How Consumer Citizenship Behavior and Intrinsic Motivation Influences Consumer Brand Identification

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Abstract

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By Jingjun Hu

The concept of consumer-brand identification is fundamental to the understanding of how, when, and why brands help consumers articulate their identities. Not surprisingly then, a growing body of research has placed focus on what it means for consumers to identify with brands and the implications of such consumer brand identification for both the consumers and effective brand management. However, as pointed out in this research's problem statement, much less is understood about the drivers of CBI—what factors cause it, when, and why. While a comprehensive sense of what promotes CBI is of considerable significance to both practitioners and marketing research, these issues have been examined from numerous diverse perspectives, which causes the understanding to be rather fragmented. This paper proposes and tests an integrative theoretical framework of the antecedents of CBI. Two drivers of CBI and a moderator are posited and tested with survey data from a sample of 200 participants from Qualtrics. The results confirm the significant influence of the two drivers on brand identification, namely intrinsic motivation and consumer citizenship behavior. Precisely, the findings show that there is a significant correlation between IM and CCB, CCB and CBI and IM and CBI. CCB is shown to have a significant moderating effect on IM and CBI.

Keywords: *Brand Loyalty, Brand Advocacy, Consumer Brand Identification, Consumer Citizenship Behavior, Intrinsic Motivation, Self-Determination Theory, Social Identity Perspective*

Declaration of Originality

I attest that this thesis does not incorporate without acknowledgment any material previously submitted for a degree or diploma in academic institution, and that to the best of my knowledge and belief it does not contain any material previously published or written by any other writer, scholar, research, or academic except where due reference is made in the document.

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Chapter 1: Introduction

1.1 Research Background

Previous literature, such as that of Xie, Poon, and Zhang (2017), suggest that customer citizenship behavior (CCB) connotes the helpful gestures from customers that can enable better delivery of services for the organization, although such gestures are not necessary for production. Extensive studies on CCB highlight that consumers' citizenship behavior plays an important role in reduced marketing costs and enhancing the effectiveness of marketing promotions (Fowler, 2013). As such, much of literature and studies have focused on CCB by focusing on an offline context, with minimal focus on consumption in virtual communities. The focus on CCB has gained importance over the past few years within management and marketing discourse. As demonstrated by Harris and Reynolds (2003) and Yi and Gong (2013), literature suggests that consumers usually engage in citizenship behavior in a similar manner to the guidance amongst employees towards special conduct within an organization.

Furthermore, studies on a variety of companies highlight that customers rarely engage in production activities. However, in service industries, employees and customers usually partake in activities related to production in a different context (Sirdeshmukh, Singh & Sabol, 2002). Existing studies also suggest that service-based organizations view customers as organizational members (Srisamran & Ractham, (2014). CCB has been described as voluntary behavior that is necessary for production purposes, but critical to the delivery of services and products to customers within a given market. Different conceptualizations have been utilized in describing and explaining the construct of customer citizenship behavior such as voluntary performance, "extra-role" behaviors, and voluntary conduct. Moreover, literature related to the construct of service is suggestive of different aspects of citizenship behavior amongst customers (Xie, Poon, & Zhang, 2017).

Essentially, developing a strong brand image and name is critical in the accumulation of long-term and sustainable competitive advantage (Kapoor, 2011). Under this context, consumer motivation, both extrinsically and intrinsically, is shown to hold great value. Kim and Drumwright (2016) posits that intrinsic motivation is an important component for enhancing the consumer's sense of belonging and relatedness to a specific brand. Motivation is what influences consumer behavior and whether or not they will purchase a brand's goods or services. Unlike external motivation, where behavior is externally regulated [e.g., with promise

of rewards], *intrinsic motivation* comes from within an individual and is especially derived from the satisfaction of a behavior or action without any external influence (Shang, Chen, & Shen 2005). It is further argued that intrinsic motivation is related to the concept of interest-excitement, the need for competence, the need for self-determination, and in business-consumer context, brand identification.

As a result of business environments becoming increasingly globalized and complex, the concept of *consumer-brand identification (CBI)* is becoming increasingly critical. It is suggested in literature that CBI allows consumers to have a positive attitude towards the brand based on the personal values and characteristics. Such positive attitude towards the brand as a result of CBI is often reflected when consumers have brand trust and identification. Such provides critical insights into the construct of citizenship behavior amongst consumers and the manifestation of consumer brand identification. Aggressive competitor behavior and disruptive innovation remain threats to citizenship behavior and brand identification for organizations operating in complex and uncertain global markets. Such events usually influence the relative position of brands within a market and more so the relationship between a brand and its customers. On the other hand, there has been minimal coverage of the longitudinal effects of consumer perceived value on consumer brand identification especially in this increasingly competitive world of business.

Additionally, the second perspective suggests perceived value to be an operational function of utilitarian value, despite its failure to consider non-utilitarian factors such as the presumed socio-psychological benefits, which may influence customers to continue with purchases of specific products and services. Existing literature also suggests that brands can enable the realization of self-definitional benefits further from the traditional utilitarian benefits. The multifaceted nature of the customer-brand relationship brings forth critical questions such as the need to shift from one brand to the other, which is presumably driven by the consumer's need to maximize functional utility. The customer-brand interaction also brings forth questions related to factors that contribute to brand identification in the wake of intense market disruptions as evident from the introduction of new innovations (Tynan & Sally, 2009). Research on brand identification, which is founded on the social identity theory, suggests that company identification is a higher-order and unarticulated basis for accrual of brand value. In addition, brand identification has also been viewed in terms of the extent that customers usually

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perceive themselves in regard to sharing similar self-definition values and attributes with an organization.

Studies affirm that customer identification is a basic psychological construction for intimate and meaningful interactions for marketers who are keen on developing successful relationships with their clients. The concept of consumer-brand identification presents the new perspective of value creation through collaboration and participation of customers. As more and more identical commodities emerging in the limited market, manufacturing and technology no longer dominate the market share, but what important is how brands communicate to the customers in order to strengthen their relationship with the brand and to maintain their loyalty (Tuskej & Podnar, 2013). Hollensen (2015) stated that in order to effectively manage the relationship with customers, there is a growing need for Customer Relationship Management (CRM). This relationship is utterly important for the companies in the consumer market nowadays, as CCB benefits both the consumers and the company itself. It not only strengthens the connection with current customers but also develops the possibility of future potential customers.

The primary objective of this paper is to explore how intrinsic motivation derived created by business organizations can influence CCB, and in turn, influence CBI. The need for this exploration is highlighted by the fact that there is a gap in literature. No study has currently investigated this correlation, necessitating further enquiry in this area. It is argued that in this ever-changing and competitive business environment, giving attention to the needs of customers and attracting their attention is important to remain competitive in the market. The marketing discipline has shifted from a good-center perspective, which considers tangible output as the key value to the service-centered point of view, which focuses on relationships and intangible exchange processes (Lusch & Vargo, 2014). In this light, intrinsic motivation is shown to impact CCB, which in turn positively impacts CBI positively.

1.2 Research Problem

According to Lam, Ahearne, Mullins, Hayati, & Schillewaert (2013), a considerable amount of literature has emerged in the past decade to explore the antecedents of brand identification. Literature exhibits different factors that could influence consumer's identification with the brand, and could further lead to brand loyalty. These factors include, but not limited to, consumer personality traits, brand affection, brand image, consumer-brand satisfaction, transcendent consumer experience (TCEs) (McAlexander *et al.* 2003, Carlson, Suter, and

Brown 2008, Hur *et al*. 2011). These factors tighten consumer's relationship with the brand and lead to a higher identification with the brand. However, the evaluation of intrinsic motivation influences customer citizenship behavior and its impact on consumer brand identification has remained unexplored (Mosteller & Mathwick, 2014; Tsai, Joe, Lin, Chiu, & Shen, 2015). According to Balaji (2014), CCB is known as discretionary and voluntary behaviors that are not required for successful delivery and production of the services but in aggregate help the service organization.

The positive influence of customer behavior includes the effectiveness of marketing strategies and a long-term relationship with customers. The involvement of customer as a value creator allows the marketers to benefit from different aspects of customer relationships and value co-creation (Jaakkola & Alexander, 2014). In a branding context, some researchers adopt the concept in CCB and apply it to the consumer-brand relationship. They found out that just as the employee develops organization citizenship behavior consumers are developing a consumer citizenship towards the brand as the relationship deepens (Gruen 1995, Bettencourt 1997, Groth 2005, Yi and Gong 2006). Although most scholars would suggest that behavior (CCB) would act as a direct variable, there are other scholars that point to behavior as a mediating effect or independent variable. For example, this specific volitional aspect was discussed by O'Donnell & Brown (2012), who used Self-Determination Theory (Deci & Ryan, 1985) to explain why specific community members have greater identification to the brand (Yi, Gong, & Lee, 2013; Zenker & Rutter, 2014; Cheng, Luo, Yen, & Yang, 2016). Based on the foundation of the existing literature, the study emphasizes the internal influence (intrinsic motivations) that affects consumer citizenship behavior towards the brand, explores the impact of intrinsic motivation on consumer citizenship behavior, and the mediating effect for brand identification. However, research on this volitional aspect of CCB, as well as brand identification, is rarely talked about, a gap that this current study aims to address.

1.3 Research Purpose and Objectives

The purpose of this study is to measure how intrinsic motivation influences of CCB that customer performs when interacting with the organization. The literature defines value creation as perceived customer value based on voluntary activities and participation and integration of brand literature allows integrating three concepts of intrinsic motivation, CCB, and CBI.

1.4 Research Questions

To address the aforementioned research objectives, the research will adopt three research questions that would be the fulcrum of the entire study. These include:

- *How does the intrinsic motivation affect customer citizenship behavior (CCB)?*
- *How does CCB influence consumer brand identification (CBI)?*
- *How CCB mediate the relationship between IM and CBI?*

1.5 Research Significance

Previous scholars such as Curth, Uhrich, and Benkenstein (2014) and Cheng, Luo, Yen, and Yang (2016) have investigated how consumer behaviors such as affective commitment influence CBI. In this study, this discussion and scholarly exploration is extended by investigating how the entire concept of CCB leads to CBI. Firstly, the role of intrinsic motivation in influencing CCB is investigated. Secondly, CCB influence on brand identification is investigate. Thirdly, the role of CCB in mediating the relationship between IM and CBI is also provided. All these three explorations, as highlighted subsequently, can have both theoretical and managerial implications. Theoretically, this study extend existing literatures on IM, CCB, and CBI. The relationship between CCB and CBI, which is under explored in literature, is provided. For organizations, these relationships can help increase brand identification, loyalty, and ultimately competitiveness.

1.6 Study Layout

This research is categorized into six different chapters, each addressing a specific yet significant part of the study. The entire dissertation is structured as follows:

- *Chapter 1: Introduction*—introduces the concepts of intrinsic motivation, brand identification, and customer citizenship behavior. As such, the research background, context, and significance are described. The objective of the study, as well as the pivotal research question, are also described.

- *Chapter 2: Literature Review*—this chapter presents the critical review of the literature on customer citizenship behavior, self-determination theory and intrinsic motivation and consumer brand identification.

- *Chapter 3: Research Hypotheses and Framework*—this section presents the research hypotheses and conceptual framework for this study. There is a total of eight hypotheses presented for this study to evaluate the relationship between customer citizenship behavior CCB and consumer brand identification (CBI).

- *Chapter 4: Research Methodology*—this chapter discusses the proposed research design and process suitable and feasible to achieve the objective of this study. Accordingly, the research approach, design, data collection instruments, data analysis techniques, and other methodological underpinnings are described.

- *Chapter 5: Results, Analysis, and Discussion*—the fifth chapter of the study presents the result and analysis of the study and confirms the hypotheses, along with a discussion of results.

- *Chapter 6: Conclusion and Recommendation*—the final chapter of this research presents the conclusion of the study along with limitations, future research direction, and recommendation for CCB and consumer brand identification.

Chapter 2: Literature Review

2.1 Introduction

This chapter presents a critical review of the literature to analyze theories and constructs on motivation, CCB, and consumer brand identification. The literature review chapter is structured into four sections. Firstly, the theoretical foundation of this study, through the self-determination theory, nature of motivation, and intrinsic motivation concepts, is reviewed. Secondly, CCB, along with categories of customer citizenship and sources of intrinsic motivation in CC, are analyzed. In the third section of the literature, the concept of consumer-brand identification, social identity theory, and antecedents, as well as consequences of consumer-brand identification, are discussed. Fundamentally, this chapter provides a critical and comprehensive analysis of the existing literatures on the main constructs of IM, CCB, and CBI, which creates an avenue for the development of this research's hypothesis and conceptual framework in the subsequent chapter.

2.2 Theoretical Foundation

2.2.1 Self-Determination Theory

According to Deci & Ryan (1985, 1991), self-determination theory (SDT) is an approach to personality and human motivation, which uses the traditional empirical approach in organismic metatheory context. The scholars further describe SDT as the theory that links personality, human motivation, and optimal functioning. They hypothesize that there are two main types of motivation—intrinsic and extrinsic—where both are robust forces that shape how individuals' behavior. The theory explains the importance of how humans evolve inner resources for behavioral self-regulation and personality development. The investigation of people's innate psychological needs and inherent growth tendencies provides the basis for personality integration and self-motivation along with conditions, which foster positive processes (Deci & Ryan, 2011). The identified needs, including *relatedness* (Resi, 1994), *competence* (Harter, 1978), and *autonomy* (Deci, 1975), are essential in facilitating the best functioning for growth and integration as well as personal well-being and constructive social development (Gagne & Deci, 2014).

Leavell's and Haan's (2014) undertook a study that investigated the effects of intrinsic motivation in the theory of planned behavior. They suggest that intrinsic motivation is a critical foundation of self-determination theory, which warrants the need for future studies to highlight the association between self-determination theory and the theory of planned behavior. Developing strong brands by encouraging positive customer experiences and establishing high levels of customer brand identification is a relatively considerable and critical route towards the accumulation of sustainable competitive advantage over the long-term (Kuchinka *et al.*, 2018; Yeh *et al.*, 2019). Studies note that organizations are increasingly urging their employees to internalize brand identity and translate the values of the organization into their roles, duties, behaviors, and attitudes as brand ambassadors. In addition, organizations anticipate that employees are the pioneers of a brand as they are within primary contact areas with customers and other stakeholders (Stuart 2002).

Literature suggests that the self-determination theory emerged as a theoretical paradigm that was founded on the articulation of interactions between a number of constructs, namely self-efficacy, intrinsic motivation, autonomy, locus of causality, persistence, and fulfillment of psychological needs. Ryan and Deci (2000) note that the theory of motivation should focus on the effects of the fulfillment of a goal and its influence on the value associated with the specific goal. As such, the self-determination theory is primarily related to the motivations of human beings in achieving autonomy. Furthermore, autonomy arises in the event that individuals freely engage in behavior that may be deemed as self-determined. Factors that mainly influence the perceptions of autonomy within decision-making contexts are described as constructs of controlling and informational events. These constructs are considered to be within the opposite ends of a spectrum (Uslu, Durmuş & Taşdemir, 2013).

Informational events are considered as those that the individual feels able to engage in. In addition, self-fulfillment is experienced when engaging in such events. On the other hand, controlling events are considered those that the individual is coerced or compelled to engage in. The self-determination theory is derived from psychological discourse and practice and has gained prominence in marketing contexts. In addition, the self-determination theory is considered as primarily focused on describing motivation. A significant portion of non-marketing research on self-determination theory has been particularly centered on managerial aspects aimed at addressing intrinsic motivation amongst employees. Such research remains critical to marketing management discourse.

Essentially, the explanatory importance of the self-determination theory has been focused on understanding consumer response in terms of compliance with public policies and regulations (Gilal *et al.* 2019). The conduct of consumers as a reaction to public policies may provide critical insight into the reaction of consumers in developing comprehensive marketing strategies. In addition, the intrinsic motivation of human beings in achieving specific goals may provide a basis for understanding the desire amongst marketers in developing brand equity. In focusing on the self-determination, theory from a motivational paradigm is essentially a collection of three other theoretical models, namely: organismic integration theory, cognitive evaluation theory, and the causality orientations theory. Moreover, the interaction of these theoretical models and schools of thought provides different perspectives on human behavior and psychological needs.

