

Two decades of customers as good soldiers: mapping the scientific evolution of customer citizenship behavior

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Abstract

Purpose – This study aims to provide a Scopus-based bibliometric mapping review of customer citizenship behavior (CCB) research to map the field's intellectual foundations, identify thematic clusters and delineate emerging research fronts.

Design/methodology/approach – This study used performance analysis and science mapping to analyze 258 articles retrieved from Scopus, spanning 2005–2024.

Findings – The results indicate that China, Gong T and North-West University are leading countries, authors and universities publishing studies on CCB. Co-citation analysis identifies three key thematic areas: antecedents, foundation variables and mechanisms of CCB. Additionally, bibliometric coupling reveals six thematic clusters: determinants of customer citizenship behavior, value co-creation, corporate social responsibility impact, customer-customer interactions, corporate resources and brand love and experience. The study concludes with six research fronts and directions for future studies. This study offers marketing scholars and practitioners a structured understanding of how customers contribute to organizational success through citizenship behavior.

Originality/value – This study makes a novel contribution by producing the first integrated bibliometric map of the CCB field that simultaneously reveals its historical foundations, structural intellectual architecture and emerging research trajectories. The novelty lies not in the bibliometric techniques but in the structural and evolutionary insights their integrated application to CCB yields: specifically, that CCB scholarship rests on



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three largely disconnected theoretical conversations and is generating six identifiable emerging research fronts, a structural map no prior review of the field has produced.

Keywords Customer citizenship behavior, Prosocial behavior, Bibliometric analysis, Performance analysis, Science mapping, Systematic review

Paper type Literature review

1. Introduction

More than two decades ago, [Groth \(2005\)](#) introduced a compelling metaphor that has since shaped a generation of service marketing research: customers as “good soldiers.” This observation gave rise to the concept of customer citizenship behavior (CCB), broadly defined as voluntary, extra-role actions undertaken by customers that are not driven by monetary incentives but contribute to the firm’s value creation ([Groth, 2005](#); [Yi and Gong, 2013](#)). Rooted in [Organ’s \(1988\)](#) organizational citizenship behavior (OCB) framework, CCB was formalized as the discretionary, extra-role dimension of customer value co-creation behavior (CVCC), distinct from customer participation, which constitutes the in-role dimension ([Yi and Gong, 2013](#)).

Over two decades, CCB has been documented across hospitality ([Kim and Baker, 2025](#); [Tran et al., 2025](#)), tourism ([Waris et al., 2024](#)) and AI-mediated service contexts ([Guan et al., 2026](#); [Sun et al., 2026](#)). Despite this breadth, three unresolved tensions constrain cumulative knowledge-building. First, CCB’s construct boundaries remain contested: [Mitrega et al. \(2022\)](#) note that “the domain of CCB is still blurred” because research fails to consistently differentiate CCB from CVCC, customer participation and customer engagement. Second, operationalizing CCB as unidimensional or multidimensional has produced inconsistent findings ([Gong and Yi, 2021](#); [Chhibber et al., 2024](#)). Third, the same technological intervention can simultaneously promote CCB through identification ([Gong, 2025](#)) and suppress it through perceived inauthenticity ([Sun et al., 2026](#)), a contradiction existing frameworks cannot reconcile.

Addressing these tensions requires not merely cataloging empirical findings but mapping the field’s intellectual structure. Both prior CCB reviews ([Gong and Yi, 2021](#); [Mitrega et al., 2022](#)) used qualitative synthesis, leaving CCB’s citation networks, knowledge communities and emerging thematic frontiers unmapped. A systematic search of Scopus confirmed that no prior bibliometric review of CCB has been published, validating the present approach. Bibliometric methods can process large corpora objectively, identify citation-based knowledge communities and reveal structural relationships between research streams that manual review cannot expose ([Donthu et al., 2021](#); [Marzi et al., 2024](#)). This study pursues three objective clusters:

- (1) Scholarly Landscape (O1–O6): mapping publication trends, citation impact and geographic and institutional concentration;
- (2) Intellectual Architecture (O7–O9): identifying the knowledge communities and thematic debates structuring the field; and
- (3) Emerging Frontiers (O10): delineating nascent research fronts through bibliometric coupling.

This study’s originality is primarily methodological and structural: it maps the field’s intellectual architecture rather than generating new theoretical propositions. Its contribution lies in providing a structural foundation (the co-citation clusters and research fronts) that positions future scholars to pursue the theoretical integration the field currently lacks.

Supplementary material 1 provides a comparison of the Present Study with existing CCB reviews. Three principal contributions follow: structurally, it reveals that CCB rests on three disconnected theoretical conversations clustering into six emerging research fronts; methodologically, it demonstrates the value of integrating performance analysis, co-citation analysis and bibliometric coupling; and practically, it translates bibliometric evidence into actionable, prioritized recommendations for managers and policymakers.

2. Customer citizenship behavior

2.1 *Origins and conceptual development of CCB*

Most scholars attribute the origin of CCB to OCB, defined as any voluntary actions by individuals that go beyond formal recognition but collectively contribute to the efficient operation of the company. Although many studies associate the origin of the CCB concept with [Bettencourt and Brown \(1997\)](#), the concept was first introduced in 1995 by Ford as customer discretionary behavior and by as citizenship behavior. CCB has also been termed extra-role behavior, customer voluntary performance, consumer citizenship behavior, customer discretionary behavior, customer OCB and citizenship behavior. Some scholars apply the term to specific contexts, including tourist citizenship behavior in hospitality and student citizenship behavior in educational settings. [Mitrega et al. \(2022\)](#) showed that the term “customer citizenship behavior” has been used predominantly since 2012, compared with other terms (e.g. customer extra-role behavior).

Several studies have treated CCB as a component of CVCC alongside customer participation. CVCC is the collaborative generation of value by both the organization and the consumer, while customer participation reflects the customer’s in-role behavior required for product or service delivery, such as attending company-sponsored customer training sessions or workshops to enhance product usage skills. Although most scholars agree on this classification of CVCC, some studies have neglected to consider CCB as one of the main conceptual boundaries of CVCC. Building on [Ranjan and Read’s \(2016\)](#) conceptualization of CVCC, some scholars have even considered CCB one of the main outcomes of CVCC.

CCB was first defined as any action by customers, beyond buying products or services, that could impact the organization positively or negatively. A more comprehensive definition of CCB, widely adopted by scholars, was provided. CCB was defined as helpful, constructive gestures from consumers that hold value for the company but are not directly tied to the explicit obligations of the main customer role. It was suggested adding two new terms to the definition of CCB: first, that CCB entails voluntary actions, and second, that these actions should contribute to the company’s capacity to deliver service quality. Building on these definitions, [Groth \(2005\)](#) offered a broader formulation: discretionary actions that are not essential to the effective production or delivery of the service, yet collectively contribute to the overall improvement of the service organization. Since then, several scholars have proposed additional definitions of CCB, with the consensus that customer actions should be non-monetary. Supplementary Material 2 includes the most common definitions of CCB.

For terminological consistency, this study uses CCB as the primary, uniform term throughout, defined by [Groth \(2005\)](#) as voluntary, discretionary customer behaviors that go beyond required roles and collectively benefit the organization and its customers. Earlier literature used alternative labels – such as “customer prosocial behavior,” “extra-role customer behavior,” or “consumer citizenship behavior” – which are recognized as precursor terms used before the CCB label was standardized by [Groth \(2005\)](#). Furthermore, CCB is explicitly differentiated from CVCC: following [Yi and Gong \(2013\)](#), CCB constitutes the

discretionary, extra-role sub-dimension of CVCC, distinct from customer participation, which constitutes the in-role, required dimension of CVCC.

2.2 Theoretical foundations of CCB

Social Exchange Theory (SET; [Blau, 1964](#)) is the dominant theoretical lens in CCB scholarship, explaining voluntary customer behaviors as reciprocity-driven: when organizations deliver superior value, quality or positive experiences, customers feel compelled to reciprocate through discretionary behaviors that benefit the firm ([Groth, 2005](#); [Assiouras et al., 2019](#)). SET-based explanations have strong empirical support across hospitality ([Aljarah and Alrawashdeh, 2021](#); [Nguyen and Chiu, 2023](#)), tourism ([Waris et al., 2024](#)) and digital service contexts ([Jung and Hur, 2024](#)). These studies consistently show that organizational inputs (CSR initiatives, service quality, brand authenticity and value co-creation stimuli) generate reciprocal customer behavioral outputs. The reciprocal logic of SET also operates on the employee side: [Nuhu et al. \(2025\)](#) show that OCB mediates the relationship between employee empowerment and service quality delivery, confirming that the OCB tradition from which CCB derives is governed by the same reciprocal mechanism that SET predicts. A parallel dynamic operates at the organizational level: [Aggarwal et al. \(2022\)](#) show that perceived procedural and distributive justice drive employee engagement, which in turn builds commitment. This justice–engagement–commitment chain mirrors the relational mechanisms underlying CCB. Complementing SET, Social Identity Theory (SIT; [Tajfel and Turner, 1985](#)) explains CCB through a different mechanism: customers who strongly identify with a firm adopt its identity as part of their self-concept, motivating behaviors that protect and enhance both the firm and fellow customers ([Ahearne et al., 2005](#)). SIT has proven particularly powerful in explaining peer-directed CCB dimensions (advocacy, peer-helping and co-creation facilitation), where group-membership motives override purely instrumental calculations ([Gong, 2025](#); [Waris et al., 2024](#)). A meta-analytic synthesis by [Chhibber et al. \(2024\)](#) confirmed that brand commitment, a construct rooted in SIT, consistently mediates the internal branding-to-brand citizenship relationship across service sectors, underscoring SIT's strong cross-contextual explanatory power. Together, SET and SIT explain most of the variance in CCB models, yet each leaves important mechanisms unaccounted for: SET cannot account for why certain customers maintain CCB even when exchanges become unfavorable, and SIT cannot fully explain CCB in low-involvement transactional contexts where customers form minimal organizational identification.

The limitations of SET and SIT have prompted scholars to introduce additional theoretical lenses, creating a richer but more fragmented theoretical field. Cognitive Appraisal Theory has been used to explain emotionally driven CCB: [Tran et al. \(2025\)](#) showed that green hotel practices activate green CCB intentions through the positive moral emotions of pride and moral elevation, suggesting that CCB can arise from affective moral responses to organizational conduct, independent of rational reciprocity calculations. Social Facilitation Theory ([Zajonc, 1965](#)) has been applied to AI-mediated contexts by [Guan et al. \(2026\)](#), who found that an agile, responsive AI chatbot enhances customers' pro-environmental behavioral tendencies, thereby activating green CCB. Moral Identity Theory ([Aquino and Reed, 2002](#)) has emerged as a critical moderating lens: [Shagirbasha et al. \(2026\)](#) found that customers with strong moral self-concepts maintain CCB even when confronted with employee incivility because their moral identity overrides situational disincentives, a finding that SET alone cannot accommodate. Expectation Confirmation Theory ([Bakr et al., 2024](#)) and the Stimulus-Organism-Response framework ([Salem and Alanadoly, 2024](#)) have further diversified the theoretical toolkit in airline and omnichannel

retail contexts, respectively. The proliferation of theoretical lenses, while enriching, has produced an important gap: each framework has been tested largely in isolation. No study has yet systematically compared or synthesized SET, SIT, Cognitive Appraisal Theory, Social Facilitation Theory and Moral Identity Theory. This fragmentation constrains cumulative theory-building and prevents the field from developing an integrative explanation of the mechanisms governing CCB across contexts.

