



저작자표시-비영리-변경금지 2.0 대한민국

이용자는 아래의 조건을 따르는 경우에 한하여 자유롭게

- 이 저작물을 복제, 배포, 전송, 전시, 공연 및 방송할 수 있습니다.

다음과 같은 조건을 따라야 합니다:



저작자표시. 귀하는 원저작자를 표시하여야 합니다.



비영리. 귀하는 이 저작물을 영리 목적으로 이용할 수 없습니다.



변경금지. 귀하는 이 저작물을 개작, 변형 또는 가공할 수 없습니다.

- 귀하는, 이 저작물의 재이용이나 배포의 경우, 이 저작물에 적용된 이용허락조건을 명확하게 나타내어야 합니다.
- 저작권자로부터 별도의 허가를 받으면 이러한 조건들은 적용되지 않습니다.

저작권법에 따른 이용자의 권리는 위의 내용에 의하여 영향을 받지 않습니다.

이것은 [이용허락규약\(Legal Code\)](#)을 이해하기 쉽게 요약한 것입니다.

[Disclaimer](#)

경영학박사 학위논문

**The Virtuous Cycle of Helping:
Receiving Voluntary vs. Solicited
Help from Other Customers**

고객시민행동의 선순환: 고객 간의 도움이
만족과 고객시민행동에 미치는 영향

2017년 2월

서울대학교 대학원

경영학과 경영학전공

김 서 영

ABSTRACT

The Virtuous Cycle of Helping: Receiving Voluntary vs. Solicited Help from Other Customers

Seo Young Kim

College of Business Administration

The Graduate School

Seoul National University

With increased participation of customers in the services landscape, it is critical to understand relationship between the customers. However, there was relatively limited research on customer-to-customer interactions (CCI). Therefore, the current research makes an effort to acquire in-depth understanding of CCI. With increased customer-to-customer interactions during service encounters, it has become common to receive social support from other customers. Customers provide others with help when they witness others in need because they recall their own experiences and feel

obligations to offer help. Thus, the current research focuses on a specific type of CCI, *inter-customer helping*. Specifically, the current research investigates the effects of receiving voluntary vs. solicited help from other customers on customer satisfaction, and whether increased satisfaction leads to higher willingness to help others in need, completing the "*Virtuous Cycle of Helping*."

Five empirical studies are conducted to investigate the phenomenon of inter-customer helping. In Study 1, a critical incident technique (CIT) is used to explore the phenomenon of inter-customer helping. In Study 2, a survey method is used to understand the phenomenon of inter-customer helping prevalent during service encounters, and also to find initial evidence that receiving voluntary vs. solicited help from others influences customer satisfaction. In Studies 3, 4, and 5, three experiments are conducted to investigate the effect in a more controlled setting for investigation of the causal relationship between receiving voluntary vs. solicited help and customer satisfaction. In particular, the results from Study 3 provide evidence that receiving voluntary vs. solicited help leads to different levels of customer satisfaction. In Study 4, the results from Study 3 are replicated in a different service setting, and also, the underlying mechanism of the effect is demonstrated. The results from Study 4 suggest that positive interaction affect between customers lead to higher customer satisfaction. Finally, in Study 5, another experiment is

conducted to investigate the moderation effect of self-efficacy.

Keywords: Customer-to-customer interactions (CCI), Customer citizenship behavior (CCB), Inter-customer helping, Customer helping behavior, Service recovery

Student Number: 2012-30135

CONTENTS

ABSTRACT	i
LIST OF TABLES	vi
LIST OF FIGURES	vii
CHAPTER 1. INTRODUCTION	1
CHAPTER 2. LITERATURE REVIEW AND HYPOTHESES	8
2.1 Customer Participation and Value Co-Creation	8
2.2 Customer-to-Customer Interactions (CCI)	11
2.3 Customer Citizenship Behaviors (CCB)	14
2.4 Service Recovery Paradox	18
2.5 Receiving Help from Others	24
2.6 Two Types of Helping: Voluntary vs. Solicited Helping	29
2.7 Conceptual Framework	36
CHAPTER 3. EMPIRICAL STUDIES	38
3.1 Study 1	40
3.2 Study 2	49

3.3 Study 3	55
3.4 Study 4	59
3.5 Study 5	69
CHAPTER 4. GENERAL DISCUSSION	76
4.1 Theoretical Contributions	79
4.2 Practical Implications	81
4.3 Limitations and Future Research	83
REFERENCES	86
Appendix 1. Scenarios Used in Studies 3 and 5	99
Appendix 2. Questionnaire (Study 4)	102
국문 초록	103

LIST OF TABLES

[Table 2.1] Summary of Relevant Literature on CCB	12
[Table 2.2] Types of Service Recovery	16
[Table 2.3] Factors Associated with Receiving Help	24
[Table 3.1] Services Used during Inter-customer Helping	46
[Table 3.2] Tasks Involved during Inter-customer Helping	47
[Table 3.3] Effect of Receiving Voluntary vs. Solicited Help on Satisfaction	48
[Table 3.4] Effect of Receiving Help on Satisfaction	56

LIST OF FIGURES

[Figure 1.1] The Virtuous Cycle of Helping	12
[Figure 2.1] Different Customers Present at the Service Scene	16
[Figure 2.2] Conceptual Framework for Inter-customer Helping	24
[Figure 2.3] Conceptual Framework for the Effect of Types of Help on Satisfaction	30
[Figure 3.1] Mediation Effect of Interaction Affect	57
[Figure 3.2] Effect of Receiving Voluntary vs. Solicited Help on Willingness to Help Others	59
[Figure 3.3] Mediation Effect of Interaction Affect	64
[Figure 3.4] Moderated Mediation Effect of Self-Efficacy	65
[Figure 4.1] Relationship between Inter-Customer Helping and Satisfaction	68

CHAPTER 1. INTRODUCTION

Jennifer who lives in New York is planning to spend the summer in Paris. She decides to rent a housing for a month through Airbnb, and connects with the host in Paris. Airbnb connects people in more than 34,000 cities and 191 countries, and Jennifer was able to interact with the host who is 3,600 miles away from her to find her a home for a month. Through these service platforms, customers actively participate in services and engage in relationships with each other to find good housing at a good price around the world. The '*Sharing Economy*' is enabling customers to interact with each other even without involvement of a third-party agent. In a similar vein, replacement of traditional face-to-face service encounters with self-service technologies (SSTs), such as self check-outs in groceries and ATMs, is also encouraging customers to interact with each other due to limited number of service workers present during these service encounters. In this sharing economy, customers are not passive receivers any more, but are active co-creators of value (Payne et al., 2008).

With increased participation of customers in the services landscape, it is critical to understand relationships *between the customers*. However, the academia has mostly focused on the relationships between employees and customers. For example,

Gregoire et al. (2009) have investigated the effect of employee-customer relationship on customers' reactions for service failures, and Gremler and Gwinner (2000) have demonstrated the importance of a specific customer emotion, rapport that elicit during employee-customer relationships. On the other hand, there was relatively limited research on customer-to-customer interactions (CCI). Therefore, the current research makes an effort to acquire in-depth understanding of CCI. With increased customer-to-customer interactions during service encounters, it has become common to receive social support from other customers (Adelman et al., 1994). Customers provide others with help when they witness others in need because they recall their own experiences and feel obligations to offer help (Rosenbaum and Massiah, 2007). Thus, the current research focuses on a specific type of CCI, *inter-customer helping*. Service recovery through inter-customer helping, namely *inter-customer recovery* is a form of service recovery strategy in which other customers take actions to resolve failures occurred (Yi and Kim, 2016). It is well-known that effective service recovery can be an opportunity for service firms to build trust with their customers, and therefore, understanding inter-customer recovery would not only contribute to the academia, but also would benefit service firms.