2.2.2 Social Identity Perspective

Research notes that in order to improve the level of brand identification through the social identity theory, an organization will first need to create an element of togetherness that brings the objectives of a large number of customers together. This can be achieved by investing in charitable projects whereby almost all the members of the target market are interested in. A company can, therefore, select to invest in environmental conservation activities in the society, and this will attract all customers who are interested in environmental conservation activities. Customers will, therefore, identify with the organizations through the environmental conservation activities, and the customers will be interested in contributing to environmental conservation activities by remaining loyal to company products. However, a rival company can simply attract customers from a competitor by investing in the same category of investment that a company has invested.

Companies should, therefore, ensure that the investment designed to create a social bond with the target market is highly unique and cannot be easily duplicated. Another way through which an organization can increase the level of brand identification is the inclusion of customers in the product development process. Customers should also be provided with the opportunity to try out new products before they are introduced in the market for mass consumption. This will allow the customers to closely identify with the company, and understand they are part of the organization (Apenes Solem, 2016). Additionally, the customers will receive the message that they are not only a source of revenue but also a valued company resource. The customers are also likely to recommend company products to friends and family as well as provide positive

online reviews, and this will increase the level of brand identification and relatedness within the target population (Uslu, Durmuş & Taşdemir, 2013).

2.2.2.1 Social Identity Theory and Branding Concept

According to Hogg (2016), social identity theory encloses the self-concept is based on personal identity, including specific personal attributes. Social identity is known as part of individual self-concept, which compromises of individual knowledge in the social group together with emotional significance and values attached to that membership. The social classification allows the individual to organize and order the social environment with the cognitive segment as well as a means to express themselves and others. The consumer associates themselves with the firm that personifies attractive social identities to satisfy self-definition needs (Brewer & Pickett, 2014). The three concepts of social identity are; (1) cognitive component with the sense of acceptance and awareness being a member of the social group; (2) emotional dimensions through emotional investment; and (3) evaluation aspect which highlight value connotations assigned to the group. The three components of consumer brand identification are cognitive, evaluate and affective consumer brand identification are summarized in the table below (Brown & Capozza, 2016, p.17).

Table 1: Components of Consumer Brand Identification (Source: Dashtipour, 2012; Jenkins, 2014)

Cognitive identification	Evaluative identification	Affective identification
The cognitive component states how individual self-categorization in the social category. In the context of self-categorization, the cognitive connection is developed between the social category to which belong and individual. Brand association is used to communicate or construct the self-concept and, i.e. cognitive connection formed with the brand. The extent to which customer categorized themselves with a particular brand and label as an exemplar of the category (Bhattacharya & Sen, 2003, p. 77).	Social identities could have self-evaluative consequences, which represent positive and negative value for the self. How one perceived and evaluates social identities in either a positive or negative way. The organization can have positive as well as negative effects to a sense of member. It represents the degree to which customer perceive value and value their connection in connections to others (Lam *et al*., 2010, p. 130).	This represents the emotional component of identification, which is associated with two aspects, refers to emotional attachment and those evaluations with associated groups. When self-brand connections are strong, these emotions are evoked in either case happiness from self-brand proximity and self-brand separation. The emotional relationship develops when a brand becomes integrated into consumer identify projects and brand. This shows the individual evaluation of brand and feeling towards the brand.

2.2.2.2 Social Identity Theory and Organizational Identification

According to Hogg & Terry (2014), the self-concept is encompassed personal identity, which highlights the idiosyncratic characteristics such as interests and abilities, as well as social identity made up of salient group classification (Tajfel & Turner, 1985). The individual tends to associated themselves with others as well as social groups such as gender, organizational membership, and age cohort. The individual uses classification to achieve the social environment and thus, locate itself within the group. The individual defines according to social class based on prototypical characteristics which resulting in ascribed or abstract from the social group. In the context of social identification, it develops the perception of belongingness to social groups. Organization identification encloses a specific form of identification where the individual defines its relationship with the particular organization (Haslam, Knippenberg, Platow, & Ellemers, 2014).

Meyer (2016, p111) explained that the four aspects associated with organizational identification are following. First, the identification is viewed as a cognitive/perceptual construct, which is not necessary for effective states or specific behavior. The second aspect is the identification, which is comparative and relational, which defines the individual in relation to the individual in other categories. The third aspect is comparative and relationship nature and thus social identity theory that people maintain identity and individual focus on partly to enhance self-esteem. Therefore, individuals invest in self-respect and value persona to positively view social identity. The fourth aspect is categorical classification, in which the intensity of individual identification and classification is based on a matter of degree (Podnar, 2014). The social identity theory was developed by Henri Tajfel in 1979, and the theory predicts and interprets group behaviors through the application of the social identity concept. Tajfel is of the view that the groups that individuals associate with represent a major source of self-confidence and pride (Carter, 2013). This is because the social groups provide a high sense of belongingness and as a way of elevating their social status, individuals focus on enhancing the social status of the group they associate with.

Individuals can also enhance their social status and that of their group by discriminating against all other groups through highlighting the weaknesses of the rival groups. This generates the concept of us against them, and Tajfel defines the group where one belongs as the in-group and

refers to the rival groups as the out-groups. Tajfel further explains that the process of seeking a high social status has resulted in a number of undesirable consequences such as racism and genocides (Smith, 2012). Stereotyping, which is defined as the cognitive process of dividing societal members into groups, is a major influencing factor in the social identity theory and stereotyping, has two major effects. First, stereotyping results in the exaggeration of differences between rival groups, and this further increase the commitment of group members to engage in behaviors associated with the in-group. Additionally, stereotyping, as applied in the social identity theory, provides little attention to similarities between two groups, thereby promoting the rivalry between the in-group and the out-group. Secondly, stereotyping promotes similarities between the members in an in-group whereby society members perceive out-group members to be significantly different from the in-group members. At the same time, society associates a high degree of similarity between in-group members.

The in-group and out-group member categorization occur in three cognitive stages, with the first stage being the social categorization stage. At this stage, a member has little information on the subject being categorized, and the main objective in the social categorization stage is to understand and identify the subjects under considerations (Carter, 2013). Additionally, at the social categorization stage, members also focus on understanding the social environment associated with the subjects under study. Individuals also identify their unique elements in the social categorization stage while at the same time determining the section of the population that they belong to. This is followed by a definition of what is termed as appropriate behavior depending on the social characteristics of the group members belonging to the same social class individuals associate themselves with. This implies that it is only possible to determine the appropriate behavior for a certain group by first identifying the individuals belonging to a specific group. Social identification is the second stage, and this stage is characterized by the adoption of the behavior that is considered appropriate by members of the group that an individual associates with. Social identification is closely associated with emotional changes whereby the level of individual self-esteem is highly influenced by the attributes associated with the group an individual belongs to.

Social comparison is the final stage whereby after an individual associate himself with a group and adopts the behaviors of the group, the new group members engage in a comparative analysis that compares their group with other groups. Social comparison has a direct effect on the self-esteem of the group members whereby the current level of self-esteem is either

maintained or increased only when the comparison reveals that their group is favorable to other groups (Smith, 2012). Additionally, the comparative analysis may also identify other groups as rivals, and this result in a competitive environment whereby each group looks to gain an advantage over the rival group in order to retain and increase their social status and level of self-esteem. The competition, therefore, goes beyond the acquisition of monetary benefits and other benefits with rival groups competing for a high social status.

2.3 Construct A: Intrinsic Motivation

According to Howard, Gagne, Morin, and Broeck (2016), motivation is known as 'a desire or need that causes an individual/person to act.' Motivation represents the intention of the individual to achieve something or expression of the performance. It is also concerned with direction, energy, and persistence, which represent all aspects of intention and activation. Even though motivation is treated as a single construct and reflection, it is suggested that people behave in response to different types of factors, which are highly varied in consequences and experiences. Elliot, Dweck, & Yeager (2017) added that people feel motivated when they value activity or strong coercion. The theory explains people stand for behavior in terms of values and interests, as it is a matter of significance and for a reason external to self in every culture, which represents a basic dimension to make sense of people's behavior.

Carver & Scheier (2016) analyzed that that SDT aims to apply the differentiated approach to motivation because of experiential and functional differences between self-regulation and self-motivation. In the SDT context, the identification of various types of motivation and each of which affects the behavior and consequences include personal experiences, performance, and well-being. There are two types of motivation, which are intrinsic and extrinsic motivation. This study focusses on intrinsic motivation and customer citizenship behavior, as well as brand identification, which is discussed in the context of intrinsic motivation (Schneider, Pierson, & Bugental, 2014). Taylor *et al*. (2014) elaborated that there is no single phenomenon, which reflects the positive potential of a human being as better as intrinsic motivation. Intrinsic motivation construct explains the natural inclination of human nature towards assimilation, spontaneous interest, mastery, and exploration, which are essential for social and cognitive development, i.e., represent principle source of vitality and enjoyment throughout life (Ryan, 1995). Moreover, Cerasoli & Ford (2014) stated that the intrinsic motivational tendencies are endowed in nature and enhancement as well as maintenance of inherent propensity, which requires supportive conditions, and it can be disrupted by non-supportive conditions. Intrinsic

motivation examines the condition which helps to sustain and elicit rather diminish and subdue, this instinctive propensity.

Deci, Olafsen, and Ryan (2017) explained that Cognitive Evaluation Theory (CET) is a sub-theory within the SDF context, which aims to explain the variability in intrinsic motivation through specifying factors. CET presents frame in terms of environment and the social factor, which facilitate versus undermine intrinsic motivation based on language, which reflects assumptions of intrinsic motivation. The inherent concept is useful to analyze the condition of an individual that conduce toward its expression. CET emphasizes on core needs of autonomy and competences and integrates the results on the effect of feedback, rewards, and experiment on intrinsic motivation (Ryan & Deci, 2017). According to the theory, contextual social events such as communication, feedback, and reward allow conducing feelings of competence during the course of action, which enhances intrinsic motivation for that particular action. The factors, which facilitate intrinsic motivation, include optimal challenges and reflectance promoting feedback (Cherian & Jacob, 2013). Literature shows that intrinsic motivation is enhanced through positive performance, negative performance feedback diminishes intrinsic performance, and these effects can be mediated through a relationship approach. Literature has also shown that competence will not enhance intrinsic motivation unless associated with internal perceived locus of causality and a sense of autonomy (Turner, 2017).

2.4 Construct B: Customer Citizenship Behavior

2.4.1 Conceptualizing CCB

According to Bolino, Hsiung, Harvey, and LePine (2015), CCB is a discretionary and voluntary action by an individual, and such actions are not obviously expected or compensated but may result in high service quality as well as endorse the proficient function of the firm. CCB refers to self-willingness of a person to engage in helpful, unsolicited, and constructive behavior toward the firm (Gong & Lee, 2013; Curth, Uhrich, & Benkenstein, 2014). Customer citizenship behaviors are not required to deliver the service of the firm, but help the firm to enhance its performance. CCB includes the extra-role behaviors in which customers do things for the company that is not expected from customers (Guo & Zhou, 2013). CCB is the voluntary behavior of customers who partial act as the partial employee of the company and cooperate in such a manner that helps the firms. Therefore, as a partial employee of the firm, customers

contribute to the development and delivery of service firm quality through actions, which are similar to an employee of the firm (Azmi, Desai, & Jayakrishnan, 2016).

Podsakoff, Podsakoff, MacKe Maynes, and Spoelma (2014) explained that CCB encloses voluntary actions, which promote the interest of the firm, cooperate with the employee as well as partial employees. The theme in depictions of CCB is the typical absence of direct reward, voluntary nature (Rosenbaum & Massiah, 2007), and varied ways, which enhance development and production of firm services/offering and, i.e., positively affect the performance of the firm. For example, acting as partial employee and promoting the interest of firm, customers and employees cooperate with each other, give suggestion for firm, willing to spread positive word-of-mouth (WOM), and thus, act in such a way that it enhances offering, service, and performance of firm (Firouzi, Harati, & Shahraki, 2014).

2.4.2 Categories of CCB

Helm, Renk, & Mishra (2016) highlighted that the literature on that CCB could be categorized into seven board categories. First, the display of affiliation occurs when a customer communicates about its relationship with the firm with others. The second category is positive WOM among customers, which indicates customer brand identification and attraction to the firm and elevates customer quality expectations and enhance the image of the firm. The Third category is participation, which refers to the active involvement of customers in the development and governance of the firm (Xerri & Brunetto, 2013). The Fourth category is cooperation, which highlights the discretionary actions of customers and reflects respect for quality. The Fifth category is customer voices, which reflect direct suggestions and ideas provided by the customer to service providers. In such a context, experience customer is a valuable and inexpensive source of suggestions for service providers. The sixth category is flexibility, which highlights customer willingness to adapt to the situation, and the seventh category is customer policies of customers including observation of customer misbehavior and reduces the possible risk for the organization (Borman, 2014; Sharma, 2016). The CCB can be divided into two categories, which are organizational and civic citizenship, and it offers useful insight into customer citizenship behavior at individual and organization level (Bolino, Hsiung, Harvey, & LePine, 2015).

2.4.2.1 Organizational Citizenship

Organizational citizenship behaviors (OCBs) are commonly defined as "*individual behaviors that are discretionary, not directly or explicitly recognized by the formal reward system and that, in the aggregate, promote the effective functioning of the organization*" (Organ, 1988, p.4). Given that customers are more and more actively participate in the service deliveries, some researchers argued that customers ought to be conceptualized as "partial employees" of service organizations (Bowen *et al*., 2000; Mills & Morris, 1986). This conceptual framework in OCBs was then extended to the study of consumer behaviors, and whether consumers display a similar pattern of discretionary behaviors was examined in the recent literature. These voluntary extra-role behaviors expressed by the customers are referred to in the literature as customer discretionary behaviors (Ford, 1995), customer voluntary performance (Bettencourt, 1997; Bailey *et al*., 2001; Rosenbaum & Massiah, 2007), customer organizational citizenship behaviors (Bove *et al*., 2009), customer extra-role behaviors (Keh & Teo, 2001; Ahearn, Bhattacharya, & Gruen, 2005), and customer helping behaviors (Johnson & Rapp, 2010). These unsolicited, voluntary behaviors are generally recognized as Customer Citizenship Behaviors (CCBs) now, defined by Groth (2005) as "*voluntary and discretionary behaviors of individual customers that are not required for the successful production and/or delivery of the service but that, in the aggregate, help the service organization overall*" (p.11).

2.4.2.2 Civic Citizenship

According to Aristotle, responsible citizenship involves interrelated balance duties. The citizenship depicts three categories which are interrelated based on behavioral tendencies and beliefs. The first category is loyalty, which highlights serving values and interests and volunteering efforts for the common good. The second category is obedience, which involves recognition of rational-legal authority as well as respect for the law (Fowler, 2013). The third category is participation, which focuses on responsible involvement in the community. The responsible citizen informs about the exchange of information, informed about issues, and contribute to community self-governance. The concept of duties and rights arise from society image of ideal citizenship against universal tenets. For instance, the citizenship idea is embedded in a sense of community as well as the interrelatedness of members endowed with rights (Balaji, 2014).

2.4.3 Sources of Intrinsic Motivation for CCB

McClelland (1961) proposed 'integrated taxonomy of motivation,' and it offers an integrative intrinsic motivation process, internal and external self-concept, as well as goal internalization perspective for motivation (Olafsen, Halvari, Forest, & Deci, 2015). According to Steg, Lindenberg, and Keizer (2016), the intrinsic motivation process suggests that individuals are motivated to engage in behavior for pleasure as customer participation and customer satisfaction are positively correlated. It is arguable that the customer takes part and cooperates in co-production because of joy processes rather outcome reasons. In the instrumental motivation context, the instrumental reward motivates the individuals as behavior lead to certain intrinsic motivation such as promotion and recognition. The customer citizenship behavior is discretionary, voluntary, not-reward oriented, and in the psychological context, this explanation does not apply. In addition, Abuhamdeh, Csikszentmihalyi, and Jalal (2015) added that the external self-concept motivation indicates that individuals try to meet expectations of others in such a way that elicit social feedback is aligned with self-concept. For example, a member of a satisfying reference group first gains acceptance and then status.