The theoretical fragmentation identified above reaches its sharpest expression in AI-mediated service contexts, where different frameworks yield genuinely contradictory predictions from closely related stimuli. [Gong \(2025\)](#) applied SIT to service robot personalization, showing that personalization promotes CCB through both cognitive and affective identification, findings that extend SIT to technological agents. However, [Sun et al. \(2026\)](#) found that robot-delivered inclusive service can undermine CCB when customers perceive the robot's inclusivity as inauthentic, a result more consistent with Signaling Theory. Similarly, [Yim et al. \(2026\)](#) documented an ambivalence mechanism in green hotel contexts, where sustainability practices trigger conflicting cognitive and affective responses – comfort preferences versus environmental conscience – that may suppress rather than activate CCB, challenging both SET's reciprocity logic and SIT's identity-congruence logic. These anomalies share a common structure. The same stimulus produces opposite CCB outcomes depending on whether authenticity perceptions, moral identity salience or cultural ambivalence moderates the pathway. The mechanisms are interactive, not additive. Resolving these paradoxes requires integrative theorizing, not more single-theory tests: precisely the synthesis this study's bibliometric mapping is designed to facilitate.

Taken together, the theoretical structure of CCB is organized around three distinct motivational pathways. The reciprocity pathway, anchored in SET ([Blau, 1964](#)), explains CCB as a behavioral response to perceived organizational value. The identity pathway, grounded in SIT ([Tajfel and Turner, 1985](#)), explains CCB as an expression of customer-firm identification. The moral self-regulation pathway, derived from Cognitive Appraisal Theory and Moral Identity Theory ([Aquino and Reed, 2002](#)), explains CCB as an outcome of affective moral responses and moral self-concept activation. These pathways are not mutually exclusive. The same organizational stimulus can activate different pathways for different customer segments, or activate multiple pathways simultaneously. This interactive logic explains why isolated single-theory tests have produced fragmented, context-bound findings. A field-level intellectual map is needed to determine which pathways dominate across research streams and under what conditions each one operates.

2.3 Dimensions and operationalization of CCB

Studies on operationalizing CCB can be grouped into three approaches. The first line discussed CCB as an overall variable. The second line examined CCB as a multidimensional construct. In this vein, the OCB components: altruism, conscientiousness, courtesy, sportsmanship and civic virtue, as suggested by [Organ \(1988\)](#) have been applied by some scholars as primary components of CCB. For instance, [Di et al. \(2010\)](#) adopted [Organ's \(1988\)](#) dimensions, excluding sponsorship, as they do not align with the customer perspective, to measure CCB. [Garma and Bove \(2011\)](#) identified five main components of CCB: assumed employee role, advocacy, consultancy, sportsmanship, social support and courtesy. However, this classification has not been widely adopted. [Bettencourt and Brown \(1997\)](#) offered an early conceptualization suggesting that CCB is a combination of customer loyalty, cooperation and participation. suggested three constructs that constitute CCB: recommendation, helping and feedback, which [Yi and Gong \(2013\)](#) extended by adding “customer tolerance” as one of the main components of CCB. The third group of scholars

classified CCB according to who the behavior is directed at (beneficiaries). For example, [Aljarah \(2020\)](#), [Bartikowski and Walsh \(2011\)](#) classified CCB into customer-oriented CCB (e.g. helping behavior, recommending) and firm-oriented CCB (e.g. feedback). Supplementary Material 3 includes more details about the constructs of CCB.

2.4 Contextual applications of CCB

The hospitality and hotel sector is the most extensively studied context for CCB, reflecting both the inherently participatory nature of hotel service delivery and the growing intersection with sustainability imperatives. A consistent finding across hospitality studies is that the service environment – the physical and social servicescape – is a powerful antecedent of CCB. [Kim and Baker \(2025\)](#) demonstrated that post-pandemic reshaped servicescapes drive CCB through perceptions of organizational competence, repositioning servicescape design as a strategic tool for activating co-creation behaviors beyond mere satisfaction. [AlKarim and Mehzabeen \(2025\)](#) extended this finding to upscale hotel settings, showing that hotel atmosphere activates CCB through a sequential mediation of customer experience and perceived value, moderated by staff-customer interaction quality – establishing that human contact remains a critical amplifier of servicescape stimuli even in upscale settings. The sustainability dimension has added complexity: [Tran et al. \(2025\)](#) established that green hotel practices activate green CCB intentions through pride and moral elevation, with hotel star rating moderating the strength of this pathway – higher-star hotels elicit stronger emotional responses and correspondingly stronger CCB intentions, challenging the assumption of theoretical homogeneity across hotel tiers. Critically, [Yim et al. \(2026\)](#) introduced an important boundary condition: sustainability practices can generate ambivalence in hotel guests during leisure stays, where comfort preferences and environmental conscience conflict, potentially suppressing rather than activating CCB. This ambivalence finding has direct managerial implications: hotel operators cannot assume uniform pro-environmental reciprocity from all guest segments. Sustainability communication strategies must therefore be differentiated – tailoring messaging to leisure guests, for whom comfort salience is high, versus eco-conscious or business traveler segments, where environmental conscience is stronger and CCB activation is more reliable. Overall, hospitality research has moved from simple antecedent-outcome models toward contingency frameworks that specify the conditions under which servicescapes, organizational practices and sustainability initiatives activate or suppress CCB.

Beyond hotels, CCB has been examined across tourism-adjacent, food service and retail contexts, revealing both convergent mechanisms and context-specific differences. In airline services, [Bakır et al. \(2024\)](#), drawing on Expectation Confirmation Theory, found that CCB – particularly the advocacy and tolerance dimensions – significantly mediates the relationship between service quality and repurchase intention. This finding repositions CCB as a strategic intermediary in the service quality-loyalty chain: airlines that activate CCB obtain not only discretionary customer contributions but also a loyalty premium, underscoring its managerial value. In food service, [Davras and Davras \(2025\)](#) demonstrated that all four service quality dimensions predict CCB in coffee shops, with flow experience fully mediating this relationship – psychological absorption in the service encounter emerges as the operative mechanism, distinct from the rational exchange or identity processes dominant in hotel research. In wellness and tourist destination contexts, emotional experiences and psychological ownership have emerged as key CCB drivers, extending the construct into experience-economy settings ([Liu et al., 2020](#); [Torres-Moraga et al., 2021](#)). In omnichannel fashion retail, [Salem and Alanadoly \(2024\)](#) applied the Stimulus-Organism-Response (SOR) framework to show that connectivity, consistency and personalization dimensions of

customer experience activate CCB through customer engagement, with return policies moderating the engagement-CCB pathway – demonstrating that boundary management and customer control are substantive CCB antecedents in digital retail contexts. In higher education, [Sharif and Sidi Lemine \(2024\)](#) established that service quality activates CCB through emotional brand attachment, confirming that affective bonding mechanisms operate across for-profit and mission-driven service institutions. The comparative picture across these contexts reveals that while service quality and engagement consistently predict CCB, the operative mediating mechanism varies – flow, emotional attachment, engagement or psychological ownership – suggesting that CCB theories require greater contextual specification rather than continued reliance on context-free applications of SET or SIT.

Two frontiers have seen particularly rapid scholarly growth: green CCB and AI-mediated CCB. Their joint examination reveals both convergence and unresolved theoretical conflict. On the green CCB frontier, [Waris et al. \(2024\)](#) established a multi-pathway model in which environmental CSR initiatives activate green CCB through green trust, customer-company identification and green corporate image – integrating both SET and SIT mechanisms in a single model and demonstrating that green CCB requires multiple simultaneous enabling conditions rather than a single trigger. [Aljarah and Ibrahim \(2025\)](#) extended green CCB research to social media, finding that green influencers activate green CCB through environmental self-identity formation, with dynamic social norms moderating the indirect pathway, opening new theoretical territory at the intersection of social identity, normative influence and voluntary pro-environmental behavior. On the AI-mediated frontier, [Guan et al. \(2026\)](#) found that AI chatbot agility promotes green CCB through social facilitation – the intelligent, responsive presence of a chatbot agent enhancing customers’ pro-environmental behavioral tendencies in hotel settings. However, [Gong \(2025\)](#) found that robot personalization promotes CCB through dual identification pathways (cognitive and affective), while [Sun et al. \(2026\)](#) simultaneously found that robot-delivered inclusive service can undermine CCB through perceived inauthenticity. This divergence across contemporaneous studies on closely related AI service stimuli exposes a fundamental theoretical gap: the CCB literature has not yet developed a unified account of how artificial service agents govern the mechanisms of reciprocity and identity underlying CCB. Whether the operative mechanism is facilitation, identification or signaling depends on contextual contingencies – the AI agent’s anthropomorphism, the service category and customers’ prior expectations – that current CCB theories do not accommodate. Resolving this gap requires a structured map of how emerging AI-related CCB themes cluster intellectually: precisely what the bibliometric analysis in this study is designed to provide.

3. Research procedure

3.1 Bibliometric analyses

Bibliometric mapping reviews help researchers manage large bibliographic data sets while reducing potential bias ([Gurzki and Woisetschlager, 2017](#)). A bibliometric analysis comprises two main components: performance analysis and science mapping ([Marzi et al., 2024](#)). Rather than treating these components as generic descriptive tools, this study applies them in a theoretically motivated sequence across ten research objectives. Performance analysis (O1–O6) maps the structure of the CCB field by examining publication trends, the most-cited papers, prolific authors, leading journals, institutions and countries ([Cuccurullo et al., 2016](#)), thereby revealing who produces knowledge, where it originates and which contributions have been most influential. Science mapping moves beyond description to reveal the field’s relational and intellectual architecture ([Donthu et al., 2021](#)), using three techniques – keyword co-occurrence, co-citation analysis and bibliometric coupling

(Vogel *et al.*, 2021), each theoretically justified by the objective it serves. Keyword co-occurrence analysis (O7) uncovers the conceptual vocabulary and dominant theoretical themes through which the CCB community frames its research. Co-citation analysis (O8) rests on the principle that documents cited together share intellectual heritage (Donthu *et al.*, 2021), making it the most appropriate technique for mapping the foundational knowledge clusters that underpin CCB. The 100 most-cited references were selected following established bibliometric practice (Donthu *et al.*, 2021), ensuring sufficient connectivity among nodes while maintaining analytical clarity. Documents that are co-cited more frequently tend to cluster together (Gurzki and Woisetschlager, 2017), facilitating the identification of core knowledge clusters via network analysis (Cobo *et al.*, 2011). Bibliometric coupling (O9–O10) rests on the principle that documents that share references belong to the same emerging scholarly conversation (Kessler, 1963), making it a theoretically justified technique for detecting nascent research trajectories and constructing a grounded future research agenda. Together, these choices follow a deliberate analytical progression: from mapping the field's sociological structure (O1–O6) to uncovering its intellectual foundations (O7–O8) and, finally, to identifying its theoretical frontier (O9–O10).

3.2 Sample identification

This study used the “Scientific Procedures and Rationales for Systematic Literature Reviews” (SPAR-4-SLR) standards, which comprise three primary phases: assembling, arranging and assessing the data set (Paul *et al.*, 2021). The assembly phase comprises two steps: identifying and acquiring relevant articles. In the identification phase, the search domain was defined as “customer citizenship behavior” and the research objectives (O1–O8). This bibliometric mapping review is based exclusively on Scopus. In the acquisition stage, Scopus was selected for several reasons. First, Scopus generally offers extensive coverage of business, engineering, management and social science articles (Karanam *et al.*, 2024). Second, Scopus provides approximately 20% greater coverage for citation analysis than Web of Science, whereas Google Scholar yields findings with variable accuracy (Karanam *et al.*, 2024). Third, Scopus offers greater coverage than other databases, with over 20,000 peer-reviewed journals, including those published by Elsevier, Emerald, Taylor & Francis, Springer, Informa and Inderscience (Fahimnia *et al.*, 2015). The search was performed using the following advanced query TITLE-ABS-KEY (“customer citizenship behavior”) OR (“customer extra-role behavior”) OR (“consumer citizenship behavior”) OR (“tourist citizenship behavior”) OR (“student citizenship behavior”). These keywords were drawn from prior review papers on CCB. The initial search result yielded 328 titles. The search was performed in March 2024.