Over the years, several studies have reported the benefits of

receiving help from others (e.g., Viswesvaran, Sanchez, and Fisher, 1999), such as improvement in health and well-being (Kahn, 1994). However, not all help is created equal. Inter-group helping literature suggests that receiving help can be threatening at times due to the inequality between the helper and the recipient in their resources (Nadler, 1979). The current research especially focuses on two types of helping, voluntary vs. solicited helping. Solicited helping can be defined as the help that is sought directly, whereas voluntary helping can be defined as the help that is received without help-seeking (Mojaverian and Kim, 2013). Researchers in psychology and organizational behavior have investigated the comparative effects of these two different types of helping, and conflicting evidences were found regarding the effects of the two types of helping. For example, there is evidence that voluntary help is related to relational concern for others, and thus would be evaluated more positively than solicited help (Mojaverian and Kim, 2013). On the other hand, Deelstra et al. (2003) have found that people get more stressed when they receive voluntary help and problems are solved than when they do not receive help at all and problems remain unsolved. Through five empirical studies, the current research compares the effect of receiving the two types of helping on customer satisfaction during service encounters. Specifically, the following research questions are addressed in the

current research:

1. Would receiving voluntary vs. solicited helping affect customer satisfaction?
2. What is the underlying mechanism of the relationship between the types of helping and customer satisfaction?
3. Would receiving help from other customers lead to engagement in a subsequent helping behavior?

Through five empirical studies, the current research contributes to the academia in several ways. First of all, the current research contributes to the services marketing literature through investigating customer engagement and value creation that is especially meaningful during service encounters. Customers are partial employees who often participate in the service delivery (Bowen and Schneider, 1985), and customer engagement leads to customer value creation (Yi, 2014). Thus, understanding customer-to-customer interactions is important during service encounters. However, most service research has previously focused on the relationships between employees and customers. Only recently have researchers paid attention to the CCI literature, acknowledging its interrelatedness with other research streams, such as SSTs and service recovery (Nicholls, 2010). The current research

focuses on the relationships between customers to extend the understanding on CCI and fill this gap in services marketing literature. The current research especially focuses on *inter-customer helping*, and examines the effects of the two different types of helping (voluntary vs. solicited helping) on customer satisfaction. In addition, the current research demonstrates that receiving help leads individuals to engage in a subsequent helping behavior through increased customer satisfaction. Taken together, these results suggest the "*Virtuous Cycle of Helping*" shown in Figure 1.1, illustrating that customers who received voluntary (vs. solicited) helping would show high satisfaction through positive interaction affect, and through increased satisfaction these customers would engage in another helping behavior toward others in need.

Second, the current research contributes to helping literature as well. Understanding customer helping behavior from the provider's perspectives has been investigated by several researchers (e.g., Mayo and Tinsley, 2009), but customer helping behavior from the recipient's side is relatively neglected in the literature. The current study investigates that not all help is created equal, and depending on the types of help received, customers would show different responses. In addition, studies from the current research unveil the underlying mechanism behind such effect to contribute to helping literature.

In Study 1, a qualitative data is collected to understand the overall phenomenon of receiving voluntary vs. solicited help from other customers. A critical incident technique (CIT) is used to explore the phenomenon and understand the incident from the perspective of the individual (Chell, 1998). The CIT method would be a useful method to explore the phenomenon because CIT method involves respondent's own words and perspectives. In Study 2, a survey method is used to understand the phenomenon of inter-customer helping prevalent during service encounters, and also to find initial evidence that receiving voluntary vs. solicited help from others influences customer satisfaction. In Studies 3, 4, and 5, three experiments are conducted to investigate the effect in a more controlled setting for investigation of the causal relationship between receiving help and customer satisfaction. In particular, the results from Study 3 provide causal evidence that receiving voluntary vs. solicited help leads to different levels of customer satisfaction. In Study 4, the results from Study 3 are replicated in a different service setting, and also, the underlying mechanism of the effect is demonstrated. Finally, in Study 5, another experiment is conducted to investigate the moderation effect of self-efficacy to investigate to whom, the effect of interaction affect on customer satisfaction is stronger. Taken together, five empirical studies systematically address the research questions proposed previously.



Figure 1.1 The Virtuous Cycle of Helping

CHAPTER 2. LITERATURE REVIEW AND HYPOTHESES

2.1 Customer Participation and Value Co-Creation

The major paradigm shift from Goods-dominant logic to the Service-dominant logic broadened the role of customers in the marketplace (Vargo and Lusch, 2004). In the traditional Goods-dominant logic, customers were the recipients of goods and were *operand resources*. Marketers used to do things to customers, such as segmenting and distributing to customers. On the other hand, in the Service-dominant logic, customers became *operant resources* who participate in the value creation process. In other words, customers became proactive co-creators of value rather than passive receivers in the current economy (Payne et al., 2008).

Dating back to the late 1970's, researchers have started to pay attention to the role of customers during service encounters, suggesting the importance of customer participation during service deliveries (e.g., Bateson, 1985; Czepiel, 1990; Lovelock and Young, 1979; Prahalad and Ramaswamy, 2000). Most early work focused on the benefits of customer participation with regards to firm's perspectives, such as productivity gains and brand reputations. For example, engaged customers can help firms retain existing customers

and attract new customers through positive word-of-mouth (von Wangenheim and Bayo'n, 2007). These customers are also important sources to firms because these customers could engage in trial of beta products and/or provide suggestions for modifying existing products (van Doorn et al., 2010). Further investigations on customer participation broadened the insights through investigating the effects of customer participation from the customer's perspectives. For example, customers benefit from participation in the service process through improved service quality, customized services, and better service control (Dabholkar, 1990; Xie, Bagozzi, and Troye, 2008). This stream of research included work on the potential backfires of engaging customers in the service delivery processes. For example, Bendapudi and Leone (2003) have investigated the potential negative effect of customer participation through self-serving bias, and suggested the solutions to mitigate such effects. Chan et al. (2010) have suggested that encouraging customer participation could be a double edged sword, enhancing customers' economic value and strengthening the bond, but at the same time, increasing employees' job stress. Nevertheless, most research streams of customer participation and engagement agreed that customer participations leads to customer value creation (e.g., Prahalad and Ramaswamy, 2000; Yi, 2014), and thus in general, exerts positive influences both to the firms and customers.

The current economy is further encouraging customer to engage in service delivery process in many ways. These days, customers are engaging in service encounters through becoming both the providers and the recipients simultaneously, minimizing the roles of service workers. As discussed in the introduction, customer participation is necessary for service platforms such as Airbnb and Uber in the current economy because customers themselves are the sellers and the buyers at the same time. The level of engagement has risen to a higher level in these kinds of services. In addition, often times, firms are encouraging customers to involve in their product development and product support activities for their benefit (Nambisan and Baron, 2009). Customer participation is even more pronounced in the current marketplace, where self-service technologies (SSTs), such as ATMs, self check-out services at grocery stores and self check-in services at airports, are replacing most of the traditional service encounters (Rayport and Sviokla, 1994). Increased use of SSTs leads to reduced labor costs and standardized service delivery to firms (Curran and Meuter, 2005). However, there is also a dark side to this replacement: SSTs are associated with a high risk of failure (Zeithaml and Bitner, 2003). Because there is a lack of face-to-face interpersonal interaction between employees and customers during SST encounters, there is a higher chance that employees are absent during the service delivery process compared to traditional service encounters, where

employee-to-customer interactions are necessary. In these cases, other customers could offer helping hands for an effective service recovery, which is called *inter-customer recovery* (Yi and Kim, 2016). Therefore, the role of customers is more important in the current marketplace, and academia should pay closer attention to this topic. Moreover, with these changes in the current marketplace, customers are not only engaged in service encounters, but also interacting with *each other* to influence each other during service encounters. In the next section, relevant literature on Customer-to-Customer Interactions (CCI) is reviewed to broaden the understanding of customer participation and value creation behavior.