The customer citizen behaves in a way to get positive feedback from other customers or employees in their aspired group. The internal self-concept views of motivation as the individual set standard for traits, values, and competencies that form the basis for the notion of self. Customers get motivated to engage in behaviors, which are based on personal value systems and achieve a higher level of competencies. The goal of internalization motivation highlights that individual is driven based on internal goals, value system and adopts the attitude, which influences personal behavior (Kuvaas, Buch, Weibel, Dysvik, & Nerstad, 2017).

2.4.3.1 Social Capital (SC)

Hu & Randel (2014) stated that social capital theory is useful to explain communal behavior to citizen action groups. The social capital in individual context helps others due to expectation, obligation, norms, and trustworthiness, which results in, forgo of self-interest and act in the interest of collectively. Therefore, SC refers to the ability of actors under the social structure to secure benefits from social networks. Social capital explains why the individual (customers) help others and sources of SC are instrumental motives and consummatory, which are suitable for collectively or network. These motives are different from dyadic exchanges, which are not embedded in large social structures. Furthermore, Hu & Randel (2013) supported that the

instrumental motives include enforceable trust and expected reciprocity, and two are linked to means-ends relationships. Expected reciprocity occurs when individual help the other with believing that they will receive benefits such as the sanctioning capacity to another hand, enforceable trust represents positively related to outside discrimination and extend the social collectively (Rose, Neil, & Moira, 2011).

2.4.3.2 Altruism

Batson (2014) stated that altruism is based on biological considerations and state that the ideas and considerations are the facets of personality and nature. Altruism and sharing reflect a moral virtue and involves human nature development versus conventional restraints on individual gain. The altruism motivation is facilitated or activated by the needs of the person for assistance as well as inclinations to help, and thus, altruism reflects human nature. The strong human motive to help others is not based on the expectation of reward, rather the pleasure of helping. The intrinsic need for help is based on motivation to help and involved in helping others and give appropriate helping responses (Borman, 2014). The individual motivated to assist others because customer follows social norms, self-esteem, expect to gain as well as personal benefits and individual give assistance for the intrinsic need to help. Altruism involves a form of intrinsic process motivation, which explains why customers help other customers or employees (Lee, Park, & Koo, 2015).

2.4.3.3 Resource exchange theory

The resource exchange theory presented by Foa (1971) suggests that people exchange six types of resources with each other, and this includes status, love, goods, money, services, and goods and organized on particularism/universalism and concreteness/symbolism dimensions. Particularism refers to the value of the resource in relation to the person it delivers (exchange of money vs. exchange of love), and concreteness represents the degree of tangibility (symbolic information). The exchange is resources, which are proximal to one another in terms of particularism and concreteness (Cook, Cheshire, Rice, & Nakagawa, 2013). The resource exchange theory applied to service setting by Rosenbaum and Massiah and argued that customer who receives social support for services would respond by providing resources from other customer develop a sense of genuine concerns and feeling of love. The customers who receive instrumental and emotional support from each other may respond by expressing their

appreciation through CCB towards customers and establishment (Law-Penrose, Wilson, & Taylor, 2015).

2.4.4 Effects of CCB

Literature on customer citizenship behavior focuses on cooperation, positive effects of WOM, altruism behavior, and participation. The CCB enhance the performance of customers and benefit its customers. For example, the participation behavior and credibility of positive WOM help to facilitate the sales of products, including professional services, travel, movies and automobiles (Revilla-Camacho, Angeles, Vega-Vazquez, & Cossio-Silva, 2015). The customer and participation, as well as altruism behavior help to improve service quality, reduce costs of firms, and improve customer satisfaction. Customer citizenship behavior contributes positively to norm observance and lessens the need for formal control due to the enforcement of rules among customers, which are rooted in the facet of social capital. The customers and firm benefits from cooperation, identification, participation, and altruism, which develops a sense of community and bonding among employees and joint efforts to improve service quality (Yi, Gong, & Lee, 2013).

CCB occurs when customers assume responsibilities that are similar to those of organization employees who are strongly guided by organizations' objectives and strategies. This means that customers become heavily involved in the activities of an organization, and this only occurs when the customers derive their social status from the consumption of products and services provided by an organization. When group social comparisons identify a rival group, members of the group will always look to further improve on their social status as a way of a gaining an advantage over their rival group (Yi, Gong & Lee, 2013). However, their level of social status and self-esteem is centered on the products and services provided by an organization, and this means that failure to consume the products and services would result in loss of social status. These results in a high degree of CBI toward a company's products as group members who derive their self-esteem from company products must consume the products to maintain their level of self-esteem.

To further improve on their self-esteem and social status, the group members engage in citizenship activities that are designed to help the company improve on the quality of services provided to the target market. This is to improve on the level of social status associated with the consumption of the company products. The customers engage in voluntary activities that

are designed to improve the effectiveness of the entire organizations, and the customers do not expect any form of reward from the company (Xie, Poon & Zhang, 2017). Additionally, the services that the customers engage in are not highly essential to the complete production and delivery of services, but they provide a number of benefits to the company.

Customers looking to improve their overall social status by improving the quality of services delivered by a company highly engage the feedback mechanisms that have been set up by a company. The provided feedback information is designed to help group members improve their level of social status and self-esteem (Apenes Solem, 2016). Group members who derive their social status from the products and services delivered by a company may also provide important information to other customers as a way of helping them fully enjoy the benefits provided by the product or service. This helps in ensuring that the true value of consuming a certain product or service if fully reflected in the group's social status and level of self-esteem (Xie, Poon & Zhang, 2017). CCB may also involve the provision of word of mouth recommendation to family members and friends in addition to posting positive product and service reviews online. As a result, the company is able to enjoy commercial success, thereby increasing the resources available to improve on the quality of the product and services being offered by the company (Greve, 2014).

Positive reviews and recommendation also help in increasing the influence a group has, especially where the success of the group is measured by the changes the group is able to initiate. This is especially true where group objectives are charitable in nature, such as environmental conservation objectives and the fight against child labor (Yi, Gong & Lee, 2013). Finally, customers may report any product violations as well as other protective issues to the company workers. The product and service violations negatively affect the social status associated with the consumption of company products and services. This provides the out-group with an advantage over the in-group, and the reporting of product violations is directed towards maintaining the identity status of the in-group (Wu, Chen & Chung, 2010).

CCB also takes the form of customer resistance, whereby the company providing goods and services continuously provides low-quality services with minimal effect on the purchasing patterns of the in-group members. The in-group members derive a high level of social status and self-esteem from the consumption of their preferred product and services. This means that the manner in which the product is delivered to them is of little importance, and the in-group members will continue to maintain a high degree of loyalty towards the product even when the

service delivery deteriorates further. Additionally, the in-group members are less likely to provide negative online reviews. They will most likely refrain from a providing negative word of mouth in case the received product or service does not meet the desired level of performance (Uslu, Durmuş & Taşdemir, 2013). Customers who associate a product with social status are therefore highly likely to remain loyal to the product irrespective of the level of service offered, and this also helps other customers to remain loyal as the in-group customers do not publish negative reviews.

2.5 Construct C: Consumer Brand Identification (CBI)

From the literature of organizational identification research (Ashforth & Mael) and social identity theory (Tajfel & Turner), the key relationship between companies and consumers is based on the concept of identification. In the CBI context, the consumer identifies and associates with companies to satisfy self-definitional needs. Brand managers are increasingly emphasizing on delivering the whole brand experience to their customers. In this regard, consumer input is inevitably interlinked in the whole service delivery process (Lam, Ahearne, Mullins, Hayati, & Schillewaert 2013). According to Stokburger-Sauer, Ratneshwar, and Sen (2012) is central to the understanding of how, when, and why companies help consumers articulate their identities. The concept of CBI is tied to two vital pro-company consequences, brand loyalty and advocacy.

2.5.1 Consumer-Brand Identification Antecedents

2.5.1.1 Individual Antecedents

According to Elbedweihy & Jayawardhena (2014), self-image refers to the match between brand personality and consumer self-concept. The similarity between the brand personality and brand user image reflects the degree of self-congruity. People want to maintain self-consistency across the situation and over time. The self-consistency enables the people to understand the information and provide an easy opportunity to express them. The similarity between organizational identity and individual self-concept, the more individual identify with the organization. The functional congruity reflects the extent to which functional attributes of the brand with the expectation of customer in terms of performance of the brand. Functional congruity is based on utilitarian motive, and, i.e., the identification is great, the more organizations fulfill the personal goals (Albert, Merunka, & Valette-Florence, 2013). The self-

congruity is an important factor that concerns the perception of people and affects attractiveness for the identity of the company and thus, influences the level of identification. The aspect of self-congruity, which affects consumer identification, includes brand social responsibility, the brand in general, and brand values. People associated with prestige brand in order to maintain a positive social identity as well as enhance the self-esteem of the company reflected brilliance (Popp & Woratschek, 2017).

2.5.1.2 Brand antecedents

Lin & Sung (2014) suggest that individuals aim to enhance self-esteem and based on the degree that who one value social groups. The customers purchase the product in order to enhance self-esteem, and members fulfill self-enhancement needs if they perceive that the organization is well regarded. To maintain a positive social identity and enhance self-esteem, people identify themselves with prestigious companies and reflect glory. The way the organization distinguishes itself from other organization provide the salient definition for its member (Sallam, 2014). According to social identity theory, people seek to enhance and maintain their social identity by associating themselves with the group and positively distinctive from relevant out-groups. The member of the organization who believes an organization is relative distinct are more likely to identify with their organization. In the context of self-distinctiveness needs, people attempt to differentiate themselves from others and tend to associate themselves with groups, which have distinctive dimensions (Delgado-Ballester, Elena, Sabiote, & Fernandez, 2015).

2.5.2 Effects of Consumer Identification

Social identity theory states that individual tends to choose activities that are congruent to various aspects of identities as well as support for an institution which reflect the identities. In the context of self-expansion theory, the brand incorporated in the self, the individuals expand their financial, social, and time resources to maintain the brand relationship. The identifiers have a clear stake in the company success and driven by self-definitional needs, and, i.e., individual gets motivated to get engaged in beneficial kind of behavior for the company as well as remain committed to the achievement of the company (Belk, 2013). The impacts of consumer identification in the context of non-profit organization exhibit both in-role behavior such as the intention to purchase the product as well as extra-role behavior such as symbol collecting (Cornwell & Coote, 2005; Donavan *et al*., 2006). From a consumer context,

literature highlights that consumer identification influences both in-role behavior such product utilization, customer loyalty, brand commitment, willingness to pay more, repurchase intentions (Kuenzel & Holliday, 2010; Tuskej *et al.*, 2011; Lam *et al.*, 2012).

On the other hand, extra-role behavior consequences include benefits of consumer brand identification include online and offline word of mouth (WOM) and resilience to negative information, financial contribution, and customer advice and complain (Fetscherin & Heilmann, 2015). In coincidence with Samsung, Stokburger-Sauer *et al.* (2012) found a "positive relationship between attractiveness, distinctiveness, and self-expressive value of brand personality." In turn, "these relationships had a statistically important effect on consumers' empathy with a brand." Positive consumer identification with a brand then led to positive consequences, including "consumer buying-related decisions, brand preference, consumer loyalty, and psychological sense of brand community and brand commitment, consumer satisfaction and a higher possibility of repurchase, positive word of mouth, and consumers' willingness to pay a price premium (Schroeder, 2014). Fundamentally as mentioned prior, the impacts of CBI can be grouped into two vital pro-company consequences, brand loyalty and brand advocacy.
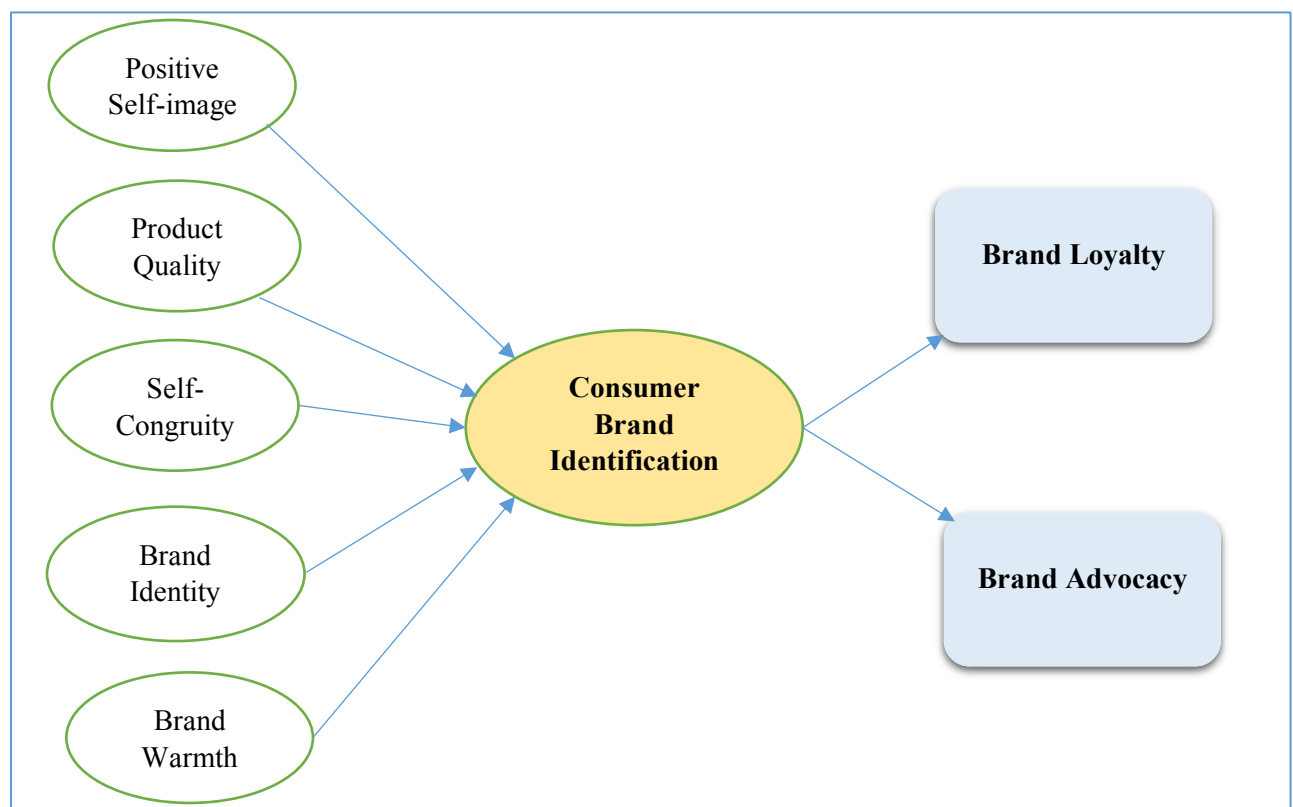

Figure 1: CBI Impacts Brand Loyalty and Advocacy (Adopted from, Stokburger-Sauer et al., 2012)

2.5.2.1 Brand Loyalty

The construct of brand loyalty has for long intrigued researchers and marketing practitioners, and as a result, a sizeable body of literature has evolved. But, as revealed in this study, there is still a lot of ambiguities, inconclusive, and contradictory findings regarding what the construct constitutes. In the context of brands, loyalty is one of the most-defined words in the marketing lexicon. Probably one of the most used definition of brand loyalty is that of Oliver (1999) that defines brand loyalty as "a deeply held commitment to re-buy or re-patronize a preferred product or service consistently in the future, causing same repetitive brand or same brand-set purchasing, despite situational influences or marketing efforts" (p. 23). This definition was derived from one of the oldest definitions proposed by Jacoby and Kyner (1973) that a brand loyalty is "a biased behavioral response expressed over time by a decision-making unit with respect to one or more alternative brands out of a set of brands and being a function of psychological processes" (p. 5). Based on these definitions, the construct of brand loyalty appears to allude to the tendency of a person to show loyalty to a specific brand [or same brand-set buying] despite other marketing efforts or situational influences.