The arranging process consists of two steps: organization and purification. Data sets are initially classified by language and document type, without applying a specific framework. In the purification phase, only English-language journal articles are retained; English-language publications constitute the dominant medium of internationally indexed service marketing scholarship and restricting the corpus to this language boundary ensures citation comparability and is consistent with established bibliometric practice (Karanam *et al.*, 2024; Marzi *et al.*, 2024). Other irrelevant disciplines, including engineering, medicine and pharmacy, are removed; publications from fundamentally different disciplinary communities operate within distinct citation networks and their inclusion would introduce structural noise that distorts co-citation cluster formation rather than enriching it – a boundary-setting decision integral to rigorous bibliometric research design (Öztürk *et al.*, 2024). This approach eliminated 70 titles, leaving 258 papers published from 2005 to 2024 after screening. The corresponding authors of these 258 papers originated from 33 nations. Furthermore, data were cleaned to include only peer-reviewed articles in the reference list

used in the analysis. In contrast, other document types (e.g. books, websites, conference proceedings) were excluded (Donthu *et al.*, 2021). This process was facilitated by a custom Python script. The Python code successfully identified and consolidated these references, ensuring they were counted only once. This covered authors' names, article titles and journal names.

The concluding phase (assessment) applies bibliometric analysis, encompassing performance analysis (examining publication trends, identifying the most cited papers in CCB studies, determining the most prolific authors and recognizing leading journals, institutions and countries in CCB) and science mapping. The two principal software applications used in this phase were VOSviewer (version 1.6.20) and Microsoft Excel (version 365). The results are presented in tables, figures and text, and the study's limitations are acknowledged. Figure 1 shows the SPAR-4-SLR.

Figure 1 shows the SPAR-4-SLR.

4. Results

4.1 Performance analysis

4.1.1 Year-wise publications. The CCB scholarship has undergone three distinct growth phases over the past two decades, with publication output nearly tripling between 2020 and 2024 (O1) (see Figure 2). The Exploratory Phase (pre-2016) attracted modest but growing interest, with 1–10 publications per year (average: 4.5). The Growth Phase (2016–2021) marked a substantial surge in scholarly activity, with annual output rising from 15 to 28 publications – a pattern consistent with the maturation phase identified in bibliometric analyses of other marketing constructs (Donthu *et al.*, 2021). The Expansion Phase (2022–2024) saw a dramatic acceleration, peaking at 55 publications in 2023. This trajectory signals not merely growing interest but the field's transition to a mainstream research domain, warranting systematic structural analysis. Notably, the corpus of 258 articles nearly triples the coverage of Mitrega *et al.* (2022), whose systematic review identified 98 articles up to 2021. It substantially extends Gong and Yi (2021), whose review closed in 2019, confirming that the Expansion Phase (2022–2024) represents genuinely new scholarly territory that no prior CCB review has been positioned to map.

4.1.2 Leading countries in CCB. China emerges as the dominant contributor with 74 articles, followed by Korea (30) and the USA (28), together accounting for nearly half the corpus. This geographic concentration both extends and quantifies what Gong and Yi (2021) observed qualitatively: CCB scholarship is disproportionately anchored in East Asian service contexts, raising unresolved questions about its generalizability to Western or Global South markets. Australia's high multi-country publication ratio (MCP = 0.5) is a notable exception, suggesting that smaller contributor nations tend to engage in cross-national collaboration rather than domestically oriented research.

4.1.3 Most prolific author. The most prolific author is Gong T (12 articles, Hanyang University ERICA), whose output includes the field's most comprehensive qualitative review (Gong and Yi, 2021). The combined dominance of Gong T and Yi Y (19 articles) mirrors the institutional concentration observed at the country level and signals that the CCB agenda has been shaped by a small cluster of Korean scholars – a finding that has implications for the field's theoretical diversity and potential thematic narrowness.

4.1.4 Institution-wise publication in CCB. North-West University (South Africa) leads in institutional output, followed by Korean universities (Hanyang University, ERICA and Seoul National University) and Taiwanese institutions. The near absence of European or North American institutions in the top ten confirms the geographic imbalance identified at the country level and extends Mitrega *et al.* (2022) concern about limited contextual

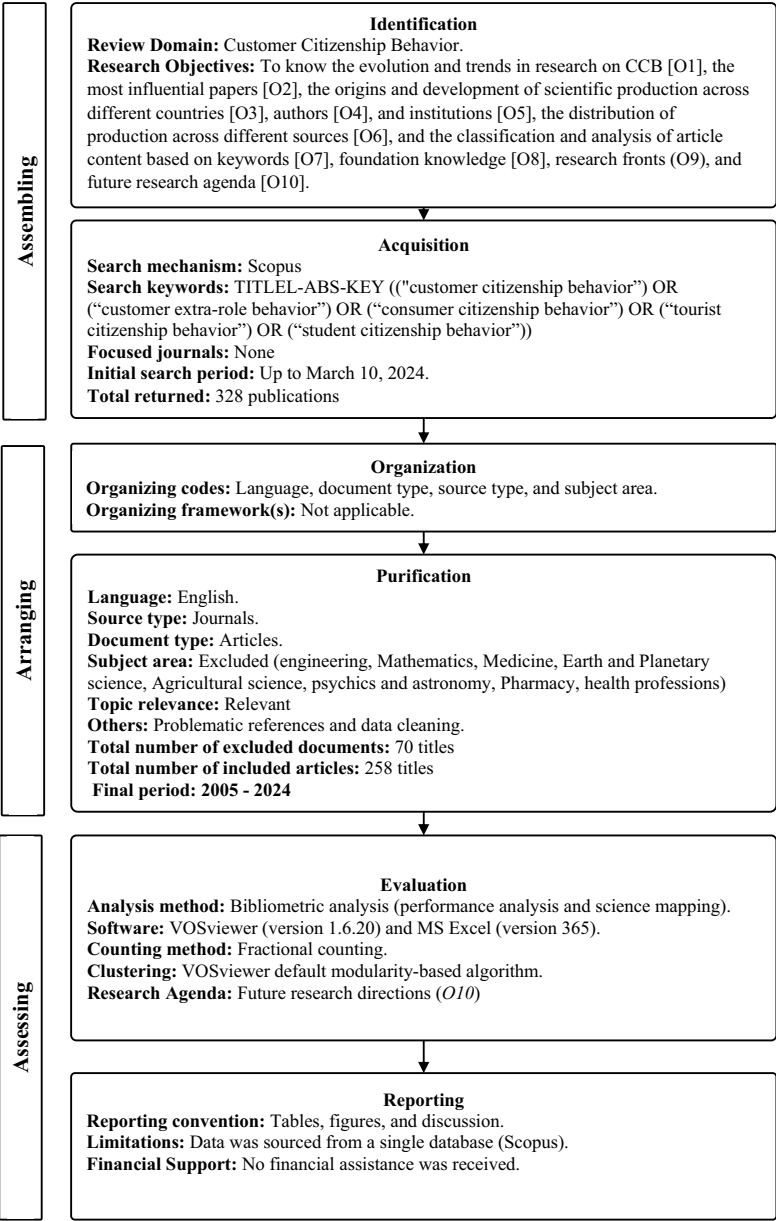


Figure 1. SPAR-4-SLR flowchart
Source: Authors’ own work

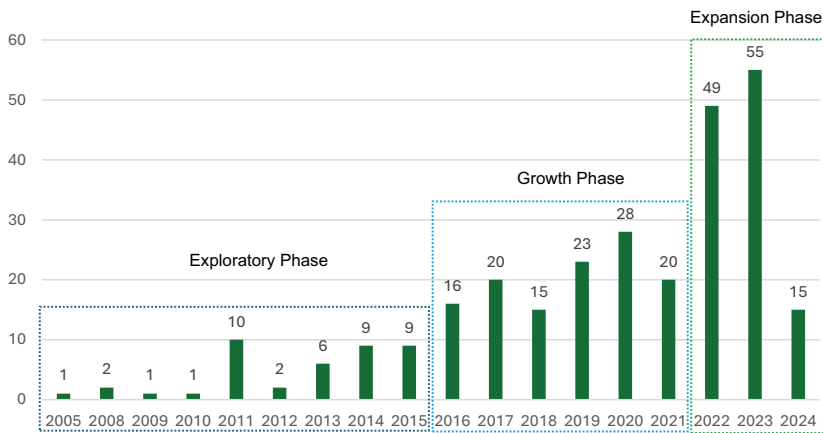


Figure 2. Year-wise publications on CCB

Source: Authors' own work

diversity in CCB research to the institutional level. This concentration suggests that CCB's theoretical development has been driven by a geographically narrow set of academic communities.

4.1.5 Leading publishing journals. To identify leading CCB journals (O6), journals were ranked by the total number of CCB articles. The *Journal of Retailing and Customer Service* ranked first with 14 articles, followed by the *Journal of Business Research* (13 articles), *Sustainability* (12 articles), *Frontiers in Psychology* (11 articles) and the *Service Industries Journal* (8 articles). The 58 articles published in the top five CCB journals account for 22.4% of the total corpus.

4.2 Scientific mapping

4.2.1 Citation analysis. The most influential articles on CCB (O2) were identified by ranking them by total global citations. [Yi and Gong \(2013\)](#) is the most influential study, with 943 total citations. [Groth \(2005\)](#) has 550 global citations, reflecting its foundational role in CCB research. [Lii and Lee \(2012\)](#) also have notable impact, with 410 citations (see [Table 1](#)). Together, these papers constitute the core of the CCB literature, offering diverse perspectives on customer behavior and its implications for business and society. The citation dominance of [Yi and Gong \(2013\)](#) and [Groth \(2005\)](#) confirms what both prior CCB reviews identified as the field's definitional anchors ([Gong and Yi, 2021](#); [Mitrega et al., 2022](#)). The bibliometric approach extends this finding by quantifying their relative dominance within a corpus three times larger than any prior review, revealing that despite two decades of growth, the field's intellectual center of gravity has not meaningfully shifted beyond its founding texts.

4.2.2 Keyword occurrence and trend analysis. Keyword co-occurrence analysis was conducted in VOSviewer to visualize the networks of keywords used in the studies. Author-specified keywords were analyzed with a minimum threshold of four occurrences, yielding 27 keywords from 389 total author keywords. Full counting was applied. Among the 27 keywords meeting this threshold, "customer citizenship behavior" emerged as the most frequently co-occurring, with 190 instances. Following this, "customer value co-creation" was the next most frequent term, appearing 36 times. Other notable keywords include

Table 1. Citation analysis

Article	Journal	Citations	Year
(Yi and Gong, 2013)	<i>Journal of business research</i>	943	2013
(Groth, 2005)	<i>Journal of management</i>	550	2005
(Lii and Lee, 2012)	<i>Journal of business ethics</i>	410	2012
(Yi et al., 2011 b)	<i>Journal of business research</i>	239	2011
(Bartikowski and Walsh, 2011)	<i>Journal of business research</i>	212	2011
(Yi and Gong, 2008)	<i>Industrial marketing management</i>	182	2008
(Yi et al., 2013)	<i>Psychology and marketing</i>	159	2013
(Assiouras et al., 2019)	<i>Annals of tourism research</i>	156	2019
(Kim et al., 2020)	<i>International journal of hospitality management</i>	128	2020
(Revilla-Camacho et al., 2015)	<i>Journal of business research</i>	117	2015
Source(s): Authors' own work			

“corporate social responsibility” with 24 occurrences, “customer participation” and “satisfaction” with 15 occurrences each, “service quality” with 12 and “perceived value” with 11 (see Figure 3).