2.2 Customer-to-Customer Interactions (CCI)

The Service-dominant logic literature has been broadened through investigations on Customer-to-Customer Interactions (CCI) literature, which has recently joined the mainstream of services marketing (Nicholls, 2010). CCI literature is interrelated with many research topics that have received considerable attention from the services marketing researchers, such as service recovery, SSTs, e-services, etc. According to Yi and Kim (2016), there are different customers present during service encounters. First, the *target customer*, customer A in Figure 2.1 is the customer who is using the service. Second, customer B in Figure 2.1 represents *other customers* who are

either providing help or not to the target customer during service encounters. Finally, customer C in Figure 2.1 represents all other customers present at the scene, the *audience* who is not necessarily participating in any activity, but have potential influence on customer B's helping decisions. Although their research focused on SST encounters specifically, the definition of different parties could be extended to general service encounters as well.

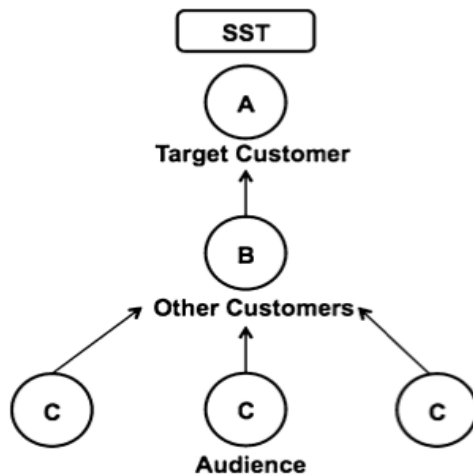


Figure 2.1 Different Customers Present at the Service Scene (Yi and Kim, 2016)

In Yi and Kim's (2016) research, the influence of the *presence of other customers* and the *tie strength* between the two customers on customers' helping decisions has been demonstrated. Likewise, there is considerable evidence that other customers influence customer satisfaction and dissatisfaction in service environments (e.g.,

Grove and Fisk, 1997; Martin and Pranter, 1989). For example, Baker (1987) has described these other customers to be a "social factor," and Booms and Bitner (1981) labeled other customers as a component of the service "participants." In Grove and Fisk's empirical work (1997), it has been found that CCI affects customers both in positive and negative ways. Using the CIT method, which is an appropriate methodology for exploring a topic of limited knowledge, they categorized two types of influences of other customers on customers' satisfaction and dissatisfaction. First, when customers are sharing time and space with others, their satisfaction/dissatisfaction is obviously affected by them, and this was defined as '*protocol incidents*.' Second and more relevant to the current research context, customers' friendly or unfriendly interactions with other customers was defined as '*sociability incidents*.' When customers interacted with another customer who is extremely amiable and/or friendly, they were left with warm feelings toward them, and were more satisfied with the service. On the other hand, when customers interacted with another customer who is extremely unfriendly and/or impersonal, they were dissatisfied with the service. Likewise, customers' experiences with other customers have significant influences on customer satisfaction and dissatisfaction during service encounters. Thus, further investigation of CCI is necessary to understand the current marketplace where CCI is more common than before.

Inter-customer interactions range from mere presence of others during service encounters to actual physical and verbal interactions among customers (Harris and Baron, 2004). The current research focuses on the latter category of CCI, which involves receiving help from other customers during service encounters. Helping other customers during service encounter is a form of Customer Citizenship Behavior (CCB). Therefore, relevant literature on CCB is reviewed to discuss customer helping behavior during service encounters.

2.3 Customer Citizenship Behaviors (CCB)

Customer value co-creation behavior can be categorized into two types. The first is customer participation behavior, which refers to customer's in-role behaviors, and the second is customer citizenship behaviors, which refers to customer's extra-role behaviors (Bove et al., 2009; Groth, 2005; Yi and Gong 2008b; Yi, Natarajan, and Gong, 2011). *Customer citizenship behavior* (CCB) refers to a discretionary, voluntary extra-role behavior that benefits the firm (Groth, 2005). According to Yi and Gong (2013), customer participation behavior includes information seeking, information sharing, responsible behavior, and personal interaction. Customer citizenship behavior includes dimensions such as feedback, advocacy, helping, and tolerance. The current research focuses on a specific dimension of CCB, helping. Customers engage in helping others because they recall their own

experiences, and thus show a sense of social responsibility to help other customers (Rosenbaum and Massiah, 2007).

Most researchers in the field paid attention to the antecedents of such behaviors as shown in Table 2.1. For example, the role of employees has been investigated. Through customer satisfaction and customer commitment, employee citizenship behavior (ECB) influences CCB (Yi and Gong, 2008a), and commitment to service workers and benevolence of service workers encourages customers to engage in CCBs (Bove et al., 2009). Moreover, recently, researchers have started to pay attention to the impact of *other customers* in promoting CCB, investigating the role of other customers during service encounters (Yi et al., 2013). More recently, Yi and Kim (2016) extended the impact of other customers through investigating antecedents such as presence of others and tie strength between customers on willingness to engage in CCB. Customers who have received social-emotional support from other customers will exhibit participation and cooperation behaviors and show loyalty to the firm (Rosenbaum and Massiah, 2007). Although most previous literature has focused on the antecedents of CCBs, only a few efforts were directed toward understanding the consequences of CCB. Among the few, Lengnick-Hall, Claycomb, and Inks (2000) have found the positive significant link between CCB and service investment in terms of time and other beneficial outcomes. Recently, Kim and Yi (2016) have shown that different types of

helping, autonomy- vs. dependency- oriented helping leads to different levels of customer satisfaction, demonstrating the differential effects of types of help received. Other researchers have investigated the motivations of CCB. For example, one explanation is the empathy theory (Batson et al., 2002), which suggests that customers feel empathy for the firm or service workers, and thus engage in CCBs. Another explanation is called the social exchange theory (Bettencourt, 1997), which suggests that CCB results from reciprocity. Reciprocity refers to that individuals' actions are based on the consequences they expect to receive from the others, and in this case, the firm or the service worker.

The current research focuses on the consequences of CCB rather than on the antecedents of CCB to address the gap in the literature. Understanding the consequences of CCB is also crucial for firms because without knowing the exact consequences of different CCBs, it would be difficult to strategically utilize CCBs, and encourage the "right" type of CCBs among customers.

Table 2.1 Summary of Relevant Literature on CCB

Topic	Literature	Results
Antecedents	Bettencourt (1997)	<ul style="list-style-type: none"> customer satisfaction, commitment, and perceived customer support positively influence CCB
	Gruen, Summers, and Acito (2000)	<ul style="list-style-type: none"> positive relationship between affective commitment and CCB
	Groth (2005)	<ul style="list-style-type: none"> relationship between customer socialization, satisfaction and CCB
	Yi and Gong (2008a)	<ul style="list-style-type: none"> positive relationship between ECB and CCB through customer satisfaction and commitment
	Bove et al. (2009)	<ul style="list-style-type: none"> commitment to service workers and benevolence of service workers encourages CCB
	Yi, Gong, and Lee (2013)	<ul style="list-style-type: none"> the impact of other customers on CCB
	Yi and Kim (2016)	<ul style="list-style-type: none"> presence of others and tie strength influence CCB through perceived responsibility and approach motives
Consequences	Lengnick-Hall, Claycomb, and Inks (2000)	<ul style="list-style-type: none"> positive effect of CCB on service investment
	Rosenbaum and Massiah (2007)	<ul style="list-style-type: none"> customers who have received support from other customer will exhibit participation and cooperation behaviors and show loyalty to the firm
	Kim and Yi (2016)	<ul style="list-style-type: none"> the effect of different types of help (autonomy- vs. dependency-oriented help) on customer satisfaction

Customer citizenship behaviors are especially beneficial to firms and customers during service failures. Because service failures are inevitable during service encounters, firms pay close attention to service recoveries and their effects on firms, and successful service recovery is an opportunity for firms to regain their trust with customers. If customers help each other in resolving problems occurred, firms would have less failure cases to deal with on the firm level. In other words, inter-customer helping would be a new dimension of recovery strategy for firms (Yi and Kim, 2016). Sometimes, successful service recovery can lead individuals to show greater postfailure satisfaction compared to prefailure satisfaction, where no failure happened in the first place, and this is called the *Service Recovery Paradox* (McCollough and Bharadwaj, 1992). Therefore, recovering from service failures through inter-customer helping would be extremely beneficial for firms to increase customer satisfaction even after failure experiences. In relation to this, the next section discusses service recovery and service recovery paradox to serve as a theoretical background for the hypotheses developed later.