Although there is no general definition of 'brand loyalty,' there is a general consensus among academics that the construct is multidimensional and is measured and defined in either attitudinal, behavioral, and composite terms (Back & Parks 2003; Bowen & Chen 2001; Cengiz & Akdemir-Cengiz, 2016; Dahlgren, 2011; Worthington *et al.* 2010). According to Cengiz and Akdemir-Cengiz (2016), attitudinal brand loyalty denotes the *psychological commitment* that a consumer makes during the act of purchases, such as the intention to buy or intention to purchase. Attitudinal loyalty is accruable from commitment, stated preferences, and the purchase intentions of a consumer, thereby emphasizing the importance of the psychological aspect of brand loyalty. Additionally, the attitudinal perspective of brand loyalty provides a means of comparing brand loyalty from repetitive purchases by consumers, given it focuses on the declarations made by consumers as opposed to the actual purchases, which are not accurate reflections of real consumer behavior.

Behavioral loyalty is described as the *frequency of repeat purchase,* where the consumer is likely to buy the same product several times. The behavioral perspective also suggests that repetitive actions of consumers are representative of the loyalty of consumers towards the specific brand. Further, the behavioral approach provides a relatively realistic perspective on the nature of the interaction of a brand with its customers when compared to its competitors.

However, the behavioral approach has been termed as ineffective in distinguishing between spurious and true loyalty. Lastly, the composite approach views loyalty as an inherently biased behavior related to purchase and is because of a predetermined psychological process. This perspective suggests that the evaluation of loyalty by consumers to a specific brand demands consistent consideration of purchase behavior and attitudes. Regardless, the mechanisms commonly used to measure brand loyalty have been attitudinal, behavioral, or a combination of both (Cengiz & Akdemir-Cengiz, 2016; Rundle-Thiele & Bennett 2001).

2.5.2.2 Brand Advocacy

Another key consequence of CBI is the creation of the sense of brand advocacy or what Stokburger-Sauer, Ratneshwar, and Sen (2012) refer to as the promotion of 'identity-with an organization or company.' Such advocacy can manifest both physically and socially. Physical advocacy entails buying and using company merchandise that showcases the company's logo or name and also collecting apparel, memorabilia, and even acquiring tattoos. On the other hand, social advocacy encompasses recommending to others what the company is all about, including its products, services, or employment opportunities (Stokburger-Sauer, Ratneshwar, and Sen 2012). Keller (2007) sees WOM as one of the most fundamental ways through which both physical and social brand advocacy can be created. It is argued that positive WOM is a powerful tool for improving recommendations and purchase intent, while the opposite [negative WOM] is also true. In other studies, it is shown that there is a strong positive relationship between identification between companies and their loyal consumers. Accordingly, this paper suggests that CBI can produce brand advocacy, at least in the social sense, where loyal consumers promote a certain brand to social others.

This perspective corresponds to Ahearne, Bhattacharya, and Gruen (2005), who postulate a strong influence of brand attachment to such promotional behaviors as WOM. The researchers also show that consumer-brand identification impacts consumer extra-role actions, which can be shown through company recommendations to others. According to Kemp, Childers, and Williams (2012), favorable communication about a certain brand by consumers can accelerate the rate of new product acceptance as well as adoption. This can vitally be the most influential source of information regarding purchase of products or services because it is normally perceived as emanating from a less biased source. In their own hypothesis, Kemp, Childers, and Williams (2012) argue that there is a positive relationship between self-brand connection [an equivalent concept to CBI] and advocacy for the brand. As mentioned prior to this paper,

CBI can play a vital role in helping consumers construct, cultivate, and express their identities. Once such a connection is formulated, consumers will feel that the brand embodies who they are and they will likely share positive assessments and evaluations about the brand to other consumers.

2.5.3 Developing CBI

To develop brand loyalty and advocacy, and thus CBI, researchers [such as Mohammad, (2012)] have particularly focused on the importance of service quality, brand trust, and perceived value. The perceived value and service quality have been termed as critical variables in evaluative judgment amongst consumers and primarily based on the actual experiences of consumers. The level of success of brand strategy has been linked to the prevailing brand loyalty amongst consumers. Furthermore, brand trust has also been termed as an equally important relational variable, which consumers use to attribute trust to a given brand based on their respective experiences with the specific brand (Mohammad, 2012). As such, the evaluation of purchase factors by consumers is largely reliant on the nature of the transaction, and the prevailing construct of brand loyalty development is suggestive that brand loyalty is reliant on consumer experiences. The ensuing subsections looks at how managers and their companies can develop brand loyalty through service quality, brand trust, and perceived value.

2.5.3.1 Service Quality

According to Kotler and Armstrong (2014), service quality is a terminology used to describe a comparison of consumers' expectations with performance. To meet specific customers' expectations, an organization needs to provide highly consistent products and services in comparison with the competitors. In the marketing context, Puja and Yukti (2011) note, quality means different things to different consumers, but understanding what it means to different people is essential for customer satisfaction, repeat purchases, customer retention, and most importantly for this study, winning customer loyalty. Over the years, the definition of service quality has evolved from the conformance to consumer specification to, recently, consumer satisfaction. Clearly, notes Puja & Yukti (2011), quality is a property of service, and consumer satisfaction is the ultimate result of quality.

Chumpitaz and Swaen (2002) argue that the quality experienced by consumers can be categorized into two dimensions—*technical* and *functional*— and is normally moderated by the company image. Functional dimension refers to the way service is provided by the company

[for example, professionalism, promptness, attention, customer service, and courtesy]. Conversely, the technical dimension of service quality infers the results of the services such as life insurance policy. Notwithstanding the dimension, Ojeleye (2016) contend that service quality should be understood as a measure of how well the level of the delivered services matches the consumers' expectations. All these translate into brand loyalty since superior service quality typically results in the kind of satisfaction that is marked by bragging customers, repeat purchases, recommendations through the WOM, and ultimately, increased market share and profitability (Puja & Yukti 2011). When a brand's customers received a good quality of service, it enhanced their entire perception of the brand. Essentially, the relationship between better service quality and customer satisfaction plays a significant role in developing and enhancing brand loyalty.

2.5.3.2 Brand Trust

Literature reveals that brand trust plays a fundamental role in customer commitment to a company. For instance, Hasan, Kiong, and Ainuddin (2014) state that trust, along with the believed values, has a long-standing relationship with a brand. The belief in a company ultimately influenced the consumers' commitment and loyalty to the brand. According to Chaudhuri & Holbrook (2001), brand trust can be defined as the willingness of average consumers to rely on the ability of a brand to perform its stated functions. Adapted from Tan Lasser *et al*. (1995), Afif *et al*. (2015) define brand trust as the "consumers readiness in believing in a particular brand especially on its capabilities of the promised attributes and functionalities." Based on these descriptions, brand trust appears to be defined in two ways; firstly, referring to consumer willingness to rely on a brand, and secondly, referring to the reasons of such reliance as capacity and intentions to fulfill promises to the consumers.

El Naggar and Bendary (2017) believe that brand trust is one of the cardinal factors affecting brand loyalty, viewing it as a key mediator for a long-term relationship that builds brand loyalty. Correspondingly, Afif *et al*. (2015) for a brand trust to be built towards brand loyalty, it has to be measured through three statements: "*this is an honest brand*," "*this brand is safe*," and "*I can trust this brand*." Brand trust and loyalty mean that consumers can still repeat purchases even when facing competitors with better prices, ease, and features. Afif *et al*. (2015) further add that marketers who succeed in building brand trust are expected to have a huge impact on building brand loyalty as well. Setyawan and Imronudin (2015) also hypothesize

that brand trust mediates the relationship between trust in the company, brand experience, brand satisfaction, brand reputation, brand competency, brand predictability, and brand loyalty.

2.5.3.3 Perceived Value

Consumer perceived value is thought to be a vital result of marketing efforts and is considered to be a prominent component in relationship marketing that helps in securing a sustainable competitive advantage for a brand (Verma, Kainth, & Gupta, 2012). The perceived value is generally understood as a construct that is configured by dual elements: *benefits received* [relationship, economic, and social] and *sacrifices made* [convenience, price, risk, effort, and time] by the customer (Verma, Kainth, & Gupta, 2012). Other scholars such as Gronroos (2000) and Igaua *et al*. (2013) define perceived value as the total value offered by the brand to the consumer less the total cost to the consumer. Perhaps the most cited definition of perceived value is that of Zeithaml (1988), who describes it as the customer's overall assessment of the utility of a product based on the perception of what is given and what is received. Many researchers consider perceived value a construct that captures any benefit-sacrifice discrepancy in the same manner that disconfirmation does for variations between perceived performance and expectations (Igaua *et al*. 2013).

Igaua *et al*. (2013) also emphasize that what keeps consumers loyal is the value that they receive from the company and that one of the reasons firms fail is placing too much emphasis on profit and too little on value creation. Congruently, scholars such as Turel and Serenko (2006) suggest that perceived value greatly influences customer satisfaction and is capable of building brand loyalty. In this note, Chuah, Marimutu, and Ramayah, (2014) assert that perceived value is oriented on the customer and is based on the monetary value, relational value, adjustment value, emotional value, and functional value, all of which are predictors that can be used to influence various aspects of brand loyalty. Pirzad and Karmi (2015) also found that there is a positive relationship between perceived value and brand trust since augmented levels of perceived value can enhance post-purchase confidence. Based on these discussions, it is correct to allude that perceived value has a direct positive correlation with customer satisfaction, brand trust, and, ultimately, brand loyalty.

2.6 Chapter Summary

The overall objective of this chapter was to provide a review of the literature within the four pillars or domains that make up this study. These three constructs include Consumer Citizenship Behavior, Intrinsic Motivation, and Consumer Brand Identity. These constructs were addressed in individual sections cutting across Section A to Section C, with various subsections as relating to the constructs also presented. The goal was to provide a critical and comprehensive analysis of the currents/existing scholarly studies within this field to give a better understanding of the rationale behind this current study. The various definitions relating to the fundamental constructs of this study were provided, along with supporting theories and works of literature. In the end, this chapter provides an avenue for the development of this research's hypothesis and conceptual framework in the subsequent chapter, Chapter 3.

Chapter 3: Hypotheses and Conceptual Framework

3.1 Introduction

As insinuated in the introductory chapter, this project consists of several intertwined objectives. But the most fundamental ones that relate to the research questions include: (a) understanding how intrinsic motivation affects the CCB; (b) discovering CCB influences CBI; and (c) determining how CCB mediates the relationship between IM and CBI. To achieve these objectives, this chapter provides the hypothesis development as well as the conceptual framework to support and describe the major constructs and to explain the existence of a research problem under study. Essentially, the development of hypotheses and conceptual framework will be the basis for designing the study in the subsequent chapter. The chapter indicates that IM has a direct, positive relationship with CCB, and a mediated relationship with CBI. CCB positively influences CBI, and mediates the relationship between IM and CBI.

3.2 Hypotheses Development

The various hypotheses that make up this study are presented in Table 2 which show the interaction between variable, direct and mediation effects, and the pathways they follow.

Table 2: Research Hypotheses

Code	Description	Path
Direct Effect		
H1	Intrinsic Motivation (IMI) has a positive effect on Customer Citizenship Behavior (CCB)	IMI → CCB
H2	Customer Citizenship Behavior (CCB) has a positive effect on the Customer-Brand Identification (CBI)	CCB → CBI
H3	Intrinsic Motivation (IMI) has a positive effect on the Customer-Brand Identification (CBI)	IMI → CBI
Mediation Effect		
H4	Customer Citizenship Behavior (CCB) mediates the relationship between Intrinsic Motivation (IMI) and Customer-Brand Identification (CBI)	IMI→CCB→CBI

3.2.1 Intrinsic Motivation and CCB

Numerous companies are increasingly recognizing that market and consumer targeting are deep-rooted in psychology. Failure to understand various intrinsic [and extrinsic] motivations that influence consumers to purchase can prevent a company from realizing its objectives in

the market. It is widely recorded in literature [e.g., Bagga & Bhatt 2013] that certain intrinsic motivations can subconsciously impel consumers to buy a product or service. Intrinsic motivations refer to the need for self-determination, interest in excitement, and the need for competence. When consumers are intrinsically motivated, they are more probable to experience enjoyment and show interest. According to Shang, Chen, and Shen (2005), when individuals feel intrinsically motivated, they perceive the locus of causality for their behavior to emanate internally and usually, they experience flow. It is generally accepted in the literature that intrinsic motivations are not easily influenced, but once influenced, they can have a lasting effect compared to extrinsic motivations.

Fundamentally, intrinsic motivations are shown to influence CCB greatly. As mentioned previously in the literature review, CCB signifies a group of consumers' positive, helpful, constructive, and voluntary behaviors that may be beneficial to the organization. If a certain organization can be able to trigger intrinsic motivations for a consumer to purchase their products, this can have a direct correlation with repeat purchase and eventual positive CCB. The intrinsic motivations of people define their character, beliefs, personalities, and attitudes for a particular product or service (Badgaiyan & Verma 2014). Two individual under the same context [e.g., occupation, education level, and income] may be presented with the same product or service but show different attitudes and perceptions. For companies to influence CCB, they must put in place various [emotionally] appealing strategies that can motivate consumers intrinsically.

H1: *Intrinsic Motivation has a positive effect on Consumer Citizenship Behavior (CCB)*

3.2.2 CCB and Consumer Brand Identification

As discussed above, intrinsically motivated consumers are shown to have positive CCB. This, according to literature, is shown to have a direct influence in Consumer Brand identification (CBI) (Stokburger-Sauer, Ratneshwar, & Sen 2012). CBI is central to the understanding of how, when, and why the company allows or helps its consumers articulate their identities. This is particularly true when brands focus on intrinsically motivating their consumers. CBI has induced two groups for consumer identity-congruence behavior, which is customer's in-role, and extra-role behaviors, which was customer coproduction and CCBs, respectively. In the context of in-role behavior to maintain identity factors such as willingness to pay and repurchase intention are the critical and extra-role behavior to promote identities such as WOM

and social promotion. The three dimensions are making recommendations, helping another customer, and providing feedback to the organization (Groth, 2005). Whereas Anaza (2014) provided a similar conceptualization of CCBs, including recommendation, helping behavior, and service firm facilitation, Bettencourt (1997) suggested three different dimensions of CCBs including participation, loyalty, and cooperation. Following the suggestion by LePine *et al.* (2002), one can "develop and study a broader set of behavioral dimensions in future studies," as can be seen in studies such as that of Bove *et al.* (2009, p.699).

Bove *et al.* (2009) drew eight conceptually distinct dimensions from both marketing literature and organizational behavior literature. The eight dimensions they proposed include positive word-of-mouth, suggestions for service improvements, policing of other customers, voice, benevolent acts of the service facilitation, displays of relationship affiliation, flexibility, and participation in the firm's activities. In this study, we adopt the conceptualization proposed by Bove *et al.* (2009) to have a general picture of this voluntary behavior expressed by the customer and to have a better understanding of the motives behind these different aspects of CCBs. Nonetheless, Bettencourt (1997) found empirical evidence that customer commitment had a positive effect on the likelihood of their positive word-of-mouth and active voice towards the organization. Drawing from these literatures, when a consumer exhibit CCB characteristics such as willingness to pay (in-role characteristics) or recommend the brand to others through social promotion or WOM (extra-role behaviors), such a consumer would have a state of openness with the brand (CBI). As highlighted by scholars such as Stokburger-Sauer *et al.* (2012), when a brand achieves citizenship behaviors such as social promotion, brand warmth, memorable brand experiences, and consumers' willing promotion through WOM by intrinsically motivating consumers, it can achieve CBI. This indicate that when a brand is successful in creating CCB, it can create consumers' sense of sameness with the brand, thus achieving CBI.

H2: *Consumer Citizenship Behavior (CCB) has a positive effect on Consumer Brand Identification (CBI)*

3.2.3 Intrinsic Motivation and CBI

Intrinsic motivation significantly impacts CBI behavior, which then influences brand loyalty and advocacy. Oyserman (2009) describes this relationship as identity-based consumer motivation and consumer behavior. In order for consumers to show positive CBI, the researcher

argues that consumers must have the motivation, desire, as well as the ability to purchase a business's product or services. As much as avoiding bad experiences, gaining pleasure provides intrinsic motivation, which in the long run, influences CBI. The effective management of customers is often regarded as a strategic advantage in the competitive consumer market, and thus understanding consumer's intrinsic motivations can play a critical role in service delivery (Morrison, 1996). Literature has probed into the motives and triggers behind these discretionary behaviors and proposed quite a few predictors and the antecedents of CBI. Social Exchange Theory (Blau, 1964) has been the dominant theoretical framework used to predict CBIs. Social exchange refers to voluntary actions of a general nature that extend beyond essential role obligations and develop a personal commitment to the other party.