Keyword co-occurrence analysis can also identify current trends and topics for future exploration (Donthu et al., 2021). The keyword trend analysis (see Figure 3) revealed that in the early literature on CCB (pre-2018), the main focus was on foundational concepts such as satisfaction (Groth, 2005; Anaza and Zhao, 2013), loyalty (Anaza and Zhao, 2013), commitment (Curth et al., 2014) and OCB (Ma, 2013; Oyedele et al., 2011). In the following

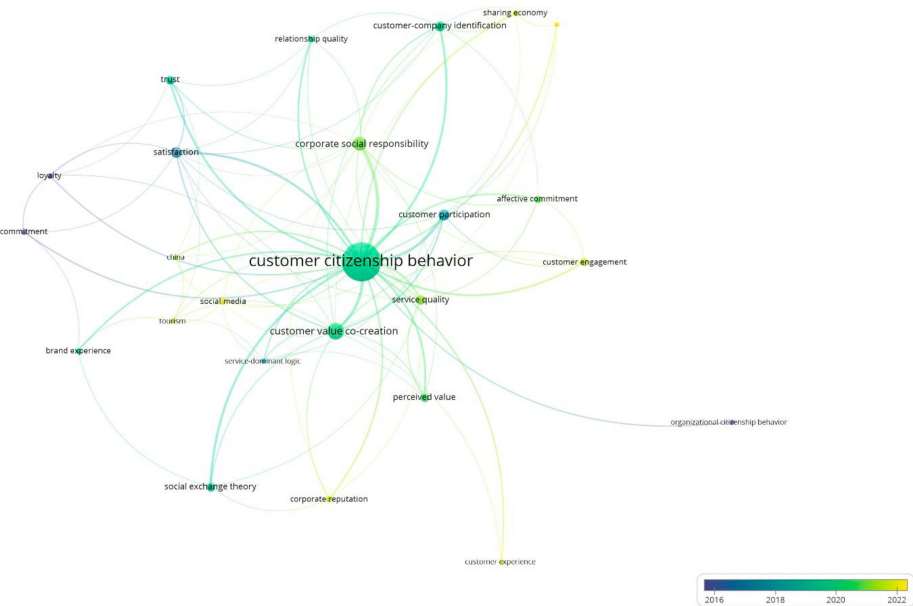


Figure 3. Trends topics based on keyword co-occurrence
Source: Authors' own work

phase (2018–2020), research shifted toward more dynamic aspects of CCB, including customer participation (Hsieh *et al.*, 2018; Zhang *et al.*, 2020), trust (van Tonder and Petzer, 2018), SET (Choi and Lotz, 2018) and the role of relationships and identification in CCB (Hur *et al.*, 2018). In the third phase (post-2020), themes such as CSR (Mubushar *et al.*, 2021), perceived value (Torres-Moraga *et al.*, 2021), affective commitment (Wu *et al.*, 2024), social media (Guttena *et al.*, 2024), customer mindsets (Soomro *et al.*, 2024), the sharing economy (Le *et al.*, 2024), corporate reputation (De Nicola *et al.*, 2024), customer engagement (Salem and Alanadoly, 2024) and the influence of psychological factors such as psychological ownership (Li *et al.*, 2024) and customer experience (Kim and Choi, 2016) became more prominent in the CCB literature. Notably, keywords related to tourism (Waris *et al.*, 2024) and China (Haobin Ye *et al.*, 2021) emerged as dominant, reflecting heightened attention to CCB in these contexts and offering opportunities for further exploration.

4.2.3 Co-citation analysis: fundamental base. The co-citation analysis of the 100 most relevant articles from 2005 to 2024, selected using a fractional counting method and a minimum citation threshold of 12 citations per document, revealed three clusters (Figure 4), each representing a major knowledge domain that has shaped the intellectual foundation of CCB. Cluster labels were assigned through a two-step process: first, the most frequent keywords within each cluster were examined, and then the top-cited articles within each cluster were reviewed and cross-checked against the keyword patterns to verify the label. To reduce subjectivity, two authors independently proposed labels and reached consensus through discussion, following the approach of Belur *et al.* (2021). This process yielded three clusters: Cluster 1 (red), “Antecedents of CCB in Service Contexts”; Cluster 2 (green), “Foundation Variables of CCB”; and Cluster 3 (blue), “Managing CCB in Relationship Marketing Context” (see Figure 4).

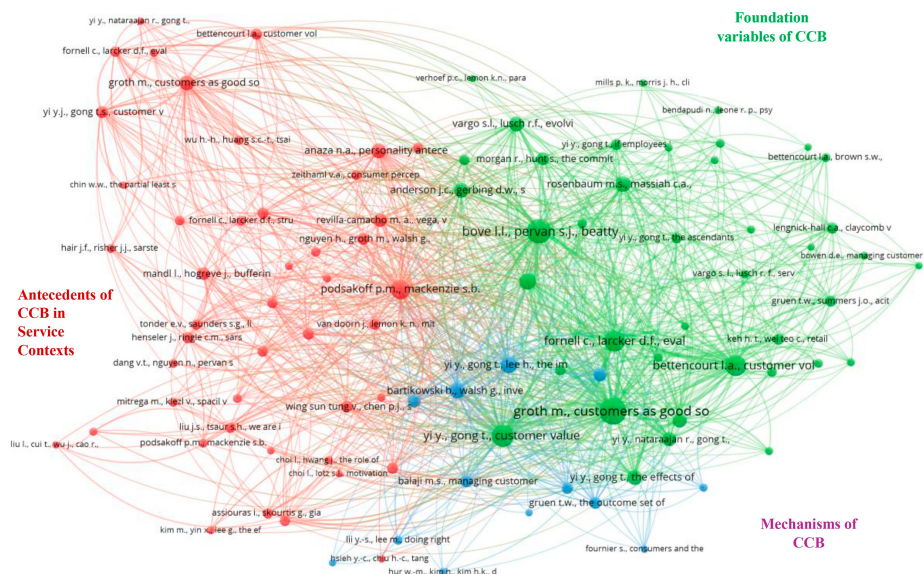


Figure 4. Co-citation analysis of CCB

Source: Authors' own work

4.2.3.1 Cluster 1: Antecedents of CCB in service contexts. In contemporary service contexts, a consistent focus has been placed on customers' intrinsic characteristics as antecedents of CCB. For instance, [Anaza \(2014\)](#) highlighted the roles of agreeableness and extraversion in shaping customer satisfaction and CCB. The study found that highly empathetic customers are more satisfied with service providers and more inclined to assist fellow online shoppers. Similarly, [Choi and Hwang \(2019\)](#) found significant positive effects of prosocial personality dimensions, such as empathy, helping others and proactive personality, on CCB.

Second, the literature highlights the important role of organizational initiatives and practices in enhancing CCB. [Bettencourt and Brown \(1997\)](#) conceptualized customers as partners in service delivery, emphasizing the reciprocal nature of service interactions and encouraging voluntary customer performance. [Dang et al. \(2020\)](#) and [Hur et al. \(2018\)](#) examined the influence of CSR on CCB, finding that positive perceptions of CSR initiatives increase customers' willingness to engage in citizenship behaviors. Beyond individual and organizational determinants, interpersonal dynamics within service encounters also emerge as a prominent subtheme. [Chan et al. \(2017\)](#) found a positive association between employees' OCB toward customers and CCB directed toward companies, employees and other customers. [Kim and Choi \(2016\)](#) likewise found that the quality of interactions with friends and fellow customers significantly shapes the overall customer experience.

Several studies have examined the emotional factors that drive CCB. For instance, [Delpechitre et al. \(2018\)](#) highlighted the role of emotional intelligence in driving CCB. [Cheng et al. \(2016\)](#) examined how brand attachment influences CCB. Additionally, justice, whether from the organization's or the customer's perspective, is recognized as a significant driver of CCB. [Di et al. \(2010\)](#) found a positive correlation between company-perceived justice and CCB, while [Yi and Gong \(2008\)](#) explored the significant predictive role of customer justice in CCB. Finally, social support ([Zhu et al., 2021](#)) and service quality ([Liu et al., 2020](#)) are also key drivers of CCB.

4.2.3.2 Cluster 2. Foundation variables. Cluster 2 comprises 40 articles and may be labeled "Foundation variables of CCB." Articles in this cluster explore fundamental concepts, including customer–company identification ([Ahearne et al., 2005](#)), co-production ([Auh et al., 2007](#)), emotional value ([Bailey et al., 2001](#)), customer value co-creation ([Yi et al., 2013](#)), customer justice ([Yi and Gong, 2008](#)), customer participation ([Delpechitre et al., 2018](#)), customer roles in service provision ([Choi and Hwang, 2019](#)), relationship benefits and quality ([Mitrega et al., 2022](#)), job satisfaction ([Bettencourt and Brown, 1997](#)), service quality ([Norouzi and Teimourfamian Asl, 2023](#)) and the outcomes of relationship marketing efforts ([Garrouch and Ghali, 2023](#)). Notably, most articles in this cluster do not directly investigate the effects of these variables on CCB; rather, they are essential for understanding the antecedents and dynamics of CCB.

4.2.3.3 Cluster 3. Mechanism of CCB. Cluster 3 comprises 13 articles that primarily focus on the mechanisms underlying CCB. The cluster examines a range of mediators and moderators. For instance, [Hur et al. \(2018\)](#) investigated customer identification with the company and emotional commitment as cognitive factors that explain the relationship between CSR and CCB. [Bartikowski and Walsh \(2011\)](#) examined the mediation of customer commitment and loyalty between corporate reputation and CCB. [Anaza and Zhao \(2013\)](#) investigated how satisfied, loyal and committed customers mediate the connection between their familiarity with an e-store, facilitating conditions and CCB. [Karaosmanoglu et al. \(2016\)](#) discussed the impact of ethical identity on the strength of the relationship between CSR and CCB. Furthermore, [Lii and Lee \(2012\)](#) explored the impact of CSR on firm customer evaluation, including its impact on CCB.

4.2.4 Bibliometric coupling: Current trends. Bibliographic coupling examines relationships among citing publications to understand the evolution of current and emerging knowledge trends in a research area (Öztürk *et al.*, 2024). Unlike co-citation analysis, which looks backward at shared intellectual roots, bibliometric coupling links documents that share common references in the most recent literature, making it the appropriate technique for detecting emerging research fronts and developing thematic clusters. It therefore directly addresses the second research question concerning the field's developing research areas. Bibliometric coupling was conducted using VOSviewer's default modularity-based clustering algorithm with fractional counting, applying a minimum threshold of 20 documents per source. Following the same two-step labeling procedure described above (keyword examination followed by top-cited article cross-checking, with two-author consensus), six significant clusters were identified (see Figure 5): Determinants of CCB, customer value co-creation, corporate resources, customer-to-customer interaction in service and higher education, Impact of CSR on CCB and brand love and experience.