2.4 Service Recovery Paradox

Service failure has also received considerable attention from researchers because it is detrimental to firms in many ways. Service failure is known to cause negative emotions, such as anger and regret,

thus leading to retaliation behaviors (Bonified and Cole, 2007). Even the most loyal customers can turn their love into hate during service failures, which is called the "love becomes hate effect" in which customers with strong relationships with the firm would show the longest unfavorable reactions toward the failure (Greegoire et al., 2009). However, 100% error-free service is impossible in the marketplace (Fisk et al., 1993), and thus, successful service recovery has always been a significant interest to service firms as well as researchers of services marketing to find the most effective ways to recover from the failures occurred. Apologies, refunds, price discounts, and service upgrades are examples of various service recovery strategies (Kelley et al., 1993; Tax et al., 1998), and most previous work on service recovery focused on firm's responses to service failures.

Table 2.2 Types of Service Recovery

	Description	Example
Firm recovery	recovery actions taken by organization and employees	an employee process the online activities through hands-on resolution
Joint recovery	both customers and employees participate in the service recovery process	an employee instructs customers to a step-by-step through a call center
Customer recovery	Self recovery: recovery actions taken entirely by customers	customer initiates and resolves the failure
	Inter-customer recovery: recovery actions taken by other customers	other customers provide help to solve the problem

As shown in Table 2.2, according to Dong et al. (2008), service recovery can be classified into three levels depending on the amount of customer participation: firm recovery (zero to low level of customer participation during recovery), joint recovery (both customers and the firm participate in the process of recovery), and customer recovery (recovery process entirely by customers, no firm contribution). Dong et al.'s research (2008) was one of the first efforts in investigating the role of customer co-creation in service recoveries, and they have found that customer participation during service recovery process leads to higher levels of role clarity, perceived value of future co-creation, satisfaction, and intention to co-create value in the future. Recently, Yi and Kim (2016) have

suggested a new dimension of recovery, *inter-customer recovery*, distinguished from self recovery, where other customers participate in the process of recovery. With increased customer participation in services landscape, customers are also participating in service recovery process through engaging in CCBs. The positive roles of inter-customer recovery are even more pronounced in the current market place, where employees are often times absent during SST encounters. Helping each other would reduce the number of failure cases to deal with for firms, and thus eventually benefit firms' productivity. Acknowledging the importance of inter-customer helping, Yi and Kim (2016) have investigated the antecedents of inter-customer helping, and found that social influence had an effect on customers' helping decisions. Specifically, two different forms of social influence, presence of others and tie strength, played a role in helping others during service failures. Extending their work, the current research focuses on the consequences of inter-customer helping to fill the gap in literature of inter-customer helping.

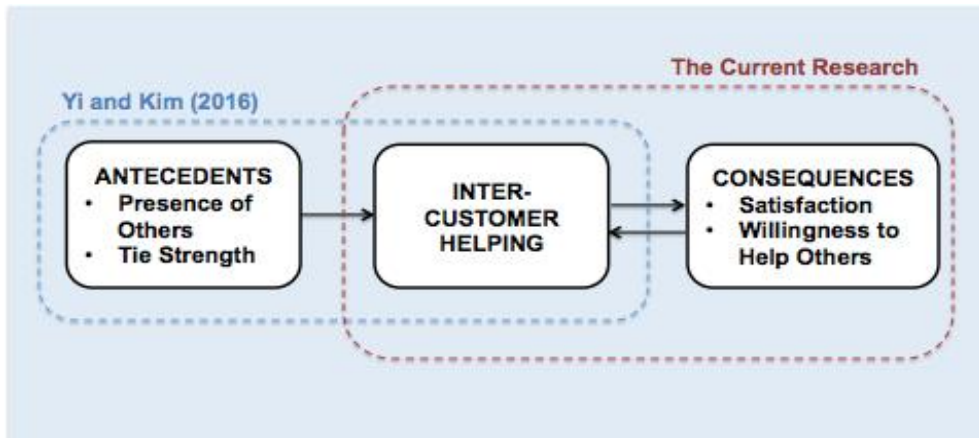


Figure 2.2 Conceptual Framework for Inter-Customer Helping

Successful service recovery is crucial for firms because poor service recovery after a failure can boost willingness to retaliate even among the most loyal customers (Gregoire and Fisher, 2006). It is known that successful recovery can even increase satisfaction compared to situations where no failure happened in the first place, thus service recovery following failure can be an opportunity to increase customer satisfaction. This is called the "*Service recovery paradox*," which states that, "a good recovery can turn angry, frustrated customers into loyal ones. It can, in fact, create more goodwill than if things had gone smoothly in the first place" (Hart, Heskett, and Sasser, 1990, p. 148).

There are several explanations behind this interesting phenomenon. First of all, disconfirmation framework (McCollough, Berry, and Yadav, 2000; Oliver, 1997) is one explanation. In this

framework, it is argued that during service recovery, customers evaluate their perceptions of the service recovery performance, not the service failure itself. In other words, if perceptions of service recovery performance are greater than expected, customers' postfailure satisfaction becomes greater than their prefailure satisfaction. However, if perceptions of service recovery performance are lower than expected, customers' postfailure satisfaction becomes twice as negative than their prefailure satisfaction. Another stream of explanation of the service recovery paradox is the script theory (Magnini et al., 2007). There is a common sequence of behaviors in service delivery regarding the order of events and roles of employees and customers, which both employees and customers share in common. During service failures, service delivery does not follow individuals' expected script, and thus, customers are more sensitive to the failure. Therefore, in these situations, postfailure satisfaction regarding the service recovery becomes more relevant than prefailure satisfaction in determining the overall customer satisfaction (Magnini et al., 2007). Finally, commitment-trust theory of relationship marketing (Morgan and Hunt, 1994) also serves as a background for the service recovery paradox. Because service failures lead customers to feel insecurity, it affects trust in the firm. A successful service recovery can be an opportunity to build trust with customers through showing the firm's willingness to correct the problem. In a similar vein, resolving failures

or problems through receiving help from other customers could lead to greater satisfaction. Compared to situations where customers did not receive any help from other customers, customers who have resolved their problems through receiving help from other customers would rather focus on the help rather than the problem occurred, following the disconfirmation framework and script theory. Thus, their evaluation of satisfaction toward the firm would resemble their satisfaction toward the help. Taken together, it is posited that service recovery through inter-customer helping would exert positive influences on customer satisfaction.

2.5 Receiving Help from Others

Service firms benefit the most from encouraging a specific type of CCB, *inter-customer helping* because it enables recovering from service failures successfully even without firms' participation, and even increases postfailure satisfaction. Therefore, in the current research, receiving help from other customers is specifically highlighted to contribute to the services marketing literature as well as helping behavior literature.

