

# The Relationship between Customer-Based Corporate Reputation and Customer Citizenship Behavior: The Case in Vietnam

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## Abstract

A good corporate reputation is properties, images, brand of a company that customers of such company can wish for others to join them, therefore the supporting of accompany to build a strong reputation through discretionary, voluntary behaviors of customers is considered to be capable of helping customers to achieve a higher level of awareness about themselves and their social prestige. Positive effect of corporate reputation on customer outcome variables such as customer satisfaction and loyalty, etc. have been recognized in a lot of literatures. Respondents were customers who came to and used services of the retailing, haircut store or beauty salon in Ho Chi Minh city, Vietnam. We also collected 44 questionnaires to do Pretest before conducting the final test in which 490 out of 600 questionnaires are validated to run statistics. Besides, convenient sampling is used for this study. This result showed that customer-based corporate reputation directly affect customer satisfaction, customer commitment, customer loyalty and customer satisfaction, customer commitment and loyalty directly affect CCB. This research also indicated CBR positive influences on CCB. To find out the antecedents of CCBs is obviously important for managers or employers of firm's service because it is also the key to success, for the customer retention, maintain and enhance customer loyalty. That is also an interesting research, which provides ideas on new service industry in Vietnam and developing countries.

**Keywords:** customer-based corporate reputation, customer satisfaction, customer commitment, customer loyalty, customer citizenship behavior, Vietnam

## 1. Introduction

Vietnam had joined TPP. From January 1st, 2015, foreign retailers will be allowed to set up 100% foreign investment in Vietnam, which means that the retail market will be completely opened to foreign investors (Hoang, Van, Huong, & Quang, 2016).

The integration and modernization of Vietnam's retail environment, key to opening up the sectors services of the retailing, firm fashion, haircut store or beauty salon to wider competition. Supermarkets and department stores, beauty spa, stylist hair center are expanding in the country's major urban centers (Hanoi and Ho chi minh cities). According to figures recently published Bureau of Statistics of Ho chi minh city (2015), the number of registered enterprises established to date is nearly 14,100 units 15-6, excluding foreign-invested enterprises. In which companies in the services sector accounts for the majority, almost 76% of new businesses established

Within service companies, customers are often viewed as "partial employees", who participate in the process of creating services (Schneider và Bowen, 1993) through the application of their knowledge and skills. Such participation could be in the form of Customer in-role behavior or Customer Extra-role behavior (Bettencourt & Brown, 1997).

For customer in-role behavior, they refer to service providing behaviors which are necessary to implement a work such as arrive at a meeting on time, provide a description about a need, implement according to regulations or make payment for services. On the other hand, customer Extra-role behavior are voluntary; these behaviors aim toward other companies, service employees or customers and are not included within main range of services. Customer Extra-role behavior supporting behaviors often involve to the partial sacrifice of customers in terms of

time, effort, material wealth or even welfare benefits (Staub, 1978), and collectively referred as CCB. Positive behaviors can impact on the performance of service employees, organizations and even other customers, and help to form desires of parties within a service meeting. Examples of such behaviors are gestures, words to express gratefulness through good comments, high appreciation for service personnel or gifts, positive words of mouth or suggestions and recommendations to improve the services (Groth's, 2005).

This research will examine customer citizenship behavior in the context of services (consumption situations) that are social (or public), as opposed to private. The more citizenship behavior creates a pleasant social context, the more likely customers are to enjoy and gain from the service experience (Lengnick Hall CA et al., 2000). In addition, customer citizenship behavior disseminates information related to the company and brand, so that it influences firm's revenues and profits by contributing to brand recognition and company reputation (Van Doorn et al., 2010). In general, customer citizenship behavior can create a competitive advantage.