4.2.4.1 Cluster 1. Determinants of CCB. This cluster focuses on employee–customer interactions as a key determinant of CCB. Kim and Byon (2018) investigated how employee

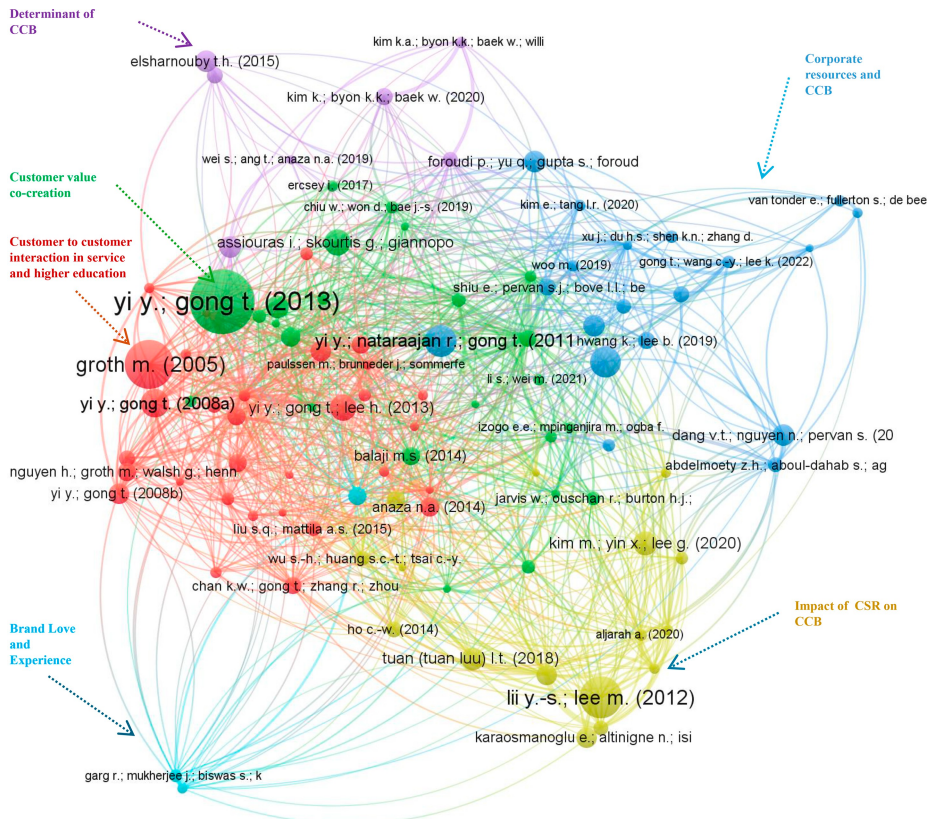


Figure 5. Cluster identification

Source: Authors' own work

satisfaction predicts CCB and consumer participative behavior through perceived service quality. Several articles in this cluster examine the dynamics of the customer-company relationship. [Paulssen et al. \(2019\)](#) examined the differential influence of two primary predictor paths of the customer relationship (identity-based and satisfaction-based) on extra-role behaviors. This study confirmed a distinct influence on CCB. Similarly, [van Tonder and Petzer \(2018\)](#) explored the extent to which customer commitment mediates the relationship between consumer satisfaction with the company and CCB, such as customer advocacy and assisting other customers, in online banking.

The significance of service experience and recovery mechanisms in shaping CCB emerged as a prominent subtheme within this cluster. [Kim et al. \(2020\)](#) and [Yi and Kim \(2017\)](#) examined how service recovery influences future co-creation and the role of other customers during service failures. According to [Kim et al. \(2020\)](#), fellow customers can serve as a novel form of recovery agent, which itself constitutes CCB. [Yi and Kim \(2017\)](#) also explored the essential role of inter-customer assistance by examining two key questions:

- Q1. Does social influence affect customers' decisions to offer help?
- Q2. What are the motivations behind offering help?

The study found that social influence and self-centered motives shape customers' decisions to help others during self-service technology failures.

Perceived justice is a key determinant of CCB. Within the CCB domain, justice is examined from two perspectives: customer justice and organizational justice. [Yi and Gong \(2008\)](#) found that the three types of customer justice (distributive, procedural and interactional) generate positive emotions, which in turn directly predict CCB. [Di et al. \(2010\)](#) investigated organizational justice within the CCB domain. Their results showed that a high perception of organizational justice can predict trust and CCB.

4.2.4.2 Cluster 2. Customer value co-creation and CCB. Given that CCB is a sub-dimension of CVCC ([Delpechitre et al., 2018](#)), it is not surprising to find a dedicated cluster of research on CVCC within CCB literature. Through these articles, the authors examine the interactions among CCB, CVCC and behavioral outcomes. One thematic subgroup focuses on the influence of CVCC on consumer happiness and satisfaction. [Hsieh et al. \(2018\)](#) studied how increasing value co-creation (customer participation and CCB) boosts customer happiness. Likewise, [Chiu et al. \(2019\)](#) examined CVCC in fitness centers and found its positive and significant influence on consumer value and satisfaction.

Another research stream within the cluster investigated the association between value co-creation and CCB. [Assiouras et al. \(2019\)](#) operationalized value co-creation as customer co-production and value in use, and found a direct positive relationship with CCB, mediated by guest satisfaction in the tourism sector. [Delpechitre et al. \(2018\)](#) argued that employee emotional intelligence and empathy influence customer participation, CCB and commitment.

Finally, several studies in this cluster examined factors influencing CCB and its outcomes. [Gong and Yi \(2021\)](#) conducted a comprehensive review of CCBs in the service context, synthesizing the literature and identifying future research directions. [Revilla-Camacho et al. \(2015\)](#) examined the effects of customer participation and CCB on customer turnover intention, underscoring the value of cultivating positive customer relationships.

4.2.4.3 Cluster 3. Corporate resources and CCB. This cluster examines how corporate resources influence CCB. Corporate resources are the perceived operational and strategic assets, including company culture, reputation, personnel and offerings ([Mitrega et al., 2022](#)). Research has examined how a company's reputation influences customers' willingness to engage in CCB. For instance, [Bartikowski and Walsh \(2011\)](#) found that customer-based

corporate reputation affects CCB directly and indirectly through customer commitment and loyalty. A parallel line of research explores how a company's use of technology can motivate CCB. For instance, [Sharif and Sidi Lemine \(2024\)](#) found a positive association between a university's website features and CCB. Similarly, gamification is identified as a corporate technological resource that can generate CCB ([Shahzad et al., 2024](#)).

Organizations' interactions with customers on social media are an important catalyst for promoting CCB. Social media influencers have been shown to influence CVCC, leading to increased brand value and purchase intention ([Ahmed et al., 2024](#)). [Wu et al. \(2024\)](#) posited that, in the tourism sector, value congruence between consumers and social media representatives amplifies parasocial interaction, thereby enhancing brand recognition and consumer brand loyalty.

4.2.4.4 Cluster 4. Impact of CSR on CCB. CSR is a prominent element of corporate governance ([Kim et al., 2020](#)), and this cluster represents a substantial share of contemporary CCB literature. This research trajectory encompasses several subthemes that advance understanding of the relationship between CSR and CCB. Scholars such as [Mubushar et al. \(2021\)](#) investigated the relationship between customer perceptions of CSR and CCB in the banking sector. A direct positive relationship was found between CSR and CCB, as well as an indirect relationship mediated by consumer-company identification. [Hur et al. \(2018\)](#) elaborated on this finding, revealing that the relationship between CSR and CCB is progressively mediated by identification and affective commitment.

Past studies have examined how service quality influences CSR and CCB. [Aljarah and Alrawashdeh \(2021\)](#) highlighted the importance of perceived service quality in promoting CCB in the context of CSR. Likewise, [Kim et al. \(2020\)](#) examined the impact of multidimensional CSR activities on CCB, including making recommendations, aiding fellow consumers and offering feedback. [Aljarah \(2020\)](#) presented a unique classification of CCB known as target-based CCB. The results indicated that CSR positivity affects CCB, with a stronger predictive effect on customer-oriented CCB than on firm-oriented CCB. Finally, [Tuan \(2018\)](#) examined the nexus between sustainable tourism and environmental consumer behavior, highlighting the importance of CSR programs and frontline staff in promoting sustainable consumer practices.

4.2.4.5 Cluster 5. Customer-to-customer interaction in service and higher education. One subgroup within this cluster focuses on customer-to-customer interactions in service settings. [Kim et al. \(2020\)](#) examined the relationships among the sports service environment, excitement, customer-to-customer interaction and CCB in professional golf events. Likewise, [Wei et al. \(2019\)](#) examined congested service environments and investigated the impact of information dissemination on social withdrawal. Their research highlights the need for proactive management strategies to mitigate the negative effects of service congestion on customer interactions.

A second subgroup investigated the relationship between customer-to-customer engagement and value co-creation. [Kim et al. \(2020\)](#) examined how customer interactions affect value creation. They found that other consumers' enthusiasm positively influenced multiple values and behaviors, whereas dysfunctional behavior had negative effects. [Elsharnouby \(2015\)](#) explored customer-to-customer interactions in educational contexts, focusing on their role in fostering collaborative connections among students. This subgroup highlights the importance of customer-to-customer interaction dynamics in educational settings by analyzing the mediating roles of student satisfaction, institutional reputation, teacher competency and student citizenship behavior. Through empirical research and theoretical models, these studies advance understanding of customer-to-customer contact

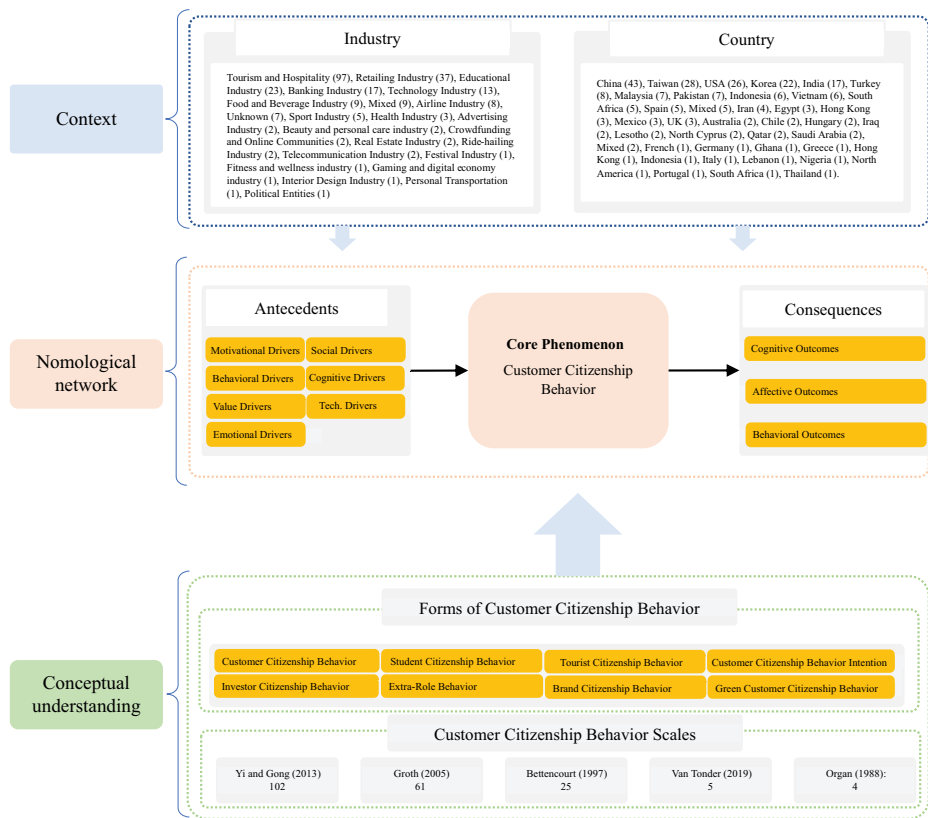


Figure 6. Conceptual model of CCB
Source: Authors' own work

and its influence on consumer experiences and behaviors in service and educational settings (see Figure 6).