Research on social exchange has identified that under such conditions, when people benefit from other people's behaviors or actions, they feel obligated to reciprocate those behaviors or actions (Blau, 1964; Gouldner 1960; Bagger & Li, 2011). For instance, when a customer interacts with an organization during service delivery, their exchange can similarly be considered a social exchange (Solomon *et al.* 1985; Bowen, 1990; Renn, 1999). Based on these understandings, Keh & Teo (2001) suggested that customer commitment is positively related to CCBs. This perspective is supported by Meyer *et al.* (2002), as their meta-analysis of organizational commitment showed that affective commitment and prosaically behavior positively correlate. More recently, Bove *et al.* (2009) also empirically confirmed that the customer's commitment to the service worker, perceived as the representative of the organization, can positively influence CCBs, which can consequently influence consumer identity. Other researchers also unveiled other predictors for CBI, including but not limited to, customer satisfaction (Groth, 2005). Importantly for this study, CBI is shown to affect brand loyalty and advocacy positively. As such, CBI is shown to positively facilitate the relationship between intrinsic motivation and brand loyalty and advocacy. Once a brand intrinsically motivates its consumers to purchase their products or services, this will, in turn, positively impact CBI.

H3: *Intrinsic Motivation has a positive effect on Consumer Brand Identification (CBI)*

3.2.4 Intrinsic Motivation, CCB, and CBI

The discussion presented in section 3.2.1, 3.2.2, and 3.2.3 show that CCB has a mediating effect on intrinsic motivation and CBI. It is shown that intrinsic motivation positively impact

CCB thereby creating positive WOM (PWM), suggestions for service or products improvements (SSI), policing of other consumers (POC), creating voice among consumers (VIC), creating benevolent acts of service facilitation (BSF), showcases displays of relationship affiliation (DRA), creating consumers' flexibility (FLX), and improving participation in firm's activities (PFA). Overall, as mentioned prior, CCB signifies a group of consumers' positive, helpful, constructive, and voluntary behaviors that may be beneficial to the organization. When a company triggers intrinsic motivations for consumers to purchase their products or services, this can have a direct correlation with repeat purchase and positive CCB. Literature also shows that there is a direct positive relationship between CCB and CBI, a relationship created by intrinsically motivated consumers. It is evidenced that when consumers are intrinsically motivated, they can have a sense of relatedness and identification with the brand, which can, in turn, result in brand loyalty and advocacy.

H4: *Consumer Citizenship Behavior (CCB) mediates the relationship between Intrinsic Motivation and Consumer Brand Identification (CBI)*

3.3 Conceptual Framework

One of the fundamental aims of this study was to develop an understanding of customer citizen behavior and consumer brand identification. How these constructs interrelate are depicted in this study's hypothesis map presented in Figure 2. The measurement of customer citizen behavior and its influence on consumer brand identification is important for better customer relationship management and marketing efforts. CCB in the context of consumer-brand identification is analyzed into both individual and organization, namely as Consumer brand identification antecedents.

H4: IMI → CCB → CBI

Consumer Citizenship Behavior (CCB)
- Positive word-of-mouth (PWM)
- Suggestions for service improvements (SSI)
- Policing of other customers (POC)
- Voice (VIC)
- Benevolent acts of service facilitation (BSF)
- Displays of relationship affiliation (DRA)
- Flexibility (FLX)
- Participation in firm's activities (PFA)

H1

H2

Intrinsic Motivation (IMI)

H3

Consumer Brand Identification (CBI)
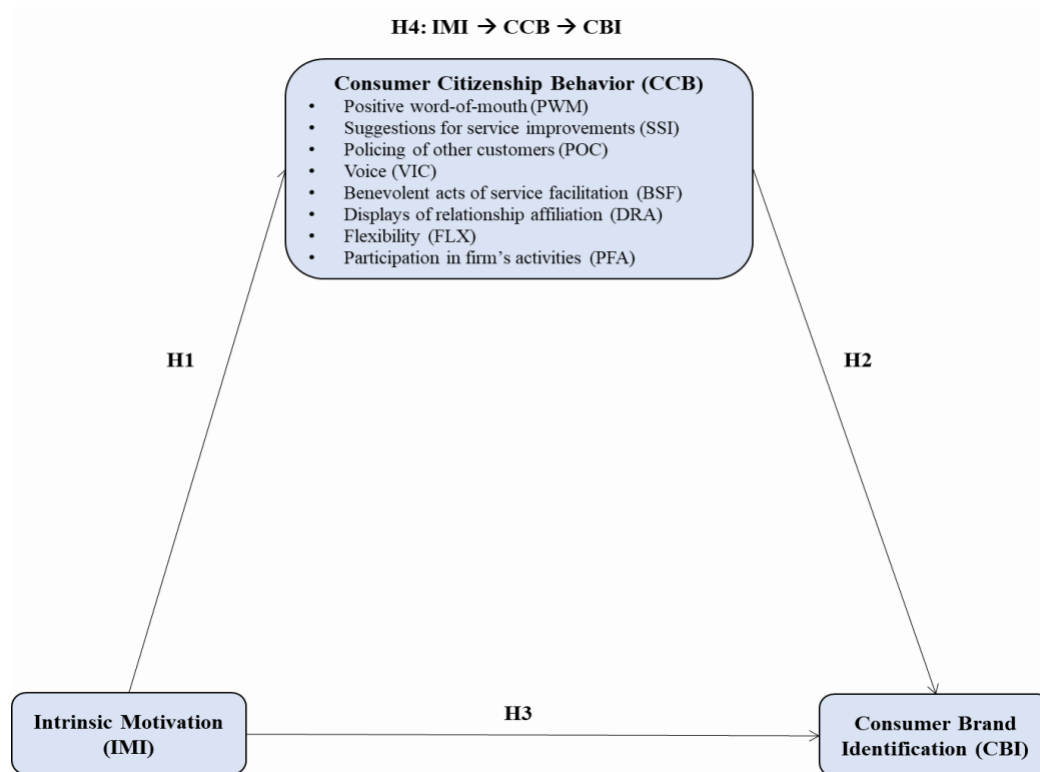
Figure 2: Hypothesis Map

The earlier literature has provided an understanding of intrinsic motivation, CCB, and sources of motivation in CCB context as well as how consumer-brand identification effect in various setting. This relationship and effects were explained through social identity theory. Fundamentally, it is shown that IMI has a positive effect on CCB; CCB has a positive effect on CBI; IMI has a positive effect on CBI, and CCB mediates the relationship between IMI and CBI.

3.3.1 Independent Variables

Intrinsic Motivation (IM) is the independent variable in this study, as highlighted in the hypothesis map in *Figure 2*. As illustrated, IM has a directed relationship with CCB, and a mediated correlation with CBI.

3.3.2 Dependent Variables

The independent variables in this study include Consumer Brand Identification (CBI).

3.3.3 Mediating Variable

Consumer Citizenship Behavior (CCB) mediates the relationship between IM and CBI. Thus, the various features of CCB, including positive word of mouth (PWM), suggestions for service improvements (SSI), policing of other consumers (POC), voice (VIC), benevolent acts of service facilitation (BSF), displays of relationship affiliation (DRA), flexibility (FLX), and participation in firm's activities (PFA), also mediate the relationship between IM and CBI.

3.4 Chapter Summary

As the study suggests, this chapter covers the hypothesis development and the conceptual framework, which are based on the literature review and are fundamental to the design of the entire study. Four hypotheses based on the framework are proposed, followed by the illustration of the dependent and independent variables in the conceptual framework. An elaborate discussion has been provided regarding the relevance of the construct with the model. The next chapter, Chapter 4, describes how these propositions will be tested and verified.

Chapter 4: Methodology

4.1 Introduction

This chapter rationalizes the methodology used to conduct this research. As described previously in the previous chapters, this study is mainly focused on the association between intrinsic motivations, customer citizenship behavior, and consumer brand identification in organizations. The findings from this study will play an important role in understanding the traits of citizenship behavior and the resulting brand identification amongst consumers. This chapter describes the philosophical and theoretical underpinnings used to achieve the pre-stated objectives. Precisely, this chapter presents the scope and limitations of the research design and situates the research amongst existing research traditions in information systems. The methods of data collection and analysis are described, as well as the sampling techniques. The ethical considerations observed while carrying out this research are also described, which is followed by the justification of the reliability and validity of the collected data.

4.2 Research Approach

Research methods act as an avenue for enhancing intellectual growth. Hair *et al.* (2019) ascertains that efficient research methods are achieved through attention to detail of the data collection and analysis processes as well as innovative thinking. Saunders (2012) asserts that research questions are utilized in managing efforts, focusing thoughts, and selecting the most effective research methodology to answer the research questions. Congruently, Yin (2013) argues that three elements should be considered when selecting a research approach: (i) the research questions posed; (ii) the role of the researcher in controlling behavioral events; and (iii) the attention on contemporary events, as opposed to historical events. Based on these criterions, this project will adopt a quantitative research methodology to uncover the interrelation between CCB and customer loyalty.

Based on Creswell and Creswell's (2017) analysis of qualitative, quantitative, and mixed method research analyses, this research adopts a deduct approach (reasoning) towards addressing the pre-established research questions described in Chapter 1. A deductive approach is concerned with first developing the research hypotheses based on the research topic, and then devising strategies to test those hypotheses. It has been argued that deductive reasoning is an approach that moves from the particular to the general, in that, if a causal relationship

appears to imply a particular theory [or case example], it might be true in many cases. This research can be explained by means of hypotheses, as stated in the previous chapter, which can be derived from the propositions made by this study.

4.3 Research Design

In quantitative research, the aim is normally pivoted around determining the relationship between one variable (independent) against another variable (dependent/outcome variable). In addition, quantitative research can either be descriptive (subjects normally measured once) or experimental (subjects usually measured before and after research). Experimental quantitative research establishes causality, whilst a descriptive study establishes associations between variables. As such, this study takes a descriptive research design approach as it attempts to find the relationship between CCB and brand loyalty. To address the objectives, the methodology adopted here attempted to answer the questions "what" rather than the "why" questions.
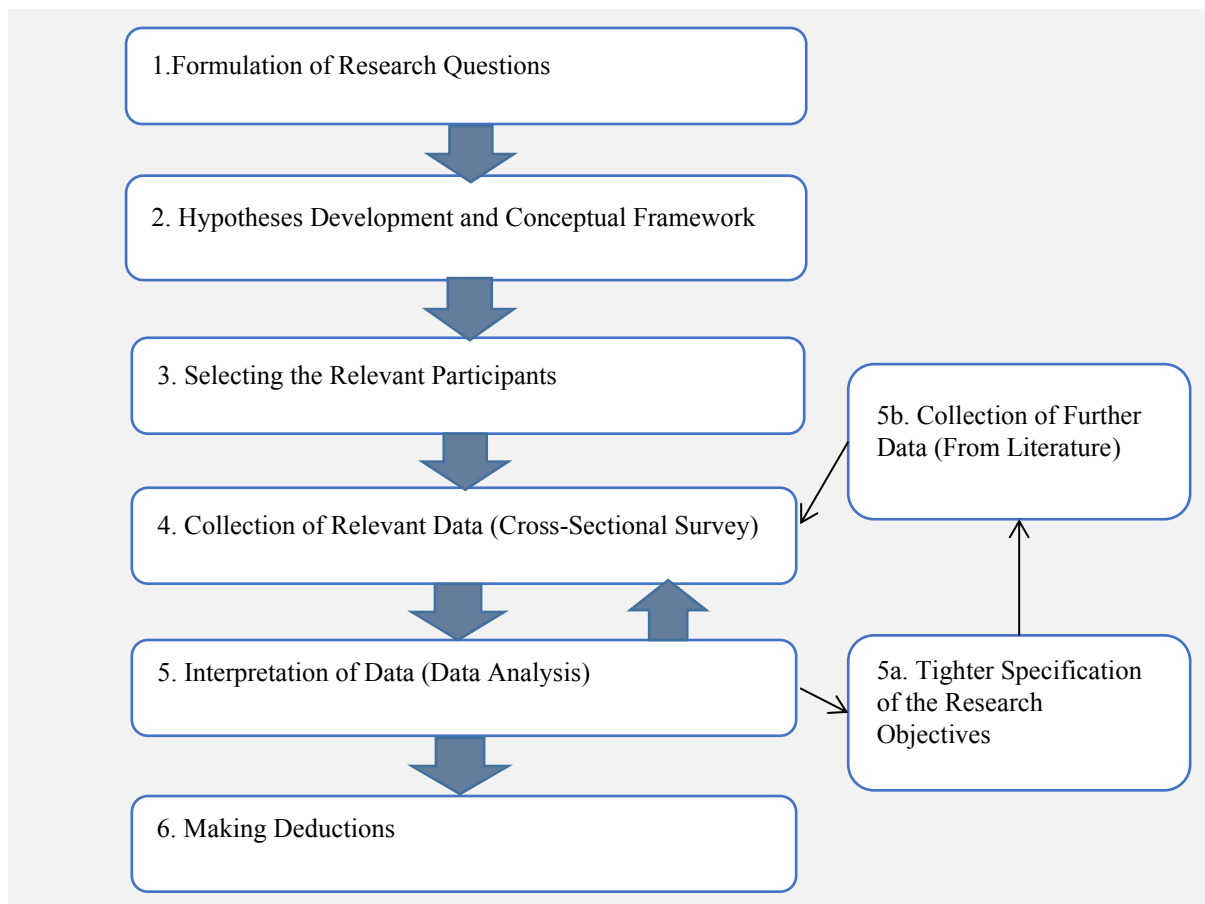

Figure 3: Research Design Adopted

As shown in Figure 3, the researcher started by formulating the research questions to address based on the research topic. This was then followed by the development of the hypotheses and conceptual framework. The target population was then established, cross-sectional survey conducted, and data analyzed and interpreted. The researcher attempted to collect quantifiable information to be used for statistical analysis of the population sample. None of the variables was influenced in any way while collecting and analyzing data.

4.4 Data Collection

This study utilizes a cross-sectional survey as a means of determining the prevalence of citizenship behavior amongst consumers and its association to brand loyalty. In addition, the paper seeks to understand the role of citizenship behavior amongst consumers in the accrual of brand loyalty by evaluating a variety of behavior associated with citizenship behavior. A cross-sectional survey method of data collection was deemed suitable for this research because it allows the researcher to make inferences about a population at one point in time, allowing for flexibility. The researcher collected and recorded information based on the responses provided by the participants without manipulating the variables. Other than immediacy, flexibility, and cost-effectiveness, this data collection methodology was adopted because it allows the exploration of more than one variable and can pave the way for further research in the same field.

4.4.1 Sampling Technique

A questionnaire was used to evaluate the association between the variables of citizenship behavior and brand loyalty. The study utilized random sampling using a questionnaire, which was presented to 250 participants on Qualtrics, which was later reduced to 200 valid sample questionnaires and collected within a month. 50 participants were removed following failure to complete their questionnaires. After data analyses and removal of reverse-coded items and outliers, the number was further reduced by 1 to 199. This technique of sampling was considered to best suit this research due to the flexibility and immediacy of response.

4.4.2 Survey Procedure

As a trustworthy survey platform, Qualtrics allows users a variety of distribution channels through which researchers can reach their target population. The available channels at the time of research included email, web, social, and mobile. Since this research utilized a random

sampling technique, and was targeting a population of between 190 and 200, social media was selected as the main method of collecting survey responses. After selecting the distribution method, Qualtrics revealed a distribution summary through which all the response metrics were tracked and recorded. Each participant was required to point out their preferred brand and record their responses on a 5-point Likert Scale, as shown in *Appendix A*. The distribution summary in this survey platform showed, in real time, all the responses that were collected, with an interactive graph and table showing all the response trends. There was no time limit. The metrics displayed allowed the researcher to identify issues in the questionnaires and adjusted where necessary to keep the research on track. The summary also helped the researcher to decide when the collected data was deemed sufficient [satisfactory], and consequently stopped the survey.