## 2. Literature Review

### 2.1 Corporate Reputation (CR)

The reputation can be valued as the consequence from doing marketing by contributing a company's branding in some fields. It also show to an indication of behavior and actions in future. Some time it is a possible difficulty for a company to entry into a field of management; or reputation is a kind of goodwill in accounting. By producing good product to satisfying experiences for customers builds a reputation of an organization. According to Davies, Chun, Silva and Roper (2003) all the organization actions from the past perform reputation; those activities supply to stakeholders about images of the organization, and predict the probable activities and strategy for the marketplace in the future (Fombrun & Riel, 1997). Corporate reputation is all so what relevant public knows about a firm, the cant judge about an organization through a social phenomenon that the organization tries to build to its image. According to Herbig and Milewicz (1993); corporate reputation is the conglomeration or the perceptive assessment of many group about the action of the company.

Schwaiger (2004) says that building and corporate reputation sometimes requests using operationalize images with only connotative attribute. Organization images can effect on customer central nervous with planned perception; that lead to behavior and valuation of consumers. The stakeholders, who are impressed by the emotive responses of community, consumers, investors, staffs, can give estimation about a company based on its corporate reputation. (Fombrun and Shanely (1990) pronounce corporate reputation as the overall approximation of the organization. Hall (1992) says that corporate reputation is messages that the company wants to provide to them, and a firm's reputation includes emotions and knowledge, what each person has about an organization.

### 2.2 Customer-Based Corporate Reputation (CBR)

CBR is the sum of all values that customers of a company, through their reactions toward the products, services, media activities, interactions with company and/or the representative of company (such as employees, managers or other customers) and/or other activities of company, will be known and mentioned which is corporate reputation (Walsh & Beatty, 2007)

This evaluation of CBR can be viewed as a "promise of quality" that is capable of forcing a company to focus on serving its customers with high quality products and services in an integrity and honest manner. If executive well, a strong CR can reduce the transaction costs as well as customer awareness-related risks, promote the loyalty of customers to a higher level, and act as a huge barrier to companies which newly join the market (Dierickx & Cool, 1989).

Definitions of CBR that co-exist with definitions of corporate reputation. Their CBR scale captures five dimensions of reputation, as perceived by current customers of the company: customer orientation, employer quality, financial strength, product and service quality, and social and environmental responsibility.

### 2.3 Customer Citizenship Behaviors (CCB)

According to Groth (2005), Gruen (1995) CCB can be defined as voluntary and discretionary behaviors, which are not required for successful production and/or service providing process, but in general they help to improve service organizations. Therefore, CCB is considered to "bring extra values to companies" (Yi et al., 2011, p. 88). In marketing service literature, this type of behavior is studied a lot, which brings positive impacts to the effective functioning of companies (Bettencourt, 1997; Groth, 2005). Customer voluntary performance refers to helpful, discretionary behaviors of customers that support the ability of the firms to deliver service quality (Bailey et al., 2001; Rosenbaum & Massiah, 2007)

Staub (1987), expressed that, behaviors like expressing gratitude to service personnel by a present or an

expression, word of mouth or suggestions for service improvement are examples of customer's extra-role behaviors which can create a potential source of competitive advantage for corporate. In addition, Paine and Organ in 2000 suggested that effectiveness of customer cooperation whether in-role or extra-role behaviors, creates a potential source of competitive advantage for corporate. Positive behaviors from customers can be derived from their own benefits or experience of using the service and thanks to these benefits and experience, customers can contribute more effectively to the cooperation of service production or the supply of social benefits to other customers (Goodwin & Gremler, 1996).

#### *2.4 The mediating effect of CBR and CCB*

Bartikowski Walsh (2009) says that a good corporate reputation is properties, images, brand of a company that customers of such company can wish for others to join them, therefore the supporting of accompany to build a strong reputation through discretionary, voluntary behaviors of customers is considered to be capable of helping customers to achieve a higher level of awareness about themselves and their social prestige. Simultaneously, if a company has good reputation, it will have positive impacts on CCB in the form of customers helping other customers and helping service companies, this relation is the one creating emotional bonds between customers-customers; customers-company.