4.2.4.6 Cluster 6. Brand love and experience. Research front 6 focuses primarily on two essential concepts: brand love and brand experience, emphasizing their role in shaping CCB. Garg et al. (2016) present a comprehensive model that incorporates three antecedents (brand experience, respect and customer affinity for the brand) and their associated behavioral outcomes, including commitment, CCB and willingness to pay a premium. Xie et al. (2017) also focus on brand experience and demonstrate a positive relationship between brand experience and customer- and firm-oriented CCB (see Figure 7).

4.3 Thematic content analysis

4.3.1 Research agenda. 4.3.1.1 Bibliometric coupling: Research fronts. Bibliometric coupling was used to discern new research fronts in CCB (O10), following Donthu et al. (2021). This analysis incorporated publications from 2020 to 2024, applying a minimum threshold of 10 documents per source, using VOSviewer's default modularity-based clustering algorithm with full counting. Six research fronts were identified (see Figure 8 and

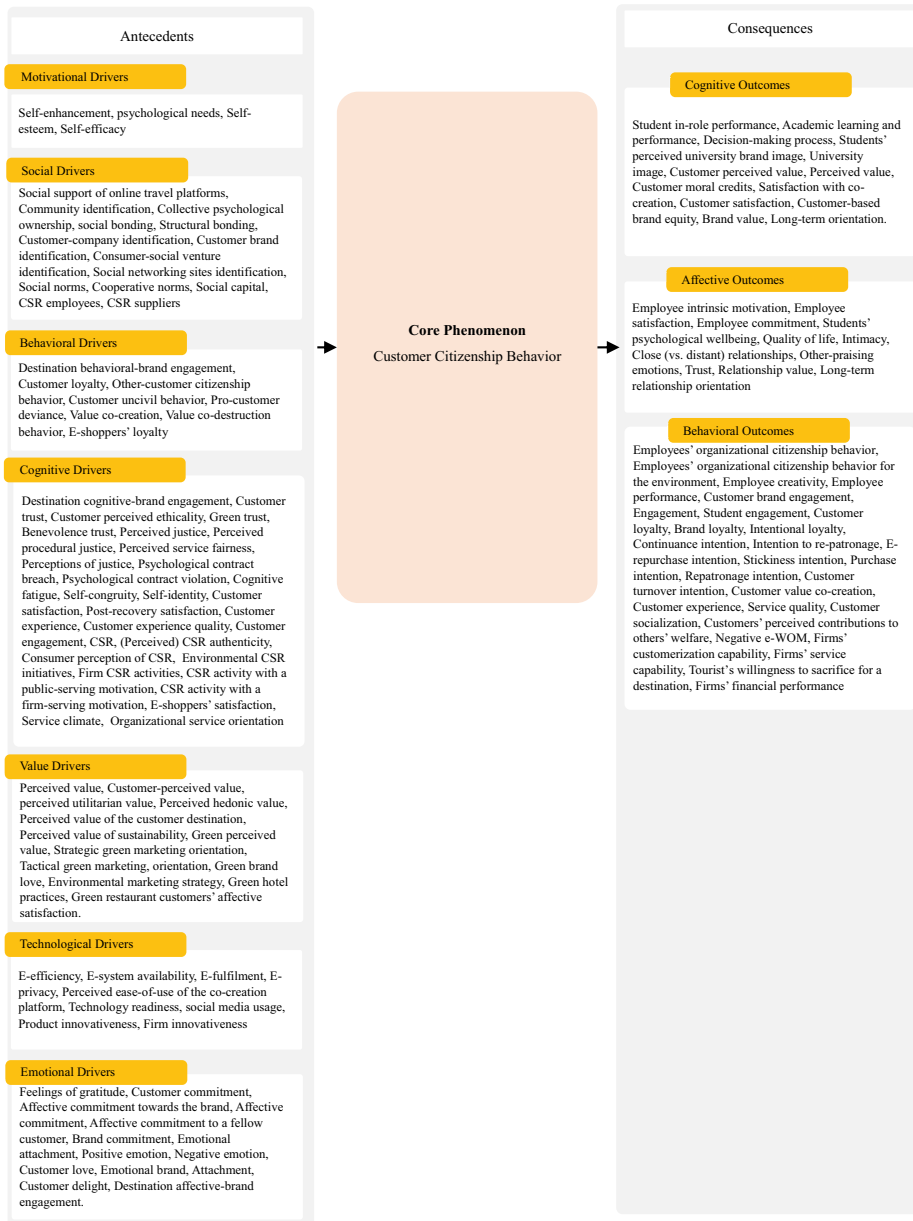


Figure 7. Antecedents and consequences of CCB

Source: Authors' own work

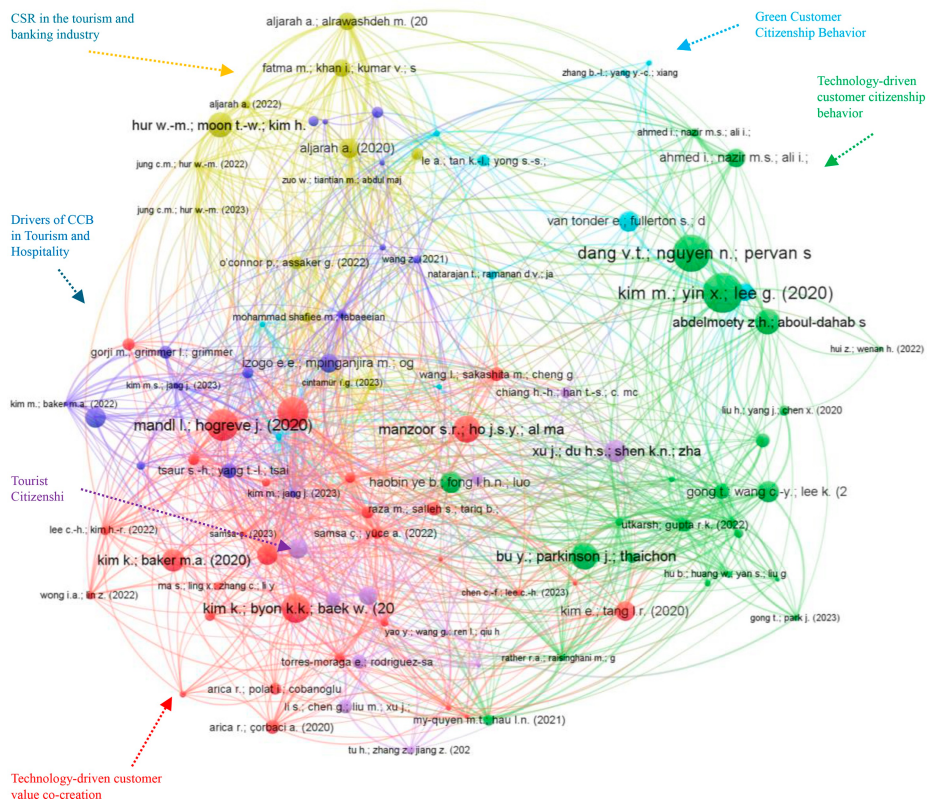


Figure 8. Research fronts (2020–2024)

Source: Authors' own work

Table 2): Technology-driven Customer Value Co-Creation, Technology-driven CCB, Drivers of CCB in the Tourism and Hospitality Context, CSR in the Tourism and Banking Context, Tourist Citizenship Behavior and Green CCBs.

Research Front 1 comprises publications that emphasize technology as a catalyst for CVCC. These studies cover AI chatbots (Shahzad *et al.*, 2024), the sharing economy (e.g. electronic scooter-sharing services) (Chen and Lee, 2023), virtual brand communities (Wang, 2021), social media (e.g. Weibo) (Zhang *et al.*, 2020) and internet charity platforms (Du *et al.*, 2020). This research front is therefore labeled “Technology-Driven Customer Value Co-Creation.” This front was entirely absent from Gong and Yi (2021) corpus – whose review closed in 2019 – confirming that technology-mediated CCB represents a genuinely emergent trajectory rather than a continuation of pre-existing themes.

Research Front 2 is closely related to Research Front 1 but focuses on the technological dimensions of CCB rather than CVCC. This research examines several technological drivers, including the characteristics of Augmented Reality (AR) technology (Gong and Wang, 2023), the perceived value of mobile shopping applications (Garrouch and Ghali, 2023), the social support provided by online travel platforms (Ning and Hu, 2022) and the perceived value of social network services (Kwon and Namkung, 2022). In-store retail

Table 2. Six research fronts in CCB literature (2020–2024)

Front	Research front	Representative keywords	Key papers
RF1	Technology-Driven customer value Co-Creation	AI chatbots, sharing economy, virtual brand communities, social media, internet charity platforms, value co-creation	Shahzad et al. (2024) ; Chen and Lee (2023) ; Wang (2021) ; Zhang et al. (2020) ; Du et al. (2020)
RF2	Technology-Driven CCB	Augmented reality, mobile shopping apps, online travel platforms, social network services, e-retailing, service recovery	Gong and Wang (2023) ; Garrouch and Ghali (2023) ; Ning and Hu (2022) ; Kwon and Namkung (2022) ; Zhu et al. (2021)
RF3	Drivers of CCB in tourism and hospitality context	Hedonic value, customer-to-customer connection, servicescape, customer involvement, physical environment, hotel	Hossain et al. (2023) ; Li et al. (2024)
RF4	CSR and CCB in tourism and banking context	Corporate social responsibility, CSR authenticity, corporate hypocrisy, brand attachment, relationship marketing, culture	Jung and Hur (2024) ; Nguyen and Chiu (2023) ; Mubushar et al. (2021) ; Aljarah (2020) ; Aljarah and Alrawashdeh (2021)
RF5	Tourist citizenship behavior	Psychological ownership, recovery perception, destination attachment, visitor emotions, resource uniqueness, wellness tourism	Yao et al. (2023) ; Liu et al. (2020)
RF6	Green CCB	Green brand distinctiveness, green brand love, pro-environmental behavior, subjective norms, intrinsic values, sustainability	Zhang and Yang (2023) ; van Tonder and Petzer (2018)

Note(s): RF = Research Front; CCB = Customer Citizenship Behavior; CVCC = Customer Value Co-Creation; CSR = Corporate Social Responsibility; TCB = Tourist Citizenship Behavior

Source(s): Authors' own work

technology attributes ([Gong and Yi, 2021](#)) and the concepts of service recovery and recovery justice within e-retailing ([Zhu et al., 2021](#)) are also examined in this front.

Research Front 3 comprises publications examining “CCB within the tourism and hospitality context,” reflecting growing scholarly interest in this domain. Scholars have identified several customer-level determinants of CCB in the tourism and hospitality sectors. [Hossain et al. \(2023\)](#) identified four determinants of CCB: hedonic value, customer-to-customer connection, consumer demand and customization. However, [Li et al. \(2024\)](#) found that customer involvement mediates the effects of physical and social servicescapes on several CCB in hotel environments. The indirect effect of the physical servicescape on CCB, mediated by customer involvement, was stronger among male patrons.