To date, there have been considerable efforts to understand the effects of receiving help in social psychology and organizational behavior literature. According to previous work on the topics of receiving help, there are several factors that influence customer

responses. Factors are categorized into four different dimensions in this paper (See Table 2.3). The first refers to factors associated with helper's characteristics. Helper's demographic characteristics such as age, gender and culture influences customer responses. For example, Barbee et al. (1993) have found that gender influences the customer responses to helping. In both providing and receiving help, women were more effective than men. Others have found that the helper's age and culture also plays a significant role in customer helping (Mojaverian and Kim, 2013; Smith and Goodnow, 1999). In addition, helper's status also is an important factor in customer responses to receiving help (van Leeuwen and Tauber, 2010) because helping behavior could be considered as a strategy to maintain their status for people with high status.

The second group of factors is associated with recipient's characteristics. For example, recipient's self-esteem, internal locus of control, and dispositional optimism influence customer responses to helping. The dynamic between the helper and the recipient also is an important group of factor. For example, the degree of intimacy between helpers and recipients is an important factor (Hobfoll and Lerman, 1988). Reciprocity, or the obligations to return the favor also influences customer responses (Wilke and Lanzetta, 1970), and social responsibility felt between helpers and receivers are other factors that influence customer responses (Berkowitz, 1972). Finally, a rather

understudied group of factors is situational factors that influence customer responses. Among the few, Nadler et al. (1997) have found that the types of help, dependency-oriented vs. autonomy-oriented help influences recipient's reactions, and Fisher and Nadler (1974) have found that receiving help from a similar other results in more negative reactions than receiving help from a dissimilar other, which results in positive self-related reactions. The current research contributes to the literature of helping behavior through providing another situational factor that influences recipient's reactions, which is whether help-seeking was present or not, and investigate the differential effects of receiving voluntary vs. solicited helping from others.

Table 2.3 Factors Associated with Receiving Help

	Factors	Literature
Helper Characteristics	<ul style="list-style-type: none">○ Gender○ Culture○ Age○ Status	<ul style="list-style-type: none">○ Barbee et al. 1993○ Mojaverian and Kim 2013○ Smith and Goodnow 1999○ van Leeuwen and Tauber 2010
Recipient Characteristics	<ul style="list-style-type: none">○ Self-esteem○ Internal Locus of Control○ Dispositional Optimism	<ul style="list-style-type: none">○ Nadler et al. 1979○ Lefcourt et al. 1984○ Scheier and Carver 1987
Relationship Factors	<ul style="list-style-type: none">○ Degree of Intimacy○ Social Responsibility○ Reciprocity	<ul style="list-style-type: none">○ Hobfoll and Lerman 1988○ Berkowitz 1972○ Wilke and Lanzetta 1970
Situational Factors	<ul style="list-style-type: none">○ Autonomy vs. Dependency○ Sources of Help○ Voluntary vs. Solicited	<ul style="list-style-type: none">○ Nadler et al. 1997; Kim and Yi 2016○ Fisher and Nadler 1974○ Mojaverian and Kim 2013

Individuals expect that providing help would actually help the recipients in many ways, and it is true that receiving help benefits individuals through improvement in health and well-being (Kahn, 1994). However, over the decades, researchers have found that receiving help can be threatening at times. Nadler and Fisher (1986) have found that the inequality between the helper and the recipient in their resources causes a self-threatening experience for the recipients.

Most research in this area has dealt with the characteristics of the recipients, such as gender and personality characteristics. For example, when receiving help, women are more likely to attribute their poor performance to their lack of ability, but men did not attribute the failure to their lack of ability (Daubman and Lehman, 1993). In addition, people high in self-esteem (vs. low in self-esteem) experience negative emotions when receiving help from others (Nadler, 1979). Studies in Organizational Citizenship Behavior (OCB) have also found evidence that receiving help would not always lead to positive outcomes. For example, Deelstra et al. (2003) have demonstrated that receiving social support from colleagues results in negative reactions such as threatened competence-based self-esteem. Bolino et al. (2004) have claimed that OCB may cause negative consequences to the recipients because it results from self-serving motives, and may be unrelated to organizational functioning. Therefore, evidence from psychology and organizational behavior suggest that some kinds of help are not as helpful as others. Nevertheless, most researches in services marketing regarded all help to be equal in their effects to customer satisfaction, neglecting the fact that there are different types of helping. In the current research, it is investigated that not all help is created equal, and receiving different types of help would lead to different customer reactions. Specifically, the current research focuses on two different types of helping behavior, *voluntary vs. solicited*

helping, which is discussed in more detail in the next section.

2.6 Two Types of Helping: Voluntary vs. Solicited Helping

CCB encompasses voluntary customer behaviors that are not required for delivering successful service, and customers engage in such behaviors at their sole discretion (Bettencourt, 1997; Groth, 2005). However, the degree of voluntary behaviors could differ. In other words, some citizenship behaviors could involve more voluntary actions than others. A recent research provided initial evidence that not all help would be equal in terms of customer satisfaction. Kim and Yi (2016) have demonstrated the differential effects of receiving autonomy-oriented vs. dependency-oriented helping on customer satisfaction. Autonomy-oriented help refers to a partial hint to the problem, and dependency-oriented help refers to the full solution to the problem. It has been shown that receiving autonomy-oriented helping leads to greater satisfaction due to instrumentality of the help and anxiety for future usage. Although their work provided initial evidence that different types of help lead to different consequences, one limitation with their research is that it is difficult for firms to control over how customers provide help to others because the concept of autonomy- vs. dependency- oriented help can sometimes be not as clear as we think it would be. Therefore, the current research focuses on a different categorization of customer helping behavior,

voluntary vs. solicited helping, which would be a clear categorization of helping. Voluntary helping refers to support received without help-seeking from the recipient, and solicited helping refers to support that is directly sought (Mojaverian and Kim, 2013). Voluntary helping involves greater degree of customer discretion, and solicited helping involves lower degree of discretion because the recipient has directly sought for help. Figure 2.3 below illustrates the two different categorizations of inter-customer helping and their differential paths to the consequences.

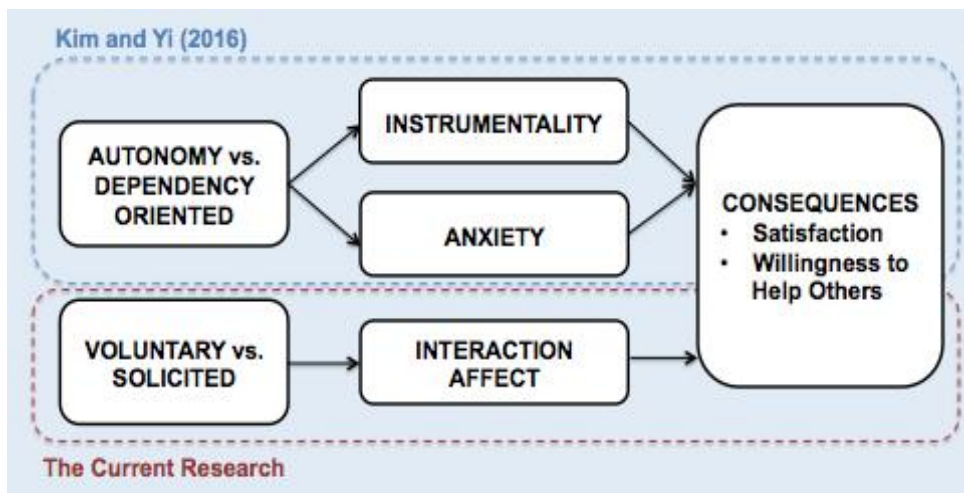


Figure 2.3 Conceptual Framework for the Effects of Types of Helping on Satisfaction

Several researchers have investigated the differences between the two types of helping, but the results were conflicting. One stream

of research supported the argument that voluntary help would lead to negative consequences. For example, Bolger and Amarel (2007) have found that Westerners are more likely to show negative responses to voluntary helping. In another research, it has been found that receiving help that is not directly sought could be more stressful than settings where problems are unsolved at all (Deelstra et al., 2003). Receiving help without help-seeking is related to the recipient's perceived incompetence toward self (Smith and Goodnow, 1999). On the other hand, another stream of research supported the claim that voluntary help would lead to positive consequences. For example, help that is not sought directly is related relational concern (Mojaverian and Kim, 2013). When receiving voluntary help from another, recipients perceive the helper's motivations to be authentic and think that the helper cares about them, and thus, show positive feelings toward the helper and the help (Chentsova-Dutton and Vaughn, 2012; Uchida et al., 2008).