Regarding to consumers' viewpoint, Researchers suggest that corporate reputation is associated with Customer satisfaction, commitment and intentional loyalty may result from purchase or ego involvement by (e.g., Oliver et al., 1997; Beatty et al., 1988; Chung-Ju & Wen-Hung, 2008; Schramm-Klein et al., 2008).

Customer satisfaction is a concept that being debated among researchers, though there are many definitions suggested by the researchers but there is no conceptual unity among the researchers. By (Oliver, Rust, & Varki, 1997) said that "customer satisfaction is a reaction of consumers when something is completed, which is a review and evaluation of a product feature or a service, or the products and services themselves that customers are being offered (or are in the process of implementation). It is a state, the level of customer satisfaction when using or experiencing services above the expectations and desires about product or service provided".

In a research performed by Dow Jones during the 1990s to promote the Wall Street Journal, there was a statement as followed: "A brand or label is something that cannot be seen, touched, tasted, identified or measured. Vague and abstract, we only know about it as an idea in customer's minds. Still, it is the most valuable asset of the company. In a world where the quality of services and products are even, the balance of trade will lean toward your side if the customers are more loyal to your brands".

As vague as loyalty is, but it is priceless and over time, it will increase the brand value. Brand value is a part of every corporate's value. Sometimes, brand value is the determining factor in indicating the value of a corporate.

Nguyen and Leblanc (2001) argued that reputation can be used to effectively predict the outcome of the service-production process, and can, perhaps, be considered as the most reliable indicator of the service firm's ability to satisfy a customer's desires.

If you can provide high quality services and always succeed in satisfying customers, you have already created one of the largest advantages in the market. Customers always mention two of the most important aspects of service which are reliability and devotion. When the customers start to feel a brand with emotion rather than with plain physical characteristics of services or products, it means that their loyalty toward your brand has become solid. (Caruana, Ramasashan, & Krentler, 2004)

Customers are becoming more and more understanding and they expect more than before. Furthermore, they do not pay all of their attention toward one particular brand-this is due to the impacts of constant promotion and discount programs-and furthermore, the outbreak of Internet. Nowadays, it is not too difficult for you to find out cheap, quick and high quality services/products. Google, Facebook can provide you with all applications to help you make better choices using the guides and comparison in terms of prices, locations and all other utilities wrapped within only one web page.

Nowadays, most companies apply marketing relation to increase the commitment and loyalty of customers toward their services. Marketing relation is meant to create assurance and trust between companies and customers. In reality, marketing relation will create a long lasting and strong relationship between customers (Morgan & Hunt, 1994). Marketing relation is defined as activities performed by companies to attract customers, interact with them and keep profitable customers of the companies. The commitment of customers can be evaluated according to the following criteria: Organizational restructuring; Lasting loyalty; Friendliness; Active promotional activities; Low costs for customers.

According to Bennett Gabriel (2001) commitment of customers not only displays attitude their satisfaction, loyal

behaviors but also display attitude their emotional aspects in their other relationships. Commitment of customers will create a deeper, and more friendly relationship between companies and customers. Satisfaction is necessary to achieve commitment from customers. However, to gain loyalty, satisfaction alone is not enough, therefore it is necessary to gain trust and commitment from customers, which is the necessary factor to maintain and achieve expected results for corporates. Thus, these satisfied, committed and intentionally loyal positive effect on customer citizenship behavior.

Based on the above discussion, Figure 1 proposes this study’s research framework.