Research Front 4 is labeled “CSR and CCB within the tourism and banking sectors.” Corporate Social Responsibility remains a prominent topic in the CCB literature. Studies in this cluster demonstrate how CSR practices affect CCB, including the effects of corporate hypocrisy ([Jung and Hur, 2024](#)), CSR authenticity ([Nguyen and Chiu, 2023](#)) and corporate justice ([Di et al., 2010](#)). Prior studies have examined the mediating roles of relationship marketing orientation ([Mubushar et al., 2021](#)) and emotional brand attachment ([Hur et al., 2018](#)) in the relationship between CSR and CCB. More recent work has examined culture ([Aljarah, 2020](#)), brand familiarity ([Aljarah and Alrawashdeh, 2021](#)) and self-brand connections ([Jung and Hur, 2024](#)) to better understand the scope of the CSR–CCB relationship.

Researchers have examined the antecedents of tourist citizenship behavior (TCB). For instance, psychological factors are key determinants of TCB. [Yao et al. \(2023\)](#) extend the investigation to wellness tourism sites, highlighting the influence of perceived recovery and psychological ownership on TCB, grounded in the feelings-as-information theory. Alongside these psychological perspectives, emotional experiences emerged as a significant component of TCB. [Liu et al. \(2020\)](#) emphasized the mediating role of visitor emotions in the relationship between resource uniqueness and service quality and encouraged CCB in the tourism sector. Destination psychological ownership is also a key determinant of TCB: it positively predicts TCB and partially mediates the relationship between place attachment and TCB. Together, these articles advance understanding of the psychological, relational and contextual factors underlying TCB in tourism settings.

Research Front 6 investigates the notion of “green CCB” as a form of pro-environmental behavior. Green CCB refers to customers’ voluntary, discretionary actions that support a company’s environmental sustainability goals. Studies in this cluster examine how societal and personal factors shape green consumer behavior. [van Tonder and Petzer \(2018\)](#) highlighted the influence of subjective norms, intrinsic values and attitudes on the development of green consumer behavior. [Zhang and Yang \(2023\)](#) identified three determinants of green CCB in a restaurant context: green brand distinctiveness, credibility and innovativeness, together with green brand love. The emergence of green CCB as a structurally distinct research front extends [Mitrega et al. \(2022\)](#) observation that contextual diversification was underway and, for the first time, establishes that the green frontier has attained sufficient bibliometric mass to constitute a self-referencing, citation-linked knowledge community – a finding that qualitative synthesis alone could not have produced.

Based on our findings and a review of the contemporary CCB literature, we propose the following directions for future research:

4.4 Meta-Analysis

A meta-analysis synthesizes empirical studies by quantifying their results with summary effect sizes that assess the nature, magnitude and direction of the relationships examined ([Chhibber et al., 2024](#)). Despite the growing body of CCB research, only two systematic reviews have addressed its origins and implications ([Mitrega et al., 2022](#); [Gong and Yi, 2021](#)). Notably, neither study used meta-analysis to synthesize the antecedents and outcomes of CCB. Future research should therefore use meta-analysis to empirically assess the antecedents and consequences of CCB.

4.5 Generative AI and CCB

Organizations are increasingly using generative AI to improve the customer experience ([Gupta et al., 2024](#)). For example, Microsoft’s use of ChatGPT in its Bing search engine markedly enhanced customer satisfaction. Nevertheless, understanding of how these technologies affect customer reactions remains limited. Consequently, several important questions remain unresolved and warrant further exploration. For instance, does a company that uses generative AI for product promotion influence CCB differently than campaigns developed by humans? What if the corporation uses AI without disclosure, leading customers to suspect its use in communication? What will be the ramifications for CCB participation? To the best of our knowledge, these questions remain unanswered. Further research is needed to understand the implications of generative AI for CCB across diverse contexts and socioeconomic settings.

5. Discussion

This study offers the first Scopus-based bibliometric mapping review of CCB, and its contribution lies not in the bibliometric outputs themselves but in what they collectively reveal about the CCB field's intellectual architecture, theoretical fragmentation and emerging trajectory. Three findings stand out as particularly novel. First, the performance analysis reveals a geographically concentrated and thematically narrow field – dominated by East Asian contexts and marketing journals – whose structural biases have not previously been documented. Second, the co-citation analysis shows that CCB's intellectual foundation rests on three theoretically disconnected knowledge clusters, explaining the field's persistent fragmentation and the difficulty of building cumulative theory. Third, bibliometric coupling of recent publications reveals six emerging research fronts. Together, these fronts signal a fundamental reconceptualization of CCB: from a reactive, firm-directed service behavior toward a proactive, ecosystem-embedded value co-creation mechanism. This shift has significant implications for how CCB should be theorized, measured and managed. These three findings collectively confirm, extend and, in one case, challenge the conclusions of prior CCB reviews. Specifically, they confirm the thematic concentration identified by [Mitrega et al. \(2022\)](#) and [Gong and Yi \(2021\)](#), extend their antecedent taxonomies by revealing the underlying citation-based architecture and challenge both reviews' implicit assumption that CCB's theoretical foundations are unified. The bibliometric evidence demonstrates instead that they are fragmented into three disconnected conversations that have rarely been bridged.

CCB is now an established research domain, with nearly 600 authors contributing to the literature. Publication output has nearly tripled over the last three years. Citation analysis confirms that the two most foundational contributions are [Yi and Gong \(2013\)](#) and [Groth \(2005\)](#). China has produced the most CCB research (74), followed by Korea (30) and the USA (28), with North-West University emerging as the leading institution. The three most frequently co-occurring keywords are “customer citizenship behavior,” “customer value co-creation” and “corporate social responsibility.” These patterns are not merely descriptive – they reveal important structural features of the field. The concentration of output in East Asian contexts raises questions about the cross-cultural generalizability of CCB models, particularly for Western, Middle Eastern and African service environments where customer-organization relational dynamics differ substantially. The dominance of marketing and retailing journals may explain why perspectives from service science, consumer psychology and organizational behavior remain underrepresented despite their theoretical relevance. This geographic concentration aligns with the authorship patterns embedded in prior reviews – [Gong and Yi \(2021\)](#) were authored by Korean scholars whose institutional context mirrors the dominant contributor countries identified here – suggesting that the paradigmatic narrowness of CCB scholarship is not merely a contextual artifact but reflects the community of scholars who have historically defined the field's agenda.

The bibliometric findings also reveal a discernible theoretical evolution in how CCB has been understood over two decades. Early scholarship, reflected in the co-citation cluster on “Antecedents of CCB in Service Contexts” and pre-2018 keyword trends, conceptualized CCB primarily as a reactive, pro-social, firm-directed behavior explained through SET. The “Foundation Variables of CCB” cluster and subsequent keyword trends toward participation, trust and identification signal a broadening toward relational and identity-based perspectives. Most recently, the dominance of value co-creation, CSR, technology and green CCB across both the bibliometric coupling clusters and research fronts signals a further conceptual shift: CCB is increasingly understood as a proactive, ecosystem-embedded value co-creation mechanism shaped by digital platforms, sustainability imperatives and broader stakeholder relationships – a shift well beyond [Groth's \(2005\)](#) original service delivery frame. This

directional evolution extends [Mitrega et al. \(2022\)](#) observation that CCB’s conceptual boundaries are “blurred”. The blurring is not random. It follows a coherent trajectory: from individual antecedent testing toward proactive, ecosystem-embedded value co-creation, a structural shift that qualitative synthesis alone was not designed to detect.

The co-citation clusters further reveal that CCB’s intellectual foundation rests on three largely separate theoretical conversations – antecedent-driven, construct-driven and mechanism-driven – that have rarely been integrated into a unified framework. This fragmentation explains why CCB models tend to be context-specific and difficult to generalize. This finding substantiates [Mitrega et al. \(2022\)](#) concern that CCB research lacks conceptual papers and that [Gong and Yi \(2021\)](#) call for theoretical clarifications remains unanswered: the co-citation structure shows that addressing this challenge requires not merely conceptual clarification but active bridging among three theoretically isolated communities – a task the field has not yet undertaken. The bibliometric coupling clusters reinforce this: the emergence of distinct streams around technology, CSR, customer-to-customer interaction and brand experience suggests the field is expanding into specialized sub-domains rather than converging on a unified theory. This creates two pressing needs: integrative theoretical frameworks that can bridge these streams and targeted empirical work in the six research fronts where such integration is most urgently needed. [Figure 9](#) illustrates the key findings of this study.

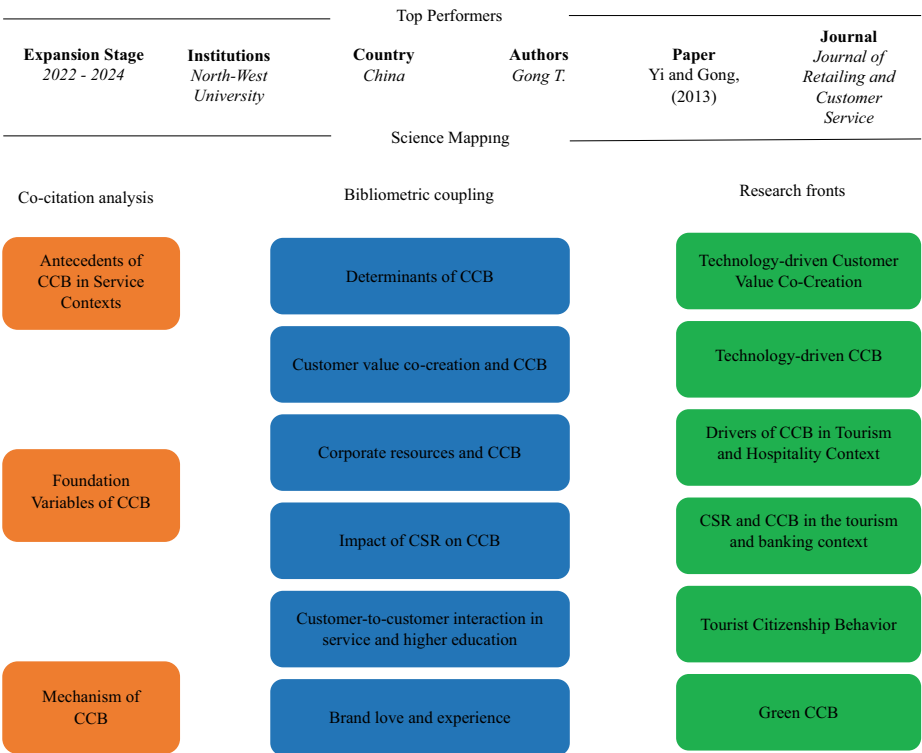


Figure 9. Key findings
Source: Authors’ own work

5.1 Theoretical implications

This study has three important theoretical implications. First, it is the first bibliometric mapping review to examine the intellectual structure of CCB research. It complements [Mitrega et al. \(2022\)](#) and [Gong and Yi \(2021\)](#), which focused primarily on antecedents and outcomes, by illuminating the field's conceptual foundations.

The co-citation analysis identified three distinct clusters, each representing a vital knowledge domain that forms the conceptual foundation of CCB research. Specifically, the “Antecedents of CCB in Service Contexts” cluster, theoretically anchored in SET and relational frameworks, signals that future research should develop integrative models that combine relational, psychological and contextual antecedents, rather than continuing to test isolated predictors in single-context studies. The “Foundation Variables of CCB” cluster suggests that scholars should revisit the conceptual boundaries of CCB in light of emerging forms such as green CCB and tourist CCB, which extend the construct well beyond its original service context. The “Managing CCB in Relationship Marketing Context” cluster indicates that relationship quality and commitment mechanisms warrant further empirical testing across non-Western and digital service environments. Together, the three co-citation clusters synthesize the field's core knowledge and highlight priority areas for future research. Unlike prior CCB reviews, which identified antecedent categories through manual coding, the co-citation clusters reveal that these categories are not theoretically equivalent: they belong to distinct knowledge traditions that have rarely been integrated, raising theoretical questions that qualitative synthesis alone was not designed to address.

Second, this study extends the CCB literature by clarifying its historical origins and seminal works through co-citation analysis and by tracing the evolution of emerging knowledge trends, as revealed by bibliometric coupling. The bibliometric coupling results identified six emerging knowledge trends in the CCB domain: determinants of CCB, customer value co-creation and CCB, corporate resources and CCB, the impact of CSR on CCB, customer-to-customer interaction in service and higher education and brand love and experience. These clusters are not merely descriptive groupings; they reflect distinct theoretical conversations within the CCB field. The customer value co-creation and CCB cluster is anchored in Service-Dominant Logic, reflecting the field's growing engagement with value co-creation as a theoretical lens. The CSR and CCB cluster draws on SIT and stakeholder perspectives, while the brand love and experience cluster is rooted in consumer psychology and emotional attachment frameworks. By making these theoretical anchors explicit, this study clarifies not only which thematic streams exist in the CCB field but also how each contributes differently to theory building – a contribution that goes beyond what descriptive mapping alone can offer.

This bibliometric mapping review can also serve as a research roadmap: the co-citation clusters identify the field's intellectual foundations, while the bibliometric coupling results map its current thematic boundaries. Together, they help researchers locate gaps, position new studies and select appropriate theoretical lenses. For teaching purposes, the structured map of CCB – from foundational works through thematic clusters to emerging fronts – provides instructors with a ready-made course architecture, from introductory readings anchored in the most-cited papers to advanced seminars organized around the six research fronts.

Third, this review advances the literature by identifying trending areas in the CCB field, as determined by a bibliometric coupling analysis of the past three years. This study identified six emerging research fronts. For each front, the study advances the literature by clarifying what should be investigated next and why it matters theoretically. For Research Front 1 (Technology-Driven CVCC), future research should examine how AI-mediated

platforms shape the psychological mechanisms that drive value co-creation. For Research Front 2 (Technology-Driven CCB), scholars should test whether existing technology acceptance models adequately capture the motivational drivers of CCB in augmented and mobile retail environments. For Research Front 3 (CCB in Tourism and Hospitality), research should investigate how physical and social servicescapes jointly moderate CCB across different hospitality segments. For Research Front 4 (CSR and CCB in Tourism and Banking), future studies should examine the cultural and institutional boundary conditions of the CSR–CCB relationship. For Research Front 5 (Tourist Citizenship Behavior), scholars should develop and validate a TCB-specific scale that captures the unique psychological and experiential dimensions of citizenship behavior in tourism settings. For Research Front 6 (Green CCB), research should investigate how green brand authenticity and consumer identity interact to drive voluntary pro-environmental behaviors. Theoretically, these six fronts collectively signal a broadening of the CCB construct beyond its service origins – toward technology-mediated, sustainability-driven and context-specific manifestations – inviting scholars to revisit and extend the foundational theoretical frameworks that have historically informed CCB research. By mapping these emerging fronts, the study offers scholars a clear picture of where CCB research is heading and where future theoretical and empirical work is most needed. Three key theoretical questions remain open. First, how should CCB be reconceptualized within AI-mediated service ecosystems where the traditional customer-firm boundary is unclear? Second, do existing CCB measurement scales remain valid for emerging forms such as green CCB and tourist CCB? Third, how can the fragmented theoretical traditions identified in the co-citation clusters be integrated into a unified mid-range theory of CCB?

The co-citation structure itself offers an integrative direction. The three clusters map onto three motivational pathways. The “Antecedents of CCB in Service Contexts” cluster is organized around a reciprocity pathway: customers respond to organizational inputs with discretionary behavioral outputs, consistent with SET. The “Foundation Variables” cluster is anchored in an identity pathway: shared identity between the customer and the firm motivates protective and promotional citizenship behaviors, consistent with SIT. The “Mechanism of CCB” cluster reveals a third, moderating pathway: identification, ethical self-concept and commitment determine whether and how strongly the first two pathways translate into CCB, consistent with Cognitive Appraisal Theory and Moral Identity Theory. These three pathways have not been tested as an integrated system. The co-citation evidence suggests they operate across disconnected scholarly communities rather than within a unified framework. Future research should treat the cluster boundaries identified here as theoretically meaningful dividing lines and test the boundary conditions that determine which pathway dominates in a given service context. Moving from fragmented pathway testing toward integrated mid-range theorizing is the most consequential advance the field can make.

5.2 Practical implications

This study has multiple practical implications for managers, policymakers and educators. First, the six research fronts identified through bibliometric coupling offer structured guidance across two practitioner horizons: actions grounded in the antecedents established by the near-term literature, and investments aligned with the structural dynamics revealed by the bibliometric evidence as durable drivers of CCB.

In the near term, the technology fronts (Research Fronts 1 and 2) indicate that digital platform design is a consequential variable for CCB activation. The evidence in these fronts consistently identifies participation facilitation, social co-creation stimuli and perceived

digital usefulness as the operative antecedents of citizenship behavior in technology-mediated contexts. Service organizations whose platform design aligns with these antecedents are better positioned to cultivate the discretionary engagement that CCB represents. The hospitality and tourism front (Research Front 3) points to a parallel lever: customer involvement and competence perceptions, rather than satisfaction, emerge as the more reliable predictors of CCB in physical service contexts, suggesting that experience design strategies targeted at these mechanisms are likely to be more effective than satisfaction-focused approaches. For the CSR fronts (Research Front 4), the bibliometric evidence identifies authenticity and social identity alignment as the operative conditions under which CSR reliably activates CCB, not CSR scale or communication volume.

Over the medium term, three structural findings point to areas where sustained investment generates durable CCB. The Customer Value Co-Creation cluster reveals that co-creation, when institutionalized as a sustained relational process rather than a transactional episode, is more reliably associated with citizenship behavior. This suggests that organizations with co-creation infrastructure, in which customer contributions are recognized and valued across multiple interactions, are better positioned to sustain CCB than those relying on episodic stimuli. The Green CCB front (Research Front 6) indicates that embedding environmental values into the core service design, rather than treating sustainability as a peripheral communication task, is the condition under which green CCB most reliably emerges. The Tourist Citizenship Behavior front (Research Front 5) reveals that place attachment and psychological ownership accumulate across repeated service encounters rather than being activated by single visits, pointing to longitudinal engagement strategies as more effective for destination managers than single-visit activation efforts.

Second, the performance analysis findings offer additional value for several academic audiences. For journal editors and editorial boards, the identification of the *Journal of Business Research* and the *Journal of Retailing and Consumer Services* as the leading outlets disseminating CCB research provides a clear signal of where the field's most influential conversations are taking place, which can inform decisions about special issues, thematic calls and reviewer selection. For authors and early-career researchers, knowing the most cited papers – particularly [Yi and Gong \(2013\)](#) and [Groth \(2005\)](#) – and the most productive authors and institutions provides a strategic starting point for literature positioning, citation anchoring and identifying potential collaborators or mentors. For funding bodies and research councils, the country-level analysis showing China, Korea and the USA as the dominant producers of CCB research highlights geographical concentration in the field and may signal opportunities to support underrepresented regions in advancing CCB scholarship. Finally, for librarians and information specialists curating research collections, the journal ranking and keyword co-occurrence results offer a data-driven basis for prioritizing subscriptions and organizing CCB-related resources.

Third, the institutional publishing analysis in CCB shows that prominent universities, including North-West University, Hanyang University Erica and Seoul National University, are major contributors to the CCB domain. Managers and policymakers can collaborate with these universities to gain expert insights, co-develop training programs and stay current with emerging evidence on CCB across the six identified fronts, thereby improving their strategies for promoting CCB.

Fourth, the significant rise in publications during the Expansion stage (2022–2024) relative to the Growth stage (2016–2021) signals the growing strategic relevance of CCB for organizations. This growth trajectory has three concrete uses. As a research roadmap, the co-citation clusters and bibliometric coupling results help researchers identify gaps and position new studies. As a teaching resource, the structured map provides instructors with a course

architecture anchored in the most-cited foundational works and organized around the six emerging fronts. As a managerial reference, the front-by-front analysis gives marketing managers in the technology, hospitality, banking and sustainability sectors a clear picture of what the current evidence supports and where practice can be most directly informed by research.

Beyond organizational relevance, this study has important societal implications grounded in bibliometric evidence. The rapid tripling of green CCB-related publications between 2020 and 2024 (Research Front 6) reflects growing scholarly recognition of the intersection between voluntary customer behavior and environmental sustainability. Customers who engage in green CCB – through self-directed recycling, sustainable brand advocacy or influencing peers toward eco-friendly consumption choices – constitute citizen-level environmental action that amplifies organizational sustainability programs and contributes to broader societal transitions toward responsible consumption. Policymakers and organizations can apply these bibliometrically grounded insights to design targeted behavioral interventions that activate and sustain green CCB at scale. Post-corpus evidence identifies specific green CCB activation pathways: hotel sustainability practices operating through pride and moral elevation (Tran *et al.*, 2025); influencer-mediated environmental self-identity formation (Aljarah and Ibrahim, 2025); AI chatbot agility activating green CCB through social facilitation (Guan *et al.*, 2026); and sustainability ambivalence producing culturally contingent CCB effects across Asian hotel markets (Yim *et al.*, 2026). These insights can advance corporate environmental responsibility (CER) agendas, inform ESG-aligned service sector policies and build the evidence base for consumer-driven environmental governance. These post-corpus studies lie outside the 2024 corpus window and are cited here as confirmatory evidence that the bibliometrically identified research fronts continue to generate active empirical work.

6. Limitations

No study is without limitations. First, the findings should be interpreted in light of the study's exclusive reliance on Scopus. Although Scopus is one of the largest scholarly databases and offers broader coverage for citation analysis than Web of Science (Karanam *et al.*, 2024), some relevant CCB works published in journals not indexed by Scopus may have been excluded. Future bibliometric reviews of CCB are encouraged to replicate this study using Web of Science or a combined database to assess the stability of the identified clusters and research fronts across data sources. Second, in categorizing and discussing clusters and subthemes, we relied on our judgment and interpretation, introducing a subjective dimension to the analysis. Although bibliometric analysis mitigates bias, it does not eliminate it entirely (Donthu *et al.*, 2021). Third, as a bibliometric mapping review, this study's originality is primarily methodological rather than conceptual. While the findings reveal the intellectual structure, thematic clusters and emerging research fronts of the CCB field, they do not generate new theoretical propositions in themselves. Scholars are therefore encouraged to treat this study as a structural foundation and research roadmap rather than a conceptual contribution in the traditional sense.

Fourth, the analysis was limited to English-language journal articles indexed in Scopus, which may introduce language and database bias by excluding potentially significant CCB contributions published in other languages or indexed exclusively in Web of Science, EBSCO or other repositories. As Marzi *et al.* (2024) note, multilingual and multi-database searches are preferable for broader bibliometric coverage. The corpus window also closes at 2024, meaning that a rapidly expanding body of post-2024 scholarship – including studies on AI-mediated green CCB (Guan *et al.*, 2026), effects of sustainability ambivalence on CCB

(Yim *et al.*, 2026), robot-inclusive service paradoxes (Sun *et al.*, 2026) and boundary conditions of employee incivility (Shagirbasha *et al.*, 2026) – falls outside the analytical window. Future bibliometric mapping reviews of CCB should consider cross-referencing with Web of Science or EBSCO, incorporating non-English sources and extending the corpus window beyond 2024 to ensure broader representation of global CCB scholarship and greater temporal completeness of the intellectual map.

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Supplementary materials

The supplementary materials for this article can be found online.

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