4.5 Data Analysis

The survey conducted, and data collected were analyzed using IBM SPSS Software to present the general characteristics and descriptions regarding how they relate to the study's constructs and variable. The study applied both nominal and ordinal scales to measure a range of factors to establish the relationship between CCB and brand loyalty. Regression, descriptive, and mediation analyses were also utilized to determine the relationship between the established variables.

4.6 Ethical Considerations

Ethical considerations are critical in any type of research. In quantitative research, ethics are considered to ensure that the research participants take part after their consent and that the collected data is free from issues such as falsification or fabrication. In this study, the participants were allowed the understanding that participation meant consent, and their names were not required for purposes of anonymity and confidentiality. Only persons above the age of 18 years were allowed to participate in the cross-sectional survey. After the data collection process, the collected data was then compiled and edited to check for any logical inconsistencies. Bias, errors, and other issues that could have ruined the validity and reliability of data were avoided.

4.7 Chapter Summary

In this chapter, the research methods used in the collection, analysis, and interpretation of data are presented. A detailed description of the research approach, design, data collection, sampling, and analysis are illustrated and justified. The composition of this chapter aimed to fulfil the research purpose through a quantitative approach (research process) that employs deductive approach (research logic) to address the research questions. The ethical issues that could have affected the reliability, validity and verifiability of the collected data are also described in this chapter. The means through which these elements of research are described and justified in each of the individual sections. The ensuing chapter presents the results of this study.

Chapter 5: Results, Analysis, & Discussion

5.1 Introduction

This chapter describes the analysis conducted and displays the empirical results to examine the hypotheses of this research, using SPSS software. The chapter is comprised of eight major sub-sections. Following the first section as the introduction, the second section provides an overview of the first-order latent constructs and their relative measurement items. The third section presents the data screening, where procedures used to purify the data through replacing missing values, removing outliers and testing normality of data distribution are described. The fourth section provides a general explanation of the survey respondents and the sample profile. The fifth section provides the results of conducting Exploratory Factor Analysis (EFA) for the purpose of measuring the fit of constructs with their relative items in the context of this study. The sixth section reports the results of linear regression, using Hayes Process to test the hypothesized direct and mediation effects developed in this research. The seventh section provides the discussion of major findings of the study, while the last section provides a summary of key highlights in this entire chapter.

5.2 Construct Measures and Variables

The principal construct measures were adopted from existing instruments. Intrinsic Motivation variable was measured using Intrinsic Motivation Inventory constructed by Ryan (1982); Customer Citizenship Behavior measured using an antecedent model to customer behavior proposed by Bove et al. (2009) ; while Consumer Brand Identification was measured using Validation Scale proposed by Hildebrand *et al.* (2010). *Table 3* summarizes the first order and second-order constructs together with their relative measurement items.

Table 3: List of Constructs and Measurement Items

2nd Order Construct	1st Order Construct	Items Code	Number of Items
	Intrinsic Motivation (IMI)	IMI1 thru IMI7	7
	Customer-Brand Identification (CBI)	CBI1 thru CBI8	8
Customer Citizenship Behavior (CCB)	Positive word-of-mouth (PWM)	CCB1 thru CCB6	6
	Suggestions for service improvements (SSI)	CCB7 thru CCB10	4
	Policing of other customers (POC)	CCB11 thru CCB13	3
	Voice (VIC)	CCB14 thru CCB17	4
	Benevolent acts of service facilitation (BSF)	CCB18 thru CCB20	3
	Displays of relationship affiliation (DRA)	CCB21 thru CCB23	3

Flexibility (FLX)	CCB24 thru CCB26	3	
Participation in firm's activities (PFA)	CCB27 thru CCB29	3	

5.3 Data Screening

Data screening is necessary in ensuring that data are correctly entered, free from missing values, outliers, and to confirm that the distribution of variables is normal.

5.3.1 Replacing Missing Data

Instances of missing data occur when respondents failed to answer one or more items in the survey. To ensure that the data was free from missing values, frequency and missing value analysis were conducted for each measurement item in this study. The screening results of the data showed that there was a minimal amount of missing data which was replaced by using the variable median responses for each measurement item.

5.3.2 Removing Reverse-Coded Items & Outliers

Outliers refer to the observations that have an unusual value for a single variable (Tabachnick & Fidell, 2007). For uni-variate detection, besides examining histograms and box-plots, each variable was examined for the standardized (z) score (Tabachnick & Fidell, 2007). Following Hair et al. (2006), a case is an outlier if its standard score is ±4.0 or beyond. Therefor any Z-score greater than 4 or less than -4 is considered to be an outlier. As the result, case number 8 showed standardized value beyond ±4 for IMI6. Therefore this case was removed from the data set. Moreover, the standardized score for item CBI8 could not be calculated as all its data set was the same (i.e., 4) and thus the standard deviation was zero. As the result, this item was removed from the model. The standardized (z) scores of the remaining 199 cases for 43 items are summarized in *Table 4*.

Table 4: Result of Univariate Outlier Based on Standardized values

Construct	Item	Standardized value (Z-Score)	
		Lower Bound	Upper Bound
Intrinsic Motivation (IMI)	IMI1	-2.994	1.403
	IMI2	-2.998	1.522
	IMI3	-3.567	1.246
	IMI4	-3.275	1.121
	IMI5	-3.715	1.157

	IMI6	-3.208	1.205
	IMI7	-3.033	1.405
	CBI1	-3.851	1.310
	CBI2	-2.675	1.451
	CBI3	-2.233	1.343
	CBI4	-2.308	1.330
	CBI5	-2.289	1.445
	CBI6	-2.471	1.356
	CBI7	-2.745	1.362
	CBI8	Deleted due to not having Z-score	
Positive word-of-mouth (PWM)	CCB1	-2.874	1.293
	CCB2	-3.280	1.130
	CCB3	-3.549	1.191
	CCB4	-2.729	1.301
	CCB5	-3.768	1.133
	CCB6	-3.536	1.171
Suggestions for service improvements (SSI)	CCB7	-2.208	1.563
	CCB8	-2.489	1.474
	CCB9	-3.062	1.337
	CCB10	-2.708	1.382
Policing of other customers (POC)	CCB11	-2.259	1.600
	CCB12	-2.264	1.475
	CCB13	-2.896	1.429
Voice (VIC)	CCB14	-3.447	1.284
	CCB15	-3.249	1.304
	CCB16	-3.279	1.324
	CCB17	-3.329	1.185
Benevolent acts of service facilitation (BSF)	CCB18	-2.798	1.428
	CCB19	-2.526	1.611
	CCB20	-3.247	1.280
Displays of relationship affiliation (DRA)	CCB21	-1.827	1.228
	CCB22	-2.151	1.240
	CCB23	-2.039	1.364
Flexibility (FLX)	CCB24	-2.759	1.505
	CCB25	-2.778	1.575
	CCB26	-2.698	1.472
Participation in firm's activities (PFA)	CCB27	-3.160	1.214
	CCB28	-2.327	1.327
	CCB29	-2.256	1.364

As shown in *Table 4* the results indicated that the standardized (z) scores of the cases for the research variables ranged from -3.851 to 1.611, indicating that none of the items exceeded the threshold of ±4. Thus, there is no any uni-variate outlier among the remaining 199 cases and 40 items.

5.3.3 Assessment of Data Normality

The normality test was conducted to determine whether the data of a variable is distributed by a normal curve. Non-normal distributed data are highly skewed, either to the left or to the right. These values are called kurtotic variables (Brown 2012), and they can distort relationships and significance tests. In this study, skewness and kurtosis were employed to assess normality of the data. In order to confirm the univariate normality, skewness and kurtosis values smaller than an absolute value of 2 and 7 respectively, was taken as demonstrating sufficient normality in this study (Ho 2006; Olsson, Foss, Troye, & Howell, 2000; Oppenhein 2000). Following this suggestion, the data appear to show sufficient normality. *Table 5* gives a summary of the skewness and kurtosis values for all items.

Table 5: Assessment of Normality of All Items

Construct	Item	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
Intrinsic Motivation (IMI)	IMI1	-0.563	0.172	0.507	0.343
	IMI2	-0.496	0.172	0.576	0.343
	IMI5	-0.702	0.172	0.427	0.343
	IMI6	-0.338	0.172	-0.439	0.343
	IMI7	-0.492	0.172	0.504	0.343
Customer-Brand Identification (CBI)	CBI1	-0.697	0.172	0.863	0.343
	CBI3	-0.42	0.172	-0.565	0.343
	CBI4	-0.569	0.172	-0.214	0.343
	CBI5	-0.46	0.172	-0.197	0.343
	CBI6	-0.33	0.172	-0.361	0.343
	CBI7	-0.398	0.172	-0.103	0.343
Positive word-of-mouth (PWM)	CCB1	-1.022	0.172	1.116	0.343
	CCB2	-1.017	0.172	1.412	0.343
	CCB3	-0.907	0.172	1.582	0.343
	CCB4	-0.482	0.172	-0.133	0.343
	CCB5	-1.21	0.172	2.721	0.343
	CCB6	-0.758	0.172	0.915	0.343
Suggestions for service improvements (SSI)	CCB7	-0.335	0.172	-0.421	0.343
	CCB8	-0.481	0.172	-0.212	0.343
	CCB9	-0.983	0.172	1.26	0.343
	CCB10	-0.554	0.172	0.229	0.343
Policing of other customers (POC)	CCB11	-0.257	0.172	-0.427	0.343
	CCB12	-0.483	0.172	-0.163	0.343
	CCB13	-0.593	0.172	0.371	0.343
Voice (VIC)	CCB14	-0.9	0.172	1.277	0.343
	CCB15	-0.795	0.172	0.975	0.343
	CCB16	-0.682	0.172	0.65	0.343
	CCB17	-0.957	0.172	1.068	0.343

Benevolent acts of service facilitation (BSF)	CCB18	-0.326	0.172	-0.146	0.343
	CCB19	-0.106	0.172	-0.279	0.343
	CCB20	-0.806	0.172	0.96	0.343
Displays of relationship affiliation (DRA)	CCB21	-0.539	0.172	-0.849	0.343
	CCB22	-0.716	0.172	-0.309	0.343
	CCB23	-0.4	0.172	-0.616	0.343
Flexibility (FLX)	CCB24	-0.425	0.172	0.232	0.343
	CCB25	-0.453	0.172	0.336	0.343
	CCB26	-0.548	0.172	0.276	0.343
Participation in firm's activities (PFA)	CCB27	-0.779	0.172	0.857	0.343
	CCB28	-0.753	0.172	0.13	0.343
	CCB29	-0.593	0.172	-0.17	0.343

The result indicated that the skew and kurtosis of all 40 items were laid between ±2 and ±7, respectively. Therefore, it can be concluded that the data set of all items were well-modeled by a normal distribution. As shown in *Table 5,* the skew ranged from -1.210 to -0.106 and the kurtosis ranged from -0.849 to 2.721.

5.4 Sample Profile

In this section, respondents' background was presented. ***Error! Reference source not found.*** represents the frequencies and percentages of the demographical variables.

Table 6: Sample Profile

Group	Frequency	Percentage
Gender		
Male	95	47.7
Female	104	52.3
Age		
18 - 24 Years	38	19.1
25 - 34 Years	48	24.1
35 - 54 Years	44	22.1
Above 54 Years	69	34.7

Over 199 collected useful questionnaires, 95 useful responses were received from male respondents (47.7%), and 104 from female respondents (52.3%). 199 is the final number of respondents (cases) after discarding case#8 from the original 200 cases as illustrated in the Removing Reverse-Coded Items & Outliers section. Therefore, the sample of this study was almost equally dominated by both genders. 19.1% of the respondents were of ages between 18

and24 years; 24.1% were between 25 and34 years old; 22.1% were of ages between 35 and 54 years old, while 34.7% were 54 years old.
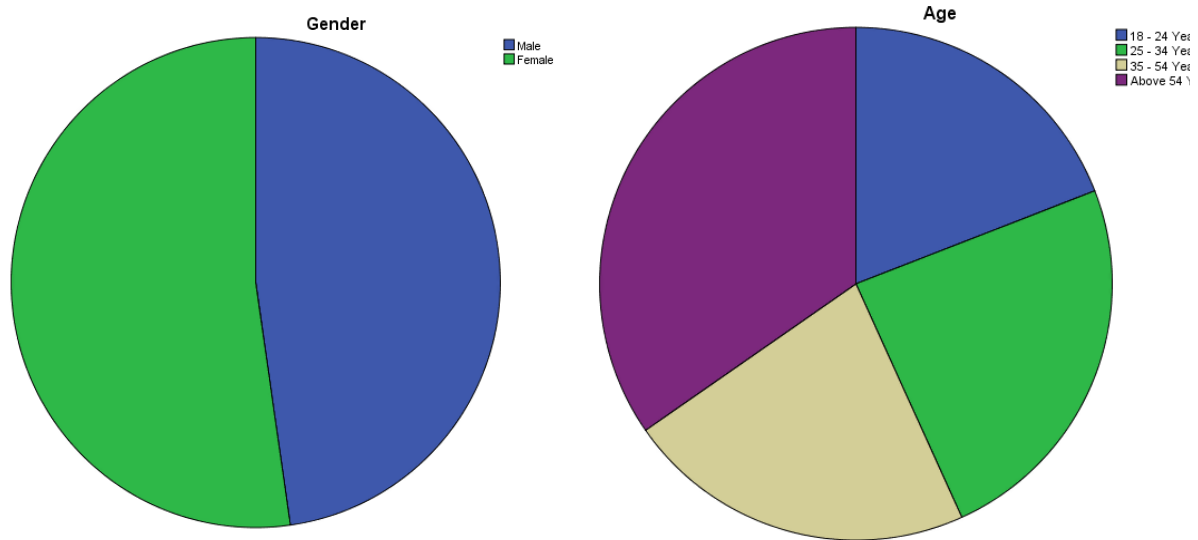

Figure 4: Pie-Chart of the distribution of Respondents' Gender and Age

5.5 Exploratory Factor Analysis

Exploratory factor analysis (EFA) serves the purpose of attaining data reduction, or preserving their original state and character, as well as to remove items that had lower factor loadings and cross loadings. (Hair *et al.,* 2006). EFA was conducted in this study to examine the stability of the factor loadings of the various constructs and ensure the factorial validity of the instruments employed in the study. The 199 responses were examined using a **Principal-Components** as the extraction technique and **Varimax** as the orthogonal rotation method. To determine the suitability of the data for EFA, the value of Bartlett's test of sphercity (**BTS**) and Kaiser-Meyer-Olkin (**KMO**) measure of sampling adequacy were checked as the assumptions of EFA (Kaiser, 1974). The KMO tests whether the partial correlations among items are small. The KMO values must be greater than **0.60** (Blaikie, 2003). Bartlett's test of sphericity tests whether the correlation matrix is an identity matrix, which would indicate that the factor model is inappropriate. The test of Bartlett's supposed to be significant at **p < 0.05** to present the adequacy of the correlations among variables and thus provide a reasonable basis for factor analysis (Williams, Brown, & Onsman, 2012).

Moreover, Scree plots and **Eigen values** were examined to ensure that the factors number is mainly liable for the data variation (Tabachnick & Fidell, 2007). In the case of Eigen values, For Eigen values, the Kaiser Criterion value **1.00** was the determining measure to decide on the number of factors. The **Variance**, as illustrated by the factor result, was taken into account with an objective level of **60** percent and/or more of its entire variance. It has also been proved to be adequate for a factor resolve in the field of social sciences. (Hair, et al., 2006). Diekhoff (1992) considered **50** percent of the described total variance as its entry/verge. **Communality** procedures were also applied on as a component of the factor analysis. Communalities portray the quantity of the variance in the original variables that is taken into account by the factor solution. The factor solution is expected to describe half of each of the original variable's variance, at best; hence, the communality value for each of the variables should be at **0.50** or more. Therefore, for the purpose of specification, variables with communalities of less than 0.50 were omitted from any following analysis (Hair *et al.,* 2006).

In assessing the Convergent validity, items were retained according to the following criteria: 1) factor loading greater than 0.5 and 2) no cross-loading of items. In other words, items were dropped where they have a loading of less than 0.5 or where their loadings are greater than 0.5 on two or more factors (Hair et al., 2006). The reason for choosing cut-off point of 0.5 or greater in this study was because this threshold value was considered crucial in ensuring practical significant for sample sizes of 150 and above and before the analyses proceed to the confirmatory factor analysis (Hair et al., 2006; Ledesma & Valero-Mora, 2007). Discriminant validity refers to the extent to which factors are distinct and uncorrelated. A primary method exists for determining discriminant validity during an EFA is to examine the factor correlation matrix. Correlations between factors should not exceed 0.7. A correlation greater than 0.7 indicates a majority of shared variance; 0.7 * 0.7 = 49% shared variance (Jackson, 1969). The EFA results of the research variables are represented in *Table 7.*

Table 7: Results of Exploratory Factor Analysis (EFA)

Construct	Item	Communalities	Factor 1	KMO	BTS	Eigen Value	Variance (%)
Intrinsic Motivation (IMI)	IMI1	0.806	0.898	0.795	0.000	2.944	73.594
	IMI2	0.824	0.908				
	IMI3	0.459a	Deleted				
	IMI4	0.460 a	Deleted				
	IMI5	0.565	0.752				

	IMI6	0.498a	Deleted				
	IMI7	0.784	0.865				
Customer-Brand Identification (CBI)	CBI1	0.281a	Deleted	0.869	0.000	3.489	69.782
	CBI2	0.341a	Deleted				
	CBI3	0.634	0.796				
	CBI4	0.762	0.873				
	CBI5	0.609	0.780				
	CBI6	0.745	0.863				
	CBI7	0.739	0.860				
Positive word-of-mouth (PWM)	CCB1	.742	.861	0.894	0.000	4.107	68.446
	CCB2	.754	.868				
	CCB3	.739	.859				
	CCB4	.601	.775				
	CCB5	.705	.840				
	CCB6	.567	.753				
Suggestions for service improvements (SSI)	CCB7	.753	.868	0.805	0.000	3.123	78.063
	CCB8	.850	.922				
	CCB9	.696	.834				
	CCB10	.823	.907				
Policing of other customers (POC)	CCB11	.795	.892	0.697	0.000	2.209	73.641
	CCB12	.748	.865				
	CCB13	.666	.816				
Voice (VIC)	CCB14	.764	.874	0.827	0.000	3.169	79.222
	CCB15	.790	.889				
	CCB16	.874	.935				
	CCB17	.740	.861				
Benevolent acts of service facilitation (BSF)	CCB18	.737	.858	0.695	0.000	2.165	72.172
	CCB19	.776	.881				
	CCB20	.652	.808				
Displays of relationship affiliation (DRA)	CCB21	.831	.911	0.739	0.000	2.462	82.079
	CCB22	.850	.922				
	CCB23	.781	.884				
Flexibility (FLX)	CCB24	.783	.885	0.742	0.000	2.413	80.429
	CCB25	.815	.903				
	CCB26	.814	.902				
Participation in firm's activities (PFA)	CCB27	.667	.817	0.675	0.000	2.431	81.030
	CCB28	.873	.934				
	CCB29	.891	.944				
Customer Citizenship Behavior (CCB)	PWM	.598	.773	0.915	0.000	4.992	62.397
	SSI	.702	.838				
	POC	.670	.819				
	VIC	.523	.724				
	BSF	.694	.833				
	DRA	.596	.772				
	FLX	.548	.740				
	PFA	.661	.813				

a: Deleted due to insufficient communality value less than 0.5

As shown in *Table 7*, a total of 43 items for 10 first order constructs and 8 first order constructs for 1 second order construct were assessed through the iteration of EFA. In the first iteration of running the EFA, factor communalities of IMI3, IMI4, IMI6, CBI1 and CBI2 were 0.459, 0.460, 0.498, 0.281 and 0.341 respectively. All values were below the cut-off 0.5 as recommended by Hair et al 2006. Therefore, these five items were discarded from their relative construct as recommended by Hair et al., 2006. The EFA was then conducted again for the remaining items. In the iteration of running the EFA, factor communalities for all remaining items and first order constructs were above the cut-off 0.50 as recommended by Hair et al 2006, ranging from 0.523 to 0.891. Therefore, it was not necessary to remove any further items from communalities table.

As shown in *Table 7*, through the iteration of EFA, a single factor was identified for the remaining 38 items and 8 first order constructs. In assessing the convergent validity, it was found that the factor loadings of all items and first order constructs were above the minimum acceptable value of 0.50, ranging from 0.724 to 0.944. Therefore, it was not necessary to remove any item or first order constructs. Since only one factor was defined through EFA for all of the constructs, the correlations between factors and discriminant validity was not applicable to be checked. The Bartlett's test of Sphericity for all constructs was 0.000, below the standard significance level of 0.05 as recommended by Williams, Brown, & Onsman, 2012. The resulting values of KMO ranged from 0.675to 0.915, above the cut-off value of 0.6 as recommended by Blaikie, 2003. Based on the validity results, the Eigen values of all constructs were exceeded the cut-off 1 as recommended by Tabachnick & Fidell, 2001, ranged from 2.165 to 4.992. The values of variance for all constructs were all above the cut-off 50 percent as recommended by Diekhoff (1992), ranged from 62.397% to 82.079%. These results indicated that the study can assume to have yielded reliable factors.

5.6 Linear Regression

A linear regression method was used to determine the contribution of predictors on the dependent variables. The analysis was carried out using SPSS software. *Table 8* shows the results of the multiple linear regression.

Table 8: Results of Linear Regression

Dependent Variable	Independent Variable	Unstandardized Coefficient (B)	Std. Error	Standardized Coefficient (β)	T-value	P-value	Hypothesis Result
Consumer Citizenship Behavior (CCB)	(Constant)	0.934	0.195		4.793	0.000	
	Intrinsic Motivation (IMI)	0.702	0.050	0.710***	14.150	0.000	H1) Supported
Consumer Brand Identification (CBI)	(Constant)	0.113	0.225		0.500	0.618	
	Consumer Citizenship (CCB)	0.628	0.078	0.536***	8.054	0.000	H2) Supported
	Intrinsic Motivation (IMI)	0.315	0.077	0.272***	4.093	0.000	H3) Supported

*$p < 0.05$, **$p < 0.01$, ***$p < 0.001$

As shown in *Table 8*, two paths from Intrinsic Motivation (IMI) on Consumer Citizenship Behavior (CCB) and Consumer Brand Identification (CBI), as well as a path from Consumer Citizenship Behavior (CCB) on Consumer Brand Identification (CBI), were positively significant.
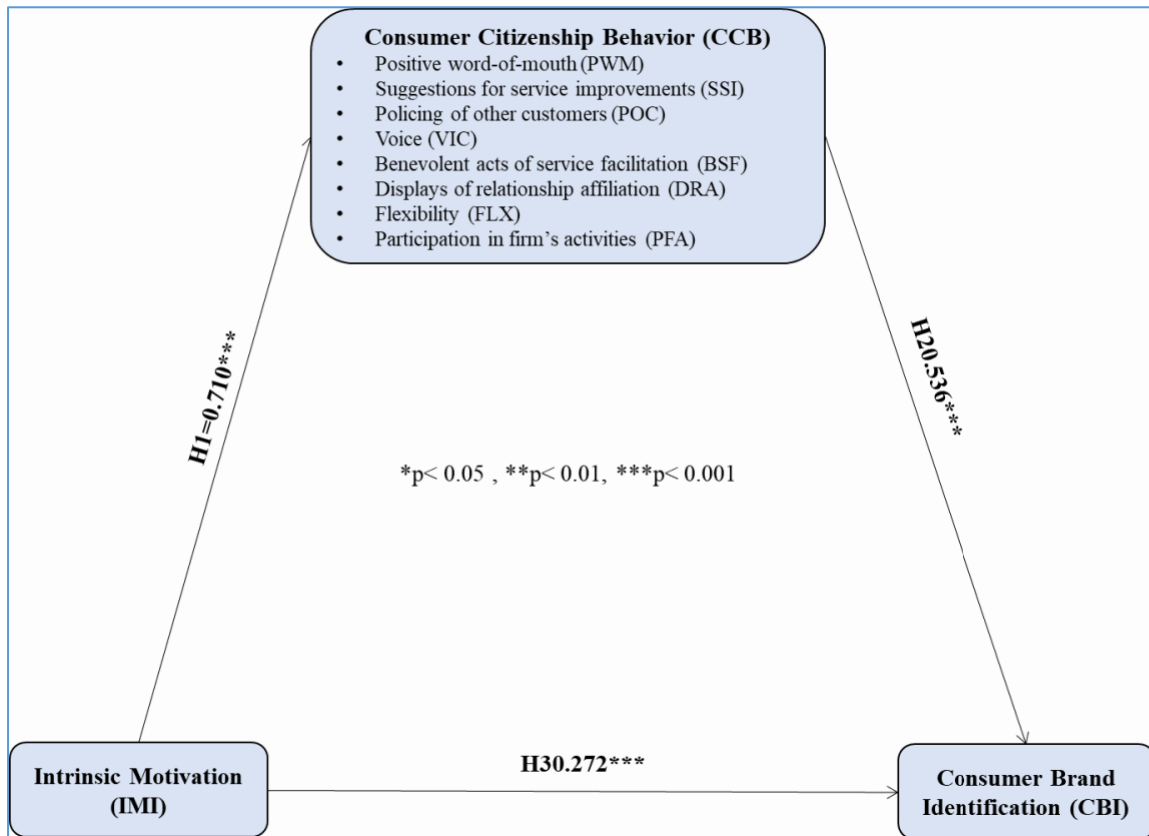

Figure 5: Results of Multiple Linear Regressions

Therefore, the hypotheses H1, H3 and H2 were supported respectively. The result of the multiple linear regression model is shown in ***Error! Reference source not found.***. The ensuing sections discusses the results after data analyses, addressing each of the formulated research hypothesis.

→ **H1) Intrinsic Motivation (IMI) has a significant effect on Consumer Citizenship Behavior (CCB)**

As shown in *Table 8*, the t-value and p-value of Intrinsic Motivation (IMI) in predicting Consumer Citizenship Behavior (CCB) were 14.150 and 0.000, respectively. It means that the probability of getting a t-value as large as 14.150 in absolute value is 0.000. In other words, the regression weight for Intrinsic Motivation (IMI) in the prediction of Consumer Citizenship Behavior (CCB) is significantly different from zero at the 0.001 level. Thus, H1 was supported. Further, the standardized estimate of Beta was 0.710, indicating a positive relationship. It means, when Intrinsic Motivation (IMI) goes up by 1 standard deviation, Consumer Citizenship Behavior (CCB) goes up by 0.710 standard deviations.

✓ *Therefore, H1 was supported.*

→ **H2) Consumer Citizenship Behavior (CCB) has a significant effect on Customer-Brand Identification (CBI)**

As shown in *Table 8*, the t-value and p-value of Consumer Citizenship Behavior (CCB) in predicting Customer-Brand Identification (CBI) were 8.054 and 0.000, respectively. It means that the probability of getting a t-value as large as 8.054 in absolute value is 0.000. In other words, the regression weight for Consumer Citizenship Behavior (CCB) in the prediction of Customer-Brand Identification (CBI) is significantly different from zero at the 0.001 level. Thus, H2 was supported. Further, the standardized estimate of Beta was 0.536, indicating a positive relationship. It means, when Consumer Citizenship Behavior (CCB) goes up by 1 standard deviation, Customer-Brand Identification (CBI) goes up by 0.536 standard deviations.

✓ *Therefore, H2 was supported.*

→ **H3) Intrinsic Motivation (IMI) has a significant effect on Customer-Brand Identification (CBI)**

As shown in *Table 8*, the t-value and p-value of Intrinsic Motivation (IMI) in predicting Customer-Brand Identification (CBI) were 4.093 and 0.000, respectively. It means that the probability of getting a t-value as large as 4.093 in absolute value is 0.000. In other words, the regression weight for Intrinsic Motivation (IMI) in the prediction of Customer-Brand Identification (CBI) is significantly different from zero at the 0.001 level. Thus, H3 was supported. Further, the standardized estimate of Beta was 0.272, indicating a positive relationship. It means, when Intrinsic Motivation (IMI) goes up by 1 standard deviation, Customer-Brand Identification (CBI) goes up by 0.272 standard deviations.

✓ *Therefore, H3 was supported.*

5.6.1 Validity of Multiple Linear Regression

Three measures of goodness to fit of the model were used to check the validity of using the regression model in this study to predict the dependent variables in each regression test. *Table 9* represents the results of validity for the regression models in this study.

Table 9: Results of Validity of Regression Model

Dependent Variable	Fit Measure 1	Fit Measure 2		Fit Measure 3		
	R Square	Std. Deviation of null model (DV)	Std. Error of the Estimate	F	P-Value	Model Validity
Consumer Citizenship Behavior (CCB)	0.504	0.682	0.482	200.225***	0.000	Valid
Consumer Brand Identification (CBI)	0.569	0.799	0.527	129.464***	0.000	Valid

*p< 0.05, **p< 0.01, ***p< 0.001

The **first** measure of goodness to fit of the model was to check the value of R-square. As shown in *Table 9*, the coefficient determinations (R square) of the linear regression model to predict Consumer Citizenship Behavior (CCB) and Customer-Brand Identification (CBI) was 0.504 and 0.569, respectively. It means, for example, 569% of variations in the Customer-Brand Identification (CBI) was explained by its two predictors (i.e., Intrinsic Motivation (IMI) and Consumer Citizenship Behavior (CCB)). As recommended by Quaddus and Hofmeyer (2007), the value of R-square should be greater than 0.30. As both R-square values were above the cut-off 0.30, it was concluded that the regression models showed goodness satisfaction to fit of the model.

The **second** measure of goodness to fit of the model was to compare the standard error of the regression model with the standard deviation of the dependent variable as the null model. The result indicated that without prior knowledge about the influence of the predictors on the dependent variable, the standard deviations of Consumer Citizenship Behavior (CCB) and Consumer Brand Identification (CBI) as the dependent variables in the null model was 0.682 and 0.799 respectively. Both values were greater than the standard error of the estimation in the regression models; 0.482, 0.527, respectively. This result supported the validity of all linear regression models in this study.

The **third** measure of goodness to fit of the model was to check the F statistic and the p-value of the ANOVA test. As *Table 9* shows, the linear regression model to predict Consumer Citizenship Behavior (CCB) and Customer-Brand Identification (CBI) was statistically significant with the F statistic of 200.225 and 129.464 respectively, both significant at 0.01 level. This result indicated that the variation explained by the regression model was not based on chance, hence using the regression models to predict Consumer Citizenship Behavior (CCB) and Customer-Brand Identification (CBI) were better than using the null or intercept-only model which merely guess the mean of the Consumer Citizenship Behavior (CCB) and Customer-Brand Identification (CBI) as dependent variables.

The results of the three applied measures of goodness to fit of the model demonstrated that the regression models to predict Consumer Citizenship Behavior (CCB) and Customer-Brand Identification (CBI) could adequately satisfy the three applied measures of goodness to fit of the model. The phenomenon supported the validity of the applied regression models in this study. Thus the extracted results from the regression models were reliable and valid.

5.7 Hayes Process of Mediation Analysis

Table 10 shows the results of bootstrapping analysis with 10,000 samples (Efron & Tibshirani 1993; Shrout and Bolger 2002) to evaluate the mediation effect and the indirect effects through the mediating variable. (i.e., H4). In this study, Intrinsic Motivation (IMI) is the independent variable (IV), Consumer Citizenship Behavior (CCB) is mediating variable (M) and Consumer Brand Identification (CBI) is dependent variable (DV).

Table 10: Bootstrap Analysis on the Mediation Effect of CCB using Hayes Process

IV→DV (Direct Effect)	IV→M	M→DV	IV→DV (Indirect Effect)	Hypothesis Result

IMI → CBI	IMI→CCB	CCB→CBI	IMI → CBI	Boot LLCI	BootULCI	
0.315∗∗∗	0.702∗∗∗	0.628∗∗∗	0.440∗	0.313	0.574	H4) Supported

∗p < .05. ∗∗p < .01. ∗∗∗p < .001. Note: the coefficients are based on unstandardized (B)

As shown in *Table 10*, the path (direct effect) from Intrinsic Motivation (IMI) on Consumer Brand Identification (CBI) was positively significant; B= 0.315, p<0.001. The paths from Intrinsic Motivation (IMI) on Consumer Citizenship Behavior (CCB) (B = 0.702, p<0.001) and from Consumer Citizenship Behavior (CCB) on Consumer Brand Identification (CBI) (B = 0.628, p<0.001) were both positively significant at 0.01 level. The indirect effect is tested using non-parametric bootstrapping. If the null of 0 falls between the lower and upper bound of the 95% confidence interval, then the inference is that the population indirect effect is 0. If 0 falls outside the confidence interval, then the indirect effect is inferred to be non-zero. The results indicated that Intrinsic Motivation (IMI) had significantly positive indirect effects on Consumer Brand Identification (CBI) through Consumer Citizenship Behavior (CCB); B = 0.440, 95%CI= (0.313, 0.547).

✓ *Therefore, H4 was supported.*

5.8 Discussion

As revealed in the review of literature, consumer citizenship behavior is the cornerstone through which aspirations and motivations play an integral role. Aspirations created intrinsically influence motivation, which in turn influences consumers' actions such as brand identification. Previous literature on consumer behavior categorizes motivation as either intrinsic or extrinsic. Intrinsically-oriented motivations reflect the internal self-fulfillment of goals, while extrinsic motivations reflect on others' perceptions of the consumer as the main motivating factors. In the context of this study, IM, CCB, and CBI constructs are driven from a social identity perspective (SIP), a macro theory of human motivation. Self-determination theory addresses the development as well as functioning of personality within social contexts and posits that humans are active organisms with natural tendencies towards psychological growth, development, and satisfaction. As described in the literature review, an organization would first need to create an element of togetherness that brings the objectives of a large number of consumers together for it to motivate consumers, enhance CCB and influence CBI. So, are the findings of this study consistent with the objectives raised in the introductory chapter? Is there a correlation between IM, CCB and CBI?

→ *How does intrinsic motivation affect customer citizenship behavior (CCB)?*

In the literature review, it was established that motivation is the desire or a need that causes a person to act. It is concerned with direction, energy, and persistence, which all represents all aspects of intention and activation (Howard *et al.,* 2016). Research demonstrates that intrinsic motivation is enhanced through positive performance, where negative performance feedback diminishes intrinsic performance, and these effects can be mediated through a relationship approach. It is also shown that competence will not enhance intrinsic motivation unless associated with internal perceived locus of causality and a sense of autonomy (Turner, 2017). Importantly, some studies show that intrinsic motivation can directly influence consumer behavior, which then influences brand loyalty and advocacy (Bagger & Li, 2011; Blau, 1964; Gouldner 1960; Oyserman, 2009). Consistent with such literature, the findings of this study suggest that there is a direct relationship between IM and CCB. *Table 8* shows that the t-value and p-value of Intrinsic Motivation (IMI) in predicting Consumer Citizenship Behavior (CCB) were 14.150 and 0.000, respectively, which indicates a significance in such a relationship. In other words, it is suggested in this study that when consumers are intrinsically motivated, there is a significant chance that they can be associated with a particular brand and show brand advocacy.

As noted previously in the literature review, CCB signifies a set of consumers' positive, helpful, constructive, and voluntary behaviors towards brands they feel satisfy their demands. If a particular brand or business can be able to trigger intrinsic motivations of its consumers, there is a significant chance that it can boost repeat purchase and eventual positive CCB. This study shows that this correlation can influence a set of citizenship behaviors among consumers including positive word of mouth, suggestions for service improvements, policing of other consumers, voice, benevolent acts of facilitation, displays of relationship affirmation, flexibility, and participation in firm's activities.

→ *How does CCB influence consumer brand identification (CBI)?*

The concept of CCB denotes to voluntary and discretionary behaviors that are not necessary for successful production and or delivery of service but vital for organizational performance. These discretionary and voluntary actions by consumers, as noted in studies such as (Gong & Lee, 2013; Curth, Uhrich, & Benkenstein, 2014) are not obviously expected or compensated but may result in high service quality as well as endorse the proficient function of a firm. The

concept of CBI, also as discussed in the literature review, is central to the understanding of how, when, and why brands help consumers articulate their identities. This study tested how IM influences CCB, subsequently how CCB impacts CBI. Based on the findings, it is evident that CCB mediates the relationship between consumers' IM and CBI, indicating that businesses that experience high incidences of CBI were because of high levels of IM and active customer behavior. As such, CCB is evidently a critical precursor to the accrual of CBI based on the interactions between consumer responses and their preferred brands. For example, as noted by scholars such as Revilla-Camacho *et al.* (2015), the participation behavior and credibility of positive WOM can help in facilitating the sales of products and professional services.

Table 8 shows that the t-value and p-value of Consumer Citizenship Behavior (CCB) in predicting Customer-Brand Identification (CBI) were 8.054 and 0.000, respectively, indicating a significance in such a correlation. The findings suggest that CCB and identification by customers is a precursor to the development of brand loyalty and advocacy. The construct of consumer-brand identification, as a primary psychological precursor for accrual of brand loyalty, is manifested by intimate relationships between consumers and brands according to Bhattacharya and Sen (2003). Brand identification is viewed as a psychological state that is reflective of the transactions and relationships between organizations and individuals or consumers. As such, an adequate factor explains the behaviors and attitudes of employees as well as those of consumers. In review of literature, the social identity theory is utilized in the elaboration of consumer-brand relationships, suggesting that people identify with companies where their demands are satisfied irrespective of formal relationships (Lemke, Moira, & Hugh, 2011). In this study, the results suggest the presence of an intricate interaction and correlation between brand identification and consumer behavior brought about by satisfaction and effective and efficient transactional relationships.

→ *How CCB mediate the relationship between IM and CBI?*

This study also investigated the association between intrinsic motivation and the development of CBI. In literature, intrinsic motivation is considered as a phenomenon that is reflective of determination for human development through assimilation, interest, and exploration, which are central to social and cognitive development (Nambisan & Baron, 2009). This is mainly due to the fact that intrinsic motivation is a critical source of motivational tendencies inherent in human nature. Intrinsic motivation usually requires supportive conditions and is easily disrupted in non-supportive conditions (Liqiong *et al.,* 2010). The study reveals that a majority

of the consumers exhibiting high levels of intrinsic motivation were mainly drawn to some of the major brands in the study. This is suggestive of a positive association between intrinsic motivation and the accrual of CBI especially in successful and dominant market players. Again, as shown in *Table 8*, the t-value and p-value of Intrinsic Motivation (IMI) in predicting Customer-Brand Identification (CBI) were 4.093 and 0.000, respectively, which indicate a significant correlation.

Overall, the findings suggest that the paths (direct effects) from IM to CCB, CCB to CBI, and IM to CBI are all positively significant. These findings validate the fourth hypothesis that Customer Citizenship Behavior (CCB) mediates the relationship between Intrinsic Motivation (IMI) and Customer-Brand Identification (CBI). In other words, IM positively impact CCB thereby creating a positive set of consumer behaviors that can be helpful and constructive to the firm. Once such a set of behaviors are created, it can have a direct impact on repeat purchase, brand advocacy, brand loyalty, and thus positive CBI. This means that it can enhance customers' perception of individual, economic, as well as social value creation. Consistent with existing research, the results here suggest that when consumers are intrinsically motivated, they can have a sense of relatedness, value, and identification with the brand, which can in turn, trigger consumer behaviors that can lead to brand identification.

5.9 Chapter Summary

This chapter presents the results, analysis, and discussion of findings after data collection. As such, a variety of analytical processes adopted in the identification and vindication of appropriate data for proving and rejecting the set hypotheses are provided. This included construct measures and variance, data screening [including replacement of missing data, removal of reverse-coded items and outliers, and assessment of data normality], exploratory factor analysis, linear regression, and Hayes process of mediation analysis. The profile of the sampled population is also provided. The findings in this chapter approves all the four hypotheses discussed in Chapter 3, and described in *Table 2* both direct and mediating effects. As such, it evidences the direct and significant relationships between IM and CCB, CCB and CBI, IM and CBI, and that CCB mediates the relationship between IM and CBI.

Chapter 6: Conclusion

The social identity theory explain that individuals derive their self-esteem and pride from the groups they associate themselves with. Individuals with a close association with a certain group will always act in a manner that is consistent with the values and behaviors that are associated with the group. Social groups, therefore, positively influence brand identification as members will always purchase a product that is associated with their in-group. In the case of new market entries, group members work towards maintaining their position through social creativity, social change and criticizing the new product being associated with a rival group. Customer citizenship behaviors, on the other hand, are associated with brand identification, loyalty, and advocacy. This is mainly because customers are interested in improving the services provided by a company by providing feedback and assisting other customers in consuming the purchased product effectively as opposed to switching to other brands. This study affirms the role of intrinsic motivation and consumer citizenship behavior in the accrual of brand identification for successful businesses. Four hypotheses were tested and approved including—IM has a positive effect on CCB; CCB has a direct positive effect on CBI, IM has a direct significant effect on CBI, and CCB mediates the relationship between IM and CBI.

6.1 Contribution to Branding and Marketing

This paper extends the understanding of the relationship between brands and consumer identity in several ways. Firstly, the study provides an integrative view of the antecedents of CBI, bringing forth two drivers that have, thus far, been investigated in isolation. In particular, this study examines the relationship between three constructs, IM, CCB, and CBI. Secondly, by providing evidence on the significance of the two drivers and mediation variable in a single framework, the study demonstrates that each of the variables has an influence on CBI. By documenting the direct and moderating effects of the presented variables, this paper provides a more nuanced and contingent picture of forces that underlie CBI. This can be helpful for both marketing and branding as companies look towards boosting the intensity and durability of consumer-brand relationships. It was already known, from literature and practice that intrinsic motivation can lead to consumer behavior, but no existing literature has investigated how this motivation can lead to brand identification. This study helps branding and marketing managers understand the role of intrinsic motivation in creating positive CBI, which, as demonstrated in literature review can also lead to brand loyalty and brand advocacy.

6.2 Managerial Implications

This research collaborates with the positive link between CBI and its pro-brand effects, such as brand loyalty and advocacy. Thus, for any forward-thinking managers, recognition of this correlation is vital for maximizing the benefits of CBI. Importantly, this research provides managers with some tangible insights into the *why* of CBI within their specific contexts. Managers of a variety of product categories, notwithstanding consumer involvement, should focus on a better understanding of the idiosyncratic and affect-rich experiences that their customers have on their brands to harness these in the service of better CBI. This should also entail paying attention to consumers' perceptions of a brand's personality and distinctiveness. Using self-determination theory and social identity perspective, this study suggests that improving consumers' intrinsic motivation can lead to CCB which can eventually lead to CBI, a key aspect that can also lead to brand loyalty and advocacy.

6.3 Theoretical Contributions

In this study, the conceptual bases based on the theories of social identity perspective and self-determination theory, following which an attempt to expand these theories in the areas of the consumer-brand relationship. This theoretical development will be a valuable addition to organizational research and other related research areas. The theoretical development presented in this research makes it possible to characterize consumer-behavior-brand identification as a cognitive state of self-identity and categorization existing between the consumer and the corporation. In past studies, this development, and its interrelation, was scantly examined. Importantly, the conceptual framework of IMI-CCB-CBI is introduced as a viable framework in organizational research, expanding consumer-brand understanding, and opening up avenues for further theoretical research.

6.4 Limitations and Future Research Directions

The study highlights the complex association between intrinsic motivation, customer citizenship behavior, and brand identification, which does not guarantee future research. However, future research can add other moderators [such as product quality, price, and employees' competence] that may have the moderating effects between CCB and CBI or IMI and CCB or IMI and CBI. Also, a cross-sectional study is limited by non-response biases in the event that participants who initially consented to the study being significantly different

from those who did not participate in the survey. In addition, it is possible to identify exposure to different risk factors in assessing different outcomes in a cross-sectional survey. On the other hand, given that data from different participants is collected once, it is relatively difficult to infer the presence of a temporal association between factors and specific outcomes. As such, a cross-sectional study is only effective in highlighting an association as opposed to causation. In addition, it is important to also focus on the importance of employee citizenship behavior (ECB) in ensuing levels of brand loyalty, brand advocacy, brand identification, and organizational success, where ECB is the direct variable while the others suggested variables remain independent or mediating. This is particularly so because ECB is highlighted as critical to organizational success in that it plays an important role in the nature and quality of services delivered to customers. As such, employee citizenship behavior is critical to customer satisfaction, which is highlighted in the literature as critical to organizational success.

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Appendices

Appendix A: Study Questionnaire

Please Note: The questionnaire is presented in four parts (A, B, C, & D) and should take about 20 minutes to complete. Please note that participation and completion of the questionnaire imply consent. All data in this survey will be collected anonymously and securely. The questionnaire data will be coded and anonymised so that no individuals can be identified in future reports and in the publication of the findings. Participants have the right to decline to answer any particular question. (Where appropriate, provide the correct answer or your closest opinion).

Section A: General Information

Gender: Male/Female

Age: 18-24/25-34/35-54/above 54

Culture: Think about the brands you love and you purchase more than once, write down one of your favourite: _____

Section B: Intrinsic Motivation (IMI)

1. I enjoyed participating in this brand's activities.

2. This brand's activities are fun.

3. I thought this brand was boring.

4. This brand does not hold my attention at all.

5. I would describe this brand as very interesting.

6. I thought this brand is quite enjoyable.

7. While I am in this brand activities, I am thinking about how much I enjoyed it.

Section C: Customer-Brand Identification (CBI)

8. I act like a typical consumer of this brand, to a great extent.

9. I don't act like a typical consumer of this brand.

10. When someone praises this brand, it feels like a personal compliment.

11. I'm very interested in what others think about this brand.

12. I believe that the products/services of this brand help me define who I am.

13. I believe that consuming the products/services of this brand leads others to view me in the manner that

I wish.

14. Consuming the products/services of this brand highlights my personal characteristics.

15. I believe that the Company cultivates the values that I hold in esteem.

Section D: Customer Citizenship Behaviour (CCB)

16. I encourage friends and relatives to go to purchase this brand.

17. I have actually recommended this brand to others.

18. I recommend this brand to those who ask or seek my advice.

19. When the topic arises, I go out of my way to recommend this brand.

20. I say positive things about this brand to other people.

21. I am proud to tell others that I use this brand.

22. I would make suggestions to this brand as to how the service could be improved.

23. I would let this brand's representatives know of ways that this brand could better serve my needs.

24. I would share my opinions with this brand's representatives if I felt they might be of benefit to this brand.

25. I would contribute ideas to this brand's representatives that could improve service at this brand.

26. I would take steps to prevent problems caused by other customers of this brand.

27. I would inform this brand's representatives if I became aware of inappropriate behaviour towards this brand by other customers.

28. I would give advice to other customers of this brand.

29. If I had a complaint, I would discuss it with this brand's representatives.

30. If I had a problem, I would complain to this brand's representatives.

31. If I had a complaint I would contact this brand's representatives and ask him/her to take care of it.

32. I would not be afraid to discuss a complaint with this brand's representatives.

33. I go out of my way to treat this brand with kindness.

34. I try to do things to make this brand's representatives' job easier even though I do not have to.

35. If I was happy with this brand's representatives' service I would let him/her know it.

36. I would wear, in public, a hat that advertised this brand.

37. I would wear, in public, a t-shirt that advertised this brand.

38. I would display a sticker that advertised this brand.

39. If the hours of operation were to change so as to affect me, I would be willing to adapt.

30. If the service of this brand needed me to come back at another time I would be willing to do so.

41. I would be willing to wait for service of this brand.

42. I would try out a new service being introduced by this brand.

43. I would attend events being sponsored by this brand.

44. I would attend functions held by this brand.