**3. Model and Hypotheses**

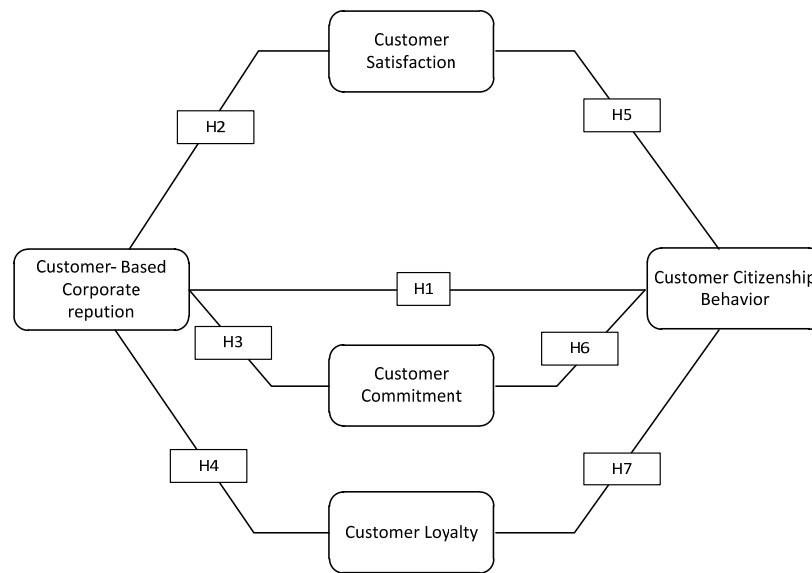


Figure 1. The concept model

Based on the theoretical discussion, Table 1 proposes this study's hypotheses.

Table 1. Research hypotheses

Hypothesis	Describe Hypothesis
Hypothesis 1	CBR will have a positive effect on CCB
Hypothesis 2	CBR will have a positive effect on Customer Satisfaction
Hypothesis 3	CBR will have a positive effect on Customer Commitment
Hypothesis 4	CBR will have a positive effect on Customer Loyalty
Hypothesis 5	Customer Satisfaction have a positive effect on CCB
Hypothesis 6	Customer Commitment have a positive effect on CCB
Hypothesis 7	Customer Loyalty have a positive effect on CCB

**4. Methods of Research**

The two major research methods, qualitative and quantitative research are focused, specifically; the research process has three stages:

Stage 1: Based on theory and the related results mentioned the above, qualitative research method was used for group discussing and leading experts consulting to select the variables and observed variable groups. The dimensions of CBR, adapted from Walsh and Beatty (2007). Items for customer satisfaction form Maxham and Netemeyer (2002); Customer commitment come from Hennig-Thurau et al. (2002) and Customer loyalty are from Arnold and Reynolds (2003); and two dimensions of customer citizenship behavior come from Groth (2005).

Stage 2: In this study, survey is used as a data collection method. As we mentioned before, the main goal of this research is to test the relationship between CBR and CCB from customer’s point of view. Sample was taken

conveniently from customers who came to and used services of the retailing, haircut store and beauty salon in Ho Chi Minh city, Vietnam. We distributed the questionnaires to 30 supermarkets, haircut stores and beauty spa in HCMC area from 1st September to 30th September, 2015. The research model includes 5 scales, 44 observed variables (questionnaires), using 5-point Likert scale (Likert scale with a 5-point). This study used AMOS 21.0 as the software of package for SEM solution (including Confirmatory factor analyses (CFA). Besides, SPSS 20.0 was utilized for descriptive statistics and exploratory factor analyses (EFA).

Stage 3: We used quantitative method to analyze the collected data. The results are demonstrated by tables, figures and boxes. To empirically test, the theoretical framework proposed after reviewing relevant literatures, Structural Equation Modeling (SEM) was applied. (Kline R.B, 1998)

## 5. Research Results

### 5.1 Sample Characteristics

Table 2. Sample characteristics

Variables	Frequency	Percent
Total sample	490	100
Gender		
Male	242	49.4
Female	248	50.6
Time spent with enterprises		
< 1 year	78	15.9
1-3 years	263	53.7
> 3 years	149	30.4
Frequency in buying		
1-2 times/year	11	2.2
3-4 times/year	118	24.1
5-6 times/year	254	51.8
> 6 times/year	107	21.8

As the Table 2, the sample include 490 respondents. There is the balance in gender with 49.4% for male and 50.6% for female. In addition, time that customers spent with enterprise mostly form 1-3 years with 53.7 % and they bought 5-6 times/year (51.8%).