It has been found that the presence of other customers and their behaviors during service encounters influence customers' evaluation of the service (Grove and Fisk, 1997). According to Lehtinen and Lehtinen (1991), other customers' behaviors influence the interactive dimension of an organization's service quality. Therefore, it is predicted that receiving help would influence one's evaluation of the service and their satisfaction toward the service.

Specifically, receiving voluntary help from other customers would lead to higher customer satisfaction compared to receiving solicited help from others through positive interaction affect felt during the help. According to Shostack (1985, p. 243), the service encounter has been defined as "a period of time during which a consumer directly interacts with a service." Friendship between helper and the recipient is a critical factor in deciding whether the results of receiving help was positive or negative (Roberts et al., 1999). In other words, interaction is an important aspect of a service encounter, which influences customers' evaluations of the service. During service encounters, customers take the relational aspects with the helper into consideration (Kim et al., 2006), and customers evaluate the partners to be more positive when the help was voluntary compared to solicited (Mojaverian and Kim, 2013). When customers receive voluntary help from others, they would consider the helper to be extremely friendly, and this would leave them with warm feelings toward them and thus, they would be more satisfied with the service (Grove and Fisk, 1997). Positive interaction affect would lead to increased customer satisfaction. Unlike other contexts where the recipient's incompetence is critical, during service encounters, customers are less concerned about their incompetence, but are more concerned about the quality of the interaction with other customers. Affect driven through positive interaction with the helper would lead

to higher satisfaction. Affect is a feeling state that is subjectively perceived by customers (Gardner, 1985), and is easily influenced by external factors. Affect is known to form intentions to engage in certain behaviors (Spector and Fox, 2002), and was found to explain why customers engage in citizenship behaviors and dysfunctional behaviors (Yi and Gong, 2008b). Thus, it is proposed that positive interaction with helpers would create positive affect at the moment, which then leads to higher customer satisfaction toward the firm.

H₁: Customers who received voluntary (vs. solicited) help would show higher satisfaction toward the firm.

H₂: Customers who received voluntary (vs. solicited) help would show higher satisfaction toward the firm because of the positive interaction affect with the helper.

When customers are satisfied through receiving voluntary help from other customers, would they engage in a subsequent helping behavior toward others? There is considerable evidence that there is a positive relationship between customer satisfaction and intentions to engage in CCBs. For example, Yi and Gong (2008a) have previously suggested a positive relationship between customer satisfaction and CCB, and similarly, Rosenbaum and Massiah (2007) have found the positive link between inter-customer support and CCB. Although the

relationship between customer satisfaction and CCB has been demonstrated empirically, the path from receiving help to willingness to help others through increased customer satisfaction is yet to be demonstrated. One of the purposes of the current research is to demonstrate the virtuous cycle of helping, that starts from receiving voluntary help from others to increased customer satisfaction, and again leading them to engage in a subsequent helping behavior. According to Yi and Gong (2008b), positive emotions lead individuals to engage in CCBs. Customers who received voluntary help from other customers would engage in positive interactions with the helper, and through positive affect created during the interaction with the helper, customers would engage in a subsequent helping behavior.

H₃: Customers who received voluntary (vs. solicited) help would show higher willingness to help others in need through increased satisfaction.

Not everyone would be affected by positive interaction affect with others when receiving help. In the current research, to further understand the phenomenon, it is suggested that self-efficacy would moderate the relationship between interaction affect and customer satisfaction toward firm. Self-efficacy refers to "the beliefs in one's capabilities to organize and execute courses of action required to

produce given attainments" (Bandura, 1997, p. 3). The concept of self-efficacy is less about interpersonal domains, but are often focused on competence-based domains (Tschannen-Moran et al., 1998). Most previous efficacy studies have focused on demonstrating its effect on improving work performances (e.g., Campbell and Hackett, 1986; Wood and Locke, 1987), and some researchers have directly associated self-efficacy with help-seeking behaviors. For example, Eckenrode (1983) defined self-efficacy to "the belief in the benefits versus costs of seeking and accepting help from others." In other words, for individuals low in self-efficacy, receiving help would be more threatening compared to those high in self-efficacy. Therefore, it can be predicted that receiving help would lead to higher satisfaction for those high in self-efficacy.

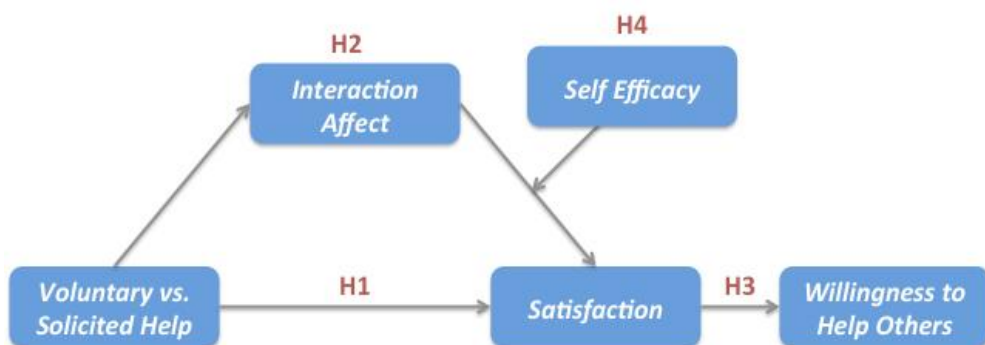
Individuals with high self-efficacy would have more confidence in their competence, and thus, they would focus more on the relational and social aspect of the situation compared to those lower in self-efficacy. Also, for customers who think they are competent enough for using services or completing tasks, when service scripts don't go as they expected, they would not attribute the failure to themselves, and thus would be affected by the relational and affective dimensions of the situation. On the other hand, for customers who think they are not competent enough for using services or completing tasks, when service scripts don't go as they expected, they could

attribute the failure to themselves, and thus their attribution to self or incompetence would be the factors that influence their satisfaction, not the relational and affective dimensions of the situation. These explanations serve as a rationale for predicting the moderating role of self-efficacy, but, these explanations does not provide complete explanations for the effect. With these potential explanations to the phenomenon, H₄ is hypothesized to explore the role of self-efficacy in the relationship between interaction affect and customer satisfaction.

H₄: For those high in self-efficacy (vs. low in self-efficacy), the effect of interaction affect on customer satisfaction would be stronger.

2.7 Conceptual Framework

To summarize the hypotheses proposed above, the following conceptual framework is suggested and five empirical studies were conducted to test the conceptual framework.



- **H₁:** Customers who received voluntary (vs. solicited) help would show higher satisfaction toward the firm.
- **H₂:** Customers who received voluntary (vs. solicited) help would show higher satisfaction toward the firm because of the positive interaction affect with the helper.
- **H₃:** Customers who received voluntary (vs. solicited) help would show higher willingness to help others in need through increased satisfaction.
- **H₄:** For those high in self-efficacy (vs. low in self-efficacy), the effect of interaction affect on satisfaction would be stronger.

CHAPTER 3. EMPIRICAL STUDIES

Overview of Studies

Five empirical studies were conducted to address the research questions proposed and test the hypotheses. The studies were systematically conducted for the following purposes: 1) to investigate the effect of receiving voluntary (vs. solicited) help on customer satisfaction, 2) to unveil the underlying mechanism, 3) to investigate whether receiving help leads to subsequent helping behavior toward others in need, and finally, 4) to show when the effect is stronger. A series of studies support the hypotheses proposed, and thus, suggest a virtuous helping cycle in which receiving voluntary help leads to greater satisfaction, which again leads to subsequent helping behavior.

First of all, for Study 1, a qualitative data was collected to explore the overall phenomenon of interest, inter-customer helping, and especially the effects of receiving voluntary vs. solicited help from another customer and the underlying mechanism of it. In Study 2, a survey method was adopted to understand the phenomenon, inter-customer helping in the real marketplace. In particular, Study 2 was conducted to investigate the contexts and tasks where inter-customer helping is the most common, and to find initial evidence on the effects of receiving voluntary vs. solicited help from other customers on customer satisfaction.

For Studies 3, 4, and 5, experiments were conducted to investigate the causal relationship between receiving two different types of help and customer satisfaction. Specifically, in Study 3, an experiment was conducted to test H_1 , the main effect of receiving voluntary (vs. solicited) help on customer satisfaction. Study 4 was conducted to unveil the underlying mechanism of the effect, namely interaction affect. In addition, Study 4 was also conducted to test the hypothesis that receiving voluntary help leads to engagement in a subsequent helping behavior toward others due to increased satisfaction, testing H_3 . Finally, Study 5 was conducted to replicate the mediation effect of interaction affect, and to test the moderation effect of self-efficacy to investigate to whom the effect is stronger.

3.1 Study 1

Study 1 was conducted to collect qualitative evidence of the effect of receiving voluntary vs. solicited help from other customers on customer satisfaction during service encounters. To analyze qualitative data collected from the real customers, a CIT method, which involves classification of stories to uncover any patterns of the data (Bitner et al., 1990) was used. Information gathered about customers' experiences about receiving help from other customers during service encounters was carefully scrutinized to explore a topic of inter-customer helping which has limited knowledge (Grove and Fisk, 1997). CIT method is a good empirical starting point for generating new research evidence for a phenomenon of interest (Kolbe and Burnett, 1991). Through CIT method, the effect of receiving voluntary vs. solicited help from other customers on customer satisfaction was demonstrated and in addition, the potential underlying mechanism of such effect was suggested.

Method

Sixty participants participated (48% male, 52% female) in the study and provided their recent experiences in receiving help from other customers during service encounters. All 60 participants have recently received help from another customer (within six months), and

they were to describe their experiences in detail in an open-ended question to eliminate demand artifact.

Through a process of careful inspection of the responses by two judges, the following results are derived to provide initial evidence of the relationship between receiving help and customer satisfaction. First of all, two judges coded the types of help received (voluntary vs. solicited help) to investigate the difference between the two types of help. Solicited helping incidents included help-seeking from the receiver, such as "I asked another customer politely," and voluntary helping incidents did not include direct help-seeking from the receiver and included words such as "voluntarily." Out of 60 cases, 37 cases involved voluntary helping (62%) and 23 cases involved solicited helping (38%), indicating that voluntary helping is a more common type of inter-customer helping. In the results section, conclusions and evidence for the hypotheses proposed that are derived through quotes from the real customers are presented. Incidents that are good representatives were specifically selected and reported in the results section.

Results

1. Customers were Grateful for the Voluntary Help

The following incident is selected as a representative incident because it illustrates that customers receiving voluntary help are

grateful of the help. Respondent 1 discusses how grateful she was when another customer came to offer help voluntarily. She discusses how friendly the helper was, and how she enjoyed talking to him.

Respondent #1: I was at a store trying to decide which baby food to get for my new baby and I was lost amongst all the different options. I asked a worker for her recommendation, but she seemed to know very little about what to recommend. A man stepped over and started talking to me recommending a specific type of baby food. He was quite friendly and told me how he had a ton of children and really knew what he was talking about. He was very helpful and informative and **I was glad for his help that day.**

On the other hand, Respondents 2 and 3 reveal their embarrassment toward asking someone else's help, and discusses how happy they were when another customer came to offer help voluntarily. In other words, the following quotes indicate the potential negative effects of receiving solicited help from other customers compared to receiving voluntary help from other customers.

Respondent #2: It was about a month ago, I went to a mall to attend a birthday party, even the venue was clear I was not able to point out where it has been held. So I went to the mall map, which was

kept near the stairs. I was not able to figure out and **I was embarrassed to ask anyone nearby**. However, another person who was standing next to me helped to find the way. I felt very happy that the person offered help voluntarily.

Respondent #3: I was walking up and down the aisle looking for something at the grocery store. After a few minutes a customer walks to me and asks what I'm looking for. I tell him and he gets me the item right away. **I was feeling a bit shy and didn't want to bother anyone but came to me and helped and made my life easier.**

2. Satisfaction for the Help leads to Satisfaction for the Firm

It was found that customers who received help from another were satisfied with the experience. Respondent 4 below describes how his satisfaction with the help also lead to his positive evaluation toward the grocery store, the service firm. The following quote is a good illustration of H_1 that receiving voluntary (vs. solicited) help leads to greater satisfaction toward the firm. This provides evidence that receiving help would not only affect customer's satisfaction toward the help and the helper, but also transfers to affect customer satisfaction toward the firm.

Respondent #4: For some reason, **the fact that I received help from another customer actually made me feel a little more positive toward the grocery store.** I suppose in my mind this now is a store that may be patronized by nice people, just because this one person helped me. So the niceness of their customer somehow makes the store look a little better.

3. Receiving Voluntary Helping is more related to Affect than Solicited Helping

Respondents 5 and 6 reported their experiences about receiving solicited help from another customer. These respondents simply reported the process of receiving help, instead of reporting their feelings for the help or the helper.

Respondent #5: I was at Lowe's and I needed to get some heavy shelving unit boxes down to look at them more in depth but I am a slight female and was worried about lifting that weight. So I pushed the buzzer for help from a Lowes employee, which was slow in coming. While I was waiting, a nice older man saw me and I politely asked him if he could help me get down the items, which he did. He pulled down two separate units for me to look at.

Respondent #6: I was in line at a food cart and was talking to a friend of mine behind me. I mentioned to him that I only had a few minutes left on my lunch hour and then I asked the lady in front of me if I could take her place. She let me trade places so that I wouldn't be late back to work.

On the other hand, Respondents 7 and 8 reported their experiences of receiving voluntary help from another customer. What distinguished their quotes from the previous ones (Respondents 5 & 6) was that they reported something about their emotion and affect toward the help and/or the helper, such as they were "happy," or "pleased about the interaction."

Respondent #7: Once I went to a super market to buy grocery. At that time by mistake one of the grain pocket has been fell down on the floor. At that time the other customer who was standing there has helped me in collecting that packet even though I haven't asked for his help. **I felt happy and said thanks to him.**

Respondent #8: I was at a hardware store, and trying to decide between two different types of screws for a project that I was doing. A man who was also near me could see that I was acting unsure so he offered some advice on which screws would most likely work

fine. **I was pleased with this interaction and ended up taking his advice.**

4. When Receiving Voluntary Help from Others, Customers felt Positive Interaction with the Helper

With evidence from the previous point, it can be suggested that receiving voluntary help is associated with feelings and affect. Respondents 9 and 10 discuss their positive interaction with the helper while receiving voluntary help. Respondent 9 felt warm towards the helper, and she was glad about their interaction. Respondent 10 mentions how he enjoyed the interaction with the helper at the bar.

Respondent #3: I was using a self check-out grocery store and I couldn't find the number I needed for the produce I was buying. The customer next to me looked over and offered to help me locate what I was looking for. Right after the person helped, a store clerk arrived and also helped but it wasn't needed as the customer behind me got me the help I needed. I felt very grateful and warm towards the person because they noticed that I was struggling and took time out of his day to offer help. **I felt very glad that I encountered such a kind person and it made me feel happy.**

Respondent #4: I was traveling with a few friends and we decided to visit a local bar. We had no idea what food to get or how good the beers tasted, but another customer, who seemed to be a regular, recommended his favorite dish and even took the time with us to describe all of the beers we were interested in. I felt grateful to this stranger, and **I really enjoyed our friendly conversation.**

Discussion

Through these incidents from the real customers, it can be predicted that customers receiving voluntary help from another customer are experiencing positive interactions with the helpers, and this would lead to higher satisfaction for the service firms. Specifically, the following results were found in customers' incidents: 1) customers showed greater satisfaction for receiving voluntary help compared to receiving solicited help from other customers, 2) customers who received voluntary support from other customers were more likely to report their emotion during the encounter, and it was the positive interaction affect between customers that lead to greater satisfaction.

Although Study 1 provides meaningful insights in understanding the phenomenon of inter-customer helping, there are also drawbacks and limitations of the CIT method (Gremler, 2004). For example, respondents' incidents could be misinterpreted or

misunderstood (Gabbott and Hogg, 1996), and CIT method could involve recall bias because incidents are not reported immediately after the incident (Michel, 2001). Therefore, CIT is the most useful when used with other methods as a systematic manner (Gremler, 2004). The results from qualitative data leads to further need to investigate the hypotheses using different methods, such as survey and experiments. Thus, subsequent studies are conducted to gain in-depth knowledge about the phenomenon of interest, inter-customer helping.

3.2 Study 2

Study 2 was conducted to provide further evidence that inter-customer helping is a common phenomenon during service encounters, and to examine the effect of receiving voluntary (vs. solicited) help from other customers on customer satisfaction (H_1). In particular, it is predicted that customers who have received voluntary (vs. solicited) help would show greater satisfaction toward the service firm, and through a survey, evidence for the relationship between receiving voluntary vs. solicited help and customer satisfaction is demonstrated.

Method

One hundred and seventy six participants (48% male, 52% female) who have received help from other customers during service encounters within the past six months recruited through MTurk participated in the study. The sample consisted of participants in various age groups (38% between 20-29, 34% between 30-39, 16% between 40-49, and 12% 50 or above) and various racial groups (75% Caucasian, 8% African American, 8% Asian/Pacific Islander, 6% Hispanic/Latino, and 4% others).

Participants were to recall their experiences in receiving help from other customers during service encounters. Participants reported

the details of their experiences, such as what types of services they were using, what types of tasks they were involved in, and how receiving help from other customers felt like.

After describing their experiences in detail, participants indicated their satisfaction toward the firm on a 7-point scale (1= *extremely dissatisfied* to 7= *extremely satisfied*). Finally, participants were asked to provide demographic information (gender, age, and racial information).

Results

Data was analyzed using the following methods: 1) analysis of frequency for the types of services used and tasks involved, 2) analysis of the effect of the types of help received on customer satisfaction through Analysis of Variance (ANOVA). The results are presented in detail below.

Types of Services First of all, as shown in Table 3.1, 47% of the participants described their experiences in receiving help from others took place in a grocery store. 13% of the experiences took place in other types of stores, such as department stores, 11% travel-related services, and 7% restaurants. In other words, inter-customer helping was the most common in grocery stores, which is a daily routine for most customers.

Table 3.1 Types of Services used during Inter-Customer Helping

Types of Services	Frequency
Grocery Store	83 (47%)
Store other	22 (13%)
Travel-related	19 (11%)
Restaurant	12 (7%)
Electronic Products	8 (5%)
Other (Hotel, Gas station, Bar, etc)	32 (17%)
Total	176 (100%)

Types of Tasks Second, as shown in Table 3.2, for the types of tasks, using self-service technologies, such as ATMs, self check-outs, self check-in services were the most frequently involved tasks (41%), followed by simple tasks, such as locating products at stores and reaching products on the shelves out of reach (30%), and provision of product information (27%). Below are a few quotes describing which tasks the respondents were involved in. The first quote describes using self-service technologies tasks, and the second quote describes a simple task situation. In both cases, another customer voluntarily helped the respondent.

Table 3.2 Types of Tasks involved in during Inter-customer Helping

Types of Tasks	Frequency
Self-service Technologies	72 (41%)
Simple Tasks	52 (30%)
Provision of Information	47 (27%)
Other	5 (3%)
Total	176 (100%)

“I was using a new self check out in a local store and was having a little trouble with it. Someone using the check out next to me noticed my difficulty in finding the credit card slot.”

“I was doing monthly grocery shopping in a supermarket. While standing in the queue for billing, my son wanted to go for the loo (rest room). At that time, a fellow shopper helped me by keeping my place in the long queue until I was back.”

Effect of Types of Help on Satisfaction Next, two researchers were involved in coding the types of help received (voluntary vs. solicited help) to investigate the effect of receiving voluntary vs. solicited help from others on customer satisfaction. Out of 176 cases, 102 cases involved voluntary helping (58%) and 74 cases involved solicited

helping (42%), indicating that voluntary helping is a more common type of inter-customer helping.

Results revealed a significant effect of receiving voluntary vs. solicited help on satisfaction toward the service firm ($F(1, 174) = 5.11, p < .05$), supporting H_1 . Specifically, participants who received voluntary help from other customers indicated higher satisfaction toward the firm than participants who received solicited help ($M_{voluntary\ help} = 5.70, SD = 1.19$ vs. $M_{solicited\ help} = 5.26, SD = 1.38$).

Table 3.3 Effect of Receiving Voluntary vs. Solicited Help on Satisfaction

		Satisfaction with the Firm
Voluntary	<i>Mean</i>	5.70*
	<i>SD</i>	1.19
Solicited	<i>Mean</i>	5.26*
	<i>SD</i>	1.38

* $p < .05$

Discussion

Taken together, the results from Study 2 indicated that inter-customer helping is a common phenomenon in the current marketplace. Inter-customer helping is especially common in grocery stores and when customers are using self-service technologies. In addition, the results from the ANOVA tests provided initial evidence

that receiving voluntary vs. solicited help affect customer satisfaction, supporting H₁. Specifically, customers receiving voluntary help from other customers showed higher satisfaction compared to customers receiving solicited help from other customers. The results from Study 1 helped understand the phenomenon of inter-customer helping, but further research is needed to investigate the causal effect of receiving two different types of helping, voluntary vs. solicited on customer satisfaction, and the underlying mechanism of their effect on customer satisfaction. Because both CIT method (Study 1) and a survey method (Study 2) could involve recall bias, remaining studies are conducted in controlled settings to investigate the causal relationship between receiving voluntary vs. solicited help from other customers and customer satisfaction.

3.3 Study 3

For Study 3, a controlled lab experiment was conducted to demonstrate the causal relationship between receiving voluntary vs. solicited help and customer satisfaction (H_1). In this experiment, receiving voluntary vs. solicited help was manipulated, and customer satisfaction was measured to investigate the relationship between them.

Method

One hundred and fifty seven participants (57% male, 43% female) recruited through MