/10.1080/19491247.2017.1331593>
- Dai, Y. De, Liu, Y. C., Zhuang, W. L., & Wang, C. H. (2023). Using social exchange perspective to explain customer voluntary performance behavior. *Service Industries Journal*, 43(9–10), 764–784. <https://doi.org/10.1080/02642069.2018.1460360>
- de Rooij, M., Karch, J. D., Fokkema, M., Bakk, Z., Pratiwi, B. C., & Kelderman, H. (2023). SEM-Based Out-of-Sample Predictions. *Structural Equation Modeling*, 30(1), 132–148. <https://doi.org/10.1080/10705511.2022.2061494>
- Doina, N. O., & Ana-maria, P. M. (2018). A Model for Relational Marketing. *Ovidius University Annals, Economic Sciences Series*, XVIII(1), 353–357.
- Fatras, N., Ma, Z., Duan, H., & Jørgensen, B. N. (2022). A systematic review of electricity market liberalisation and its alignment with industrial consumer participation: A comparison between the Nordics and China. *Renewable and Sustainable Energy Reviews*, 167(July). <https://doi.org/10.1016/j.rser.2022.112793>
- Griskevicius, V., & Kenrick, D. T. (2013). Fundamental motives: How evolutionary needs influence consumer behavior. *Journal of Consumer Psychology*, 23(3), 372–386. <https://doi.org/10.1016/j.jcps.2013.03.003>
- Hassan, R. S., Nawaz, A., Lashari, M. N., & Zafar, F. (2015). Effect of Customer Relationship Management on Customer Satisfaction. *Procedia Economics and Finance*, 23(October 2014), 563–567. [https://doi.org/10.1016/s2212-5671\(15\)00513-4](https://doi.org/10.1016/s2212-5671(15)00513-4)
- Hein, A., Weking, J., Schreieck, M., Wiesche, M., Böhm, M., & Krcmar, H. (2019). Value co-creation practices in business-to-business platform ecosystems. *Electronic Markets*, 29(3), 503–518. <https://doi.org/10.1007/s12525-019-00337-y>
- Hidalgo, A., & D’Alvano, L. (2014). Service innovation: Inward and outward related activities and cooperation mode. *Journal of Business Research*, 67(5), 698–703. <https://doi.org/10.1016/j.jbusres.2013.11.030>
- Ho, B. Q., & Shirahada, K. (2021). Actor transformation in service: a process model for vulnerable consumers. *Journal of Service Theory and Practice*, 31(4), 534–562. <https://doi.org/10.1108/JSTP-04-2020-0083>
- Ho, C. W. (2014). Consumer behavior on facebook does consumer participation bring positive consumer evaluation of the brand? *EuroMed Journal of Business*, 9(3), 252–267. <https://doi.org/10.1108/EMJB-12-2013-0057>
- Hu, K. C., Lu, M., Huang, F. Y., & Jen, W. (2017). Click “Like” on Facebook: The Effect of Customer-to-customer Interaction on Customer Voluntary Performance for Social Networking Sites. *International Journal of Human-Computer Interaction*, 33(2), 135–142. <https://doi.org/10.1080/10447318.2016.1221203>
- Juaneda-Ayensa, E., Emeterio, M. C. S., & González-Menorca, C. (2017). Person-organization commitment: Bonds of internal consumer in the context of non-profit organizations. *Frontiers in Psychology*, 8(JUL). <https://doi.org/10.3389/fpsyg.2017.01227>
- Jung, J. H., & Yoo, J. J. (2017). Customer-to-customer interactions on customer citizenship behavior. *Service Business*, 11(1), 117–139. <https://doi.org/10.1007/s11628-016-0304-7>
- Kim, I. S., Seo, R. Bin, Kim, B. N., & Min, A. R. (2015). The Effects of Positive Psychological Capital, Organizational Commitment, Customer Orientation in Clinical Nurses. *Journal of Korean Academy of Nursing Administration*, 21(1), 10. <https://doi.org/10.1111/jkana.2015.21.1.10>
- Kopalle, P. K., Kumar, V., & Subramaniam, M. (2020). How legacy firms can embrace the digital ecosystem via digital customer orientation. *Journal of the Academy of Marketing Science*, 48(1), 114–131. <https://doi.org/10.1007/s11747-019-00694-2>
- Kozicka, K., Kot, S., & Gede Riana, I. (2019). The efficiency of cooperation between the participants in the supply chain in the tourism-related branch of industry in relation to client satisfaction. *Sustainability (Switzerland)*, 11(17). <https://doi.org/10.3390/su11174716>
- Kumar, V., & Pansari, A. (2015). Competitive Advantage through Engagement. *Journal of Marketing Research*, 0–51.
- Massoudi, A. H. (2020). Consumer Loyalty Indicator as Drivers to Satisfaction. *Cihan University-*

- Erbil Journal of Humanities and Social Sciences*, 4(1), 41–45. <https://doi.org/10.24086/cuejhss.vol4n1y2020.pp41-45>
- Meyer, G., Shatto, B., Kuljeerung, O., Nuccio, L., Bergen, A., & Wilson, C. R. (2020). Exploring the relationship between resilience and grit among nursing students: A correlational research study. *Nurse Education Today*, 84, 104246. <https://doi.org/10.1016/j.nedt.2019.104246>
- Nayal, P., Pandey, N., & Paul, J. (2022). Covid-19 pandemic and consumer-employee-organization wellbeing: A dynamic capability theory approach. *Journal of Consumer Affairs*, 56(1), 359–390. <https://doi.org/10.1111/joca.12399>
- Nikbin, D., Marimuthu, M., & Hyun, S. S. (2016). Influence of perceived service fairness on relationship quality and switching intention: an empirical study of restaurant experiences. *Current Issues in Tourism*, 19(10), 1005–1026. <https://doi.org/10.1080/13683500.2013.801407>
- Sahoo, M. (2019). Structural Equation Modeling: Threshold Criteria for Assessing Model Fit. *Methodological Issues in Management Research: Advances, Challenges, and the Way Ahead*, 269–276. <https://doi.org/10.1108/978-1-78973-973-220191016>
- Straus, -----L, Robbert, T., Roth, S., Straus, L., Robbert, T., & Roth, S. (2016). Customer Participation in the Customization of Services-Effects on Satisfaction and Behavioral Intentions. *J Bus Mark Manag*, 1, 498–517.
- Sukma, A., Sinaga, O., & Saudi, M. H. (2021). Service Recovery Strategy Relationship to Cumulative Satisfaction and Loyalty: A Study on Bandung City Insurance Companies, Indonesia. *Review of International Geographical Education Online*, 11(1), 519–525. <https://doi.org/10.33403/rigeo.800587>
- Tsai, C. Y. D., Wu, S. H., & Huang, S. C. T. (2017). From mandatory to voluntary: consumer cooperation and citizenship behaviour. *Service Industries Journal*, 37(7–8), 521–543. <https://doi.org/10.1080/02642069.2017.1337099>
- Vos, K., Vandenberghe, N., & Elsen, J. (2014). Surface textural analysis of quartz grains by scanning electron microscopy (SEM): From sample preparation to environmental interpretation. *Earth-Science Reviews*, 128, 93–104. <https://doi.org/10.1016/j.earscirev.2013.10.013>
- YuSheng, K., & Ibrahim, M. (2019). Service innovation, service delivery and customer satisfaction and loyalty in the banking sector of Ghana. *International Journal of Bank Marketing*, 37(5), 1215–1233. <https://doi.org/10.1108/IJBM-06-2018-0142>