Results descriptive statistics of the variables are showed with the skewness of all variables were within -0.694 to 0.051 and kurtosis ranged from -1.125 to 0.451, request for normality was satisfied in spite of some violation (Byrne, 2001; Kline, 1998). So that, these variables could be used for maximum likelihood estimation (ML) in SPSS and AMOS (Fabrigar, 1999; Muthen, 1985) is accepted standards of statistic description.

### 5.2 Measurement Model Analysis

We evaluated construct validity by using: Exploratory factor analyses, Confirmatory factor analysis. All 44 observed variables were used in EFA analysis. Factor analysis is only used when KMO coefficient has the value of 0.5 or over, and Bartlett's test has the statistical significance of  $\leq 0.05$ . If these variables have the loading of less than 0.4 in EFA, they will be eliminated. The Factor extraction methods used are: Principal components with Varimax rotation for unidimensional scales, Principal axis factoring with Promax rotation for multidimensional scales and stop points when explaining elements with eigenvalue of 1. Exploratory factor analyses (EFA) was used for preliminary assessment of all measurement scales. The results indicated that 6 items (CUSO03, ENVR20, ENVR23, SATIS26, LOYA34 and CCB44) were eliminated due to low factor loadings.

The remaining 38 measure 10 constructs were subjected to confirmatory factor analysis using AMOS.

CFA was tested for full measurement model included 10 first – order constructs with 38 respective reflective items. The measurement model continued to be refined by eliminating 11 items because of high covariance among error terms (Table 3)

Table 3. List the items of high covariance among error terms be eliminating

Observed variables	Items
Customer Orientation	CUSO01
	CUSO04
Good employer	GEMP07
	GEMP10
Reliable and financially strong company	FINAN11
	FINAN12
Service quality	SQUA19
Customer Satisfaction	SATIS24
Customer Commitment	COMM29
	COMM33
Customer Loyalty	LOYA37

Considering that the value of RMSEA for primary Measurement model is more than 0.08, thus after revising primary model in the seventh stage it reaches to accepted value of 0.055.

The results of factor analysis presented an acceptable level of fitness indexes for the fit of research measurement model (Chi-square = 684.350;  $df = 279$ ;  $p = 0.000$ ; GFI = 0.905; CFI = 0.948; TLI = 0.934; RMSEA = 0.055).

In addition to construct validity which was used to investigate the importance of selected items for measuring constructs, discriminant validity was also investigated.

Discriminant validity represents that the items of each construct provide a proper separation in relation to measurement compared to other constructs.

In simple words each item just measures its own construct and their composition is in a way that all constructs be separable from each other. By using average variance extracted, it was clear that all studying constructs have average variance extracted more than 0.5. Sometimes,  $AVE < 0.5$  was accepted because it is hard to satisfy this requirement Fornell & Larcker (1981), Auh et al, (2007); Huang et al. (2004); Matzler et al. (2008).

As show in the Table 4. To investigate data reliability, composite reliability index was used. The standardized item loadings range from 0.570 to 0.929 and the average variance extracted (AVE) of scales range from 0.553 to 0.760, all above the accepted 0.50 limit (except scale for Customer Citizenship Behavior: (helping the company) that AVE just get 0.424), so that, all scales satisfy the convergent validity.

The composite reliability (CR) values of 10 constructs show the range from 0.592 to 0.884 that can be accepted due to the suggest of Hair et al 2010 (CR should greater than 0.6) (show Table 5)

Discriminant validity of all scales was also achieved for the correlations between pair of 44 constructs range from 0.230 to 0.801 which were below 1 (Bagozzi, 1991).

Table 4. Measurement for first-order model estimation results

Observed variables	Std. loading
Customer Orientation AVE = 0.760; CR = 0.854	
CUSO02	0.811
CUSO05	0.929
Good employer AVE = 0.668; CR = 0.776	
GEMP06	0.921
GEMP08	0.614
GEMP09	0.882
Reliable and financially strong company AVE = 690; CR = 0.870	
FINAN13	0.783
FINAN14	0.874
FINAN15	0.833
Service quality AVE = 0.537; CR = 0.776	

SQUA16	0.707
SQUA17	0.762
SQUA18	0.728
Social and environmental responsibility AVE = 0.737; CR = 0.849	
ENVR21	0.849
ENVR22	0.868
Customer Satisfaction AVE= 0.721; CR = 0.884	
SATIS25	0.924
SATIS27	0.702
SATIS28	0.904
Customer Commitment AVE = 0.566; CR = 0.796	
COMM30	0.689
COMM31	0.791
COMM32	0.774
Customer Loyalty AVE = 0.665 ; CR = 0.854	
LOYA35	0.894
LOYA36	0.658
LOYA38	0.874
Customer Citizenship Behavior: (helping other customers) AVE = 0.553; CR = 0.785	
CCB39	0.792
CCB40	0.817
CCB41	0.603
Customer Citizenship Behavior: (helping the company) AVE = 0.524; CR = 0.592	
CCB42	0.723
CCB43	0.570

Table 5. Summary of measurement scales

Constructs	Items	Average Extracted AVE > 0.5	Variance AVE > 0.5	Construct Reliability CR > 0.6	Cronbach's CA > 0.6	Alpha
CUSTOMER-BASED CR	CUSO	0.760		0.854	0.794	
	GEML	0.668		0.776	0.840	
	FINAN	0.690		0.870	0.915	
	SQUA	0.537		0.776	0.836	
	ENVR	0.737		0.849	0.795	
CUSTOMER SATISFACTION	SATIS	0.721		0.884	0.895	
CUSTOMER COMMITMENT	COMM	0.566		0.796	0.817	
CUSTOMER LOYALTY	LOYA	0.665		0.854	0.881	
	CCB: helping other customers	0.553		0.785	0.755	
	CCB: helping the company	0.524		0.592	0.631	

Continued with CFA for measurement model with 2 second - order constructs: Customer- Based CR (Customer Orientation, Good employer, Reliable and financially strong company, Service quality and Social and environmental responsibility) and Citizenship behavior (For others customers and for company) and 3 first-order constructs (customer satisfaction, customer loyalty and customer commitment).

According to Table 6, the standardized item loadings range from 0.557 to 0.923 and the average variance extracted (AVE) of scales range from 0.611 to 0.655. The composite reliability (CR) values of 10 constructs show the range from 0.755 to 0.903.

CFA for measurement model showed the following indicies: Chi-square = 826.293;  $df = 307$ ;  $p = 0.000$ ; GFI = 0.883; CFI = 0.933; TLI = 0.923; RMSEA = 0.059. These results show a good fit between the measurement and the data collected.

All scales also satisfy requirement for the convergent validity, the reliability validity and the discriminant validity. Discriminant validity of all scales was also achieved for the correlations between pair of 10 constructs

range from 0.501 to 0.702 which were below 1 (Bagozzi, 1991).

Table 6. Measurement for second-order model estimation results

Observed variables	Std. loading
I. Customer- Based corporate reputation (CBR) AVE= 0.655; CR = 0.903	
CUSO	0.557
GEML	0.806
FINAN	0.923
SQUA	0.858
ENVR	0.854
Customer Citizenship Behavior (CCB) AVE = 0.611; CR = 0.755	
CCB: helping other customers	0.885
CCB: helping the company	0.663

5.3 Testing Structural Model

After validating measurement model, structural model was evaluated. Fitness indexes of structural model represents an accepted level of structural model’s fitness (Chi-square = 918.839; df = 310; P = 0.000; GFI = 0.867; CFI = 0.921; TLI = 0.911; RMSEA = 0.063). Figure 2 shows the structural model.

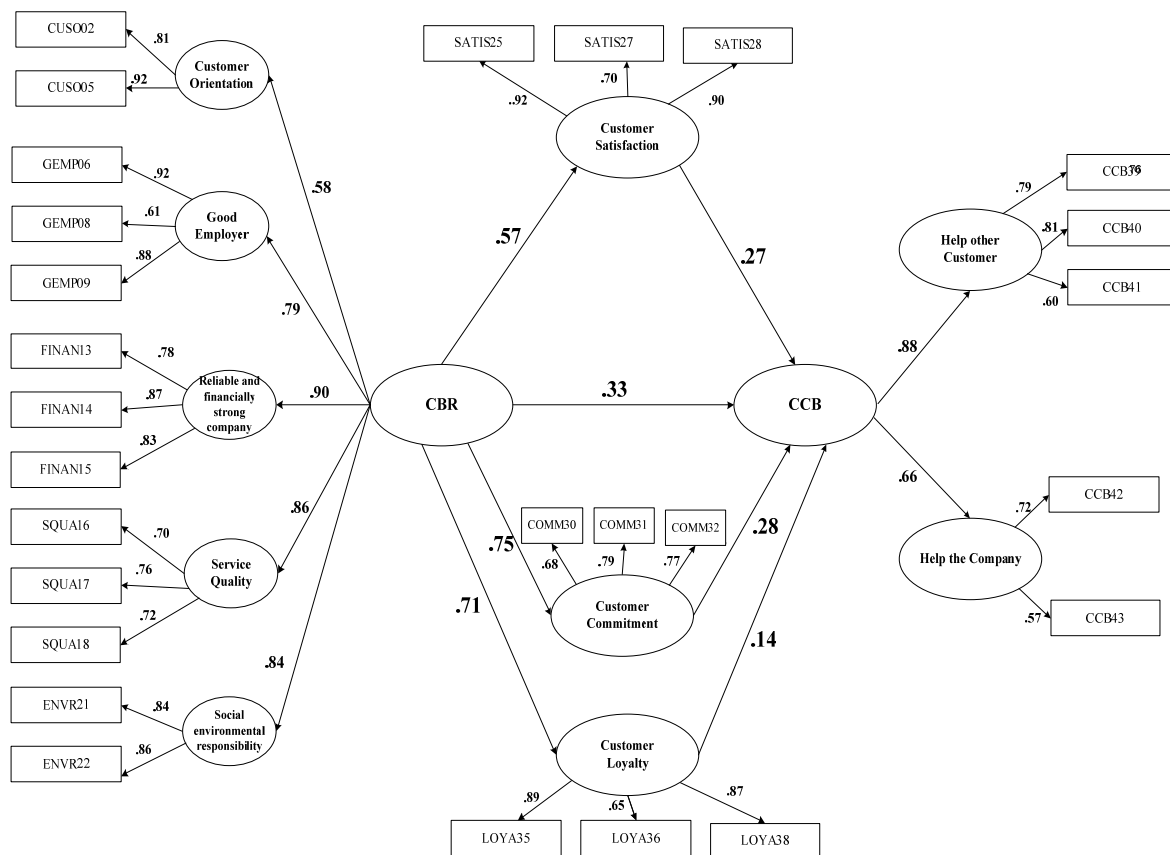


Figure 2. Structural model and hypotheses results

Chi-square = 918.839; df = 310; P = 0.000; GFI = 0.867; CFI = 0.921; TLI = 0.911; RMSEA = 0.063;

CBR = Customer-based corporate reputation; CCB = Customer Citizenship Behavior

The proposed hypotheses were tested, starting with H1, H2, H3, H4, H5, H6 and H7 with the relation between latent variables.



In order to test hypothesizes the results of standardized regression coefficients are used to analyze the causal relation among constructs. Shown in the Table 7

Table 7. Hypothesis testing summary results

H	Relationship			Std. Estimate	P	Result
H1	Customer- Based CR	--->	Customer Citizenship Behavior	0.337	0.052	Support
H2	Customer- Based CR	--->	Customer Satisfaction	0.568	0.003	Support
H3	Customer- Based CR	--->	Customer Commitment	0.749	0.004	Support
H4	Customer- Based CR	--->	Customer Loyalty	0.713	0.004	Support
H5	Customer Satisfaction	--->	Customer Citizenship Behavior	0.266	0.002	Support
H6	Customer Commitment	--->	Customer Citizenship Behavior	0.278	0.006	Support
H7	Customer Loyalty	--->	Customer Citizenship Behavior	0.138	0.057	Support

The results of path analysis as it is shown in Table 7, represents that corporate reputation has significant impact on CCB (H1:  $\beta = 0.337$ ;  $p = 0.052$ ) Therefore, the first hypothesis are supported.

Corporate reputation have has significant impact on Customer Satisfaction (H2:  $\beta = 0.568$ ;  $p = 0.003$ ), and on Customer Commitment (H3:  $\beta = 0.749$ ;  $p = 0.004$ ), and on Customer Loyalty (H4:  $\beta = 0.713$ ;  $p = 0.004$ ), Thus the two, third and fourth hypotheses are supported.

Customer Satisfaction has significant impact on CCB (H5:  $\beta = 0.266$ ;  $p = 0.002$ ); Customer Commitment on CCB (H6:  $\beta = 0.278$ ;  $p = 0.006$ ), and Customer Loyalty on CCB (H7:  $\beta = 0.138$ ;  $p = 0.057$ ). Therefore the fifth, sixth, and seventh hypotheses are supported.

## 6. Conclusions and Recommendations

### 6.1 Conclusions

This study has focused on customer-based corporate reputation, customer citizenship behavior and some mediators such as customer satisfaction, customer commitment and customer loyalty.

The results obtained from data showed that customer-based corporate reputation is affected by customer orientation Good employer, Reliable and financially strong company, Service quality, Social and environmental responsibility but effect of service quality and Reliable and financially strong company is more than the others.

The coefficient of corporate reputation effect on customer citizenship behavior is 33% showing that its effect is not high. Therefore, it is necessary for Vietnamese firms define appropriate corporate reputation activities, building and maintain brand of firm in order to enhance firm customer orientation, reliable and financially strong, service quality besides increasing advertising, promotion and social environmental responsibility activities to obtain people's affective responses of corporate reputation. Cognitive dimension of corporate reputation can be achieved through satisfaction, trust and loyalty of customers.

The CBR affect all three variables (satisfaction, commitment and loyalty) but the most effect of corporate reputation is on customer commitment. Of intermediate variables, Loyalty has the most effect on customer citizenship behavior and the other two variables have the least effect, so that the effect of commitment on customer citizenship behavior is highest. This finding may reflect opportunistic behaviours; that is satisfied, believed, committed and loyal customers may like discretionary behaviours that the service firm can observe, because they believe such action will lead to future benefits for them.

The findings therefore support the idea that a positive reputation represents a quality signal and promise, which increases the likelihood that customers engage in favourable behaviours toward the service firm. Establishing a strong relationship between CBR and CCB represents an important extension of existing reputation literature, which hitherto neglects most discretionary customer behaviours (Helm et al., 2005; Walsh et al., 2009).

### 6.2 Limitation and Recommendation for Further Research

There are some limitations in this study that need more researcher's attentions in the future.

Firstly, this study used convenience sampling method, restricted its respondents to customers in Ho Chi Minh city, Vietnam. The results of the study, hence, it might not represent well for all customers' overview in the whole of Ho Chi Minh City (southern Vietnam). A geographically broader research should be studied to understand the whole view of Vietnam customers.

Secondly, the sampling was conducted only in the service section. The bias easily exists in this research. Since, the study is cross-sectional in design, future research could undertake a more in-depth longitudinal study.

Thirdly, in this study, only two dimensions (helping other customers and helping the company) of citizenship behavior have been evaluated while there are different dimensions for customer citizenship behavior.

Finally, considering newness of customer citizenship behavior and lack of sufficient scientific papers for organizations and firms and also unfamiliarity of the organizations with such behaviors, it is recommended that researchers study these behaviors and make a general knowledge about them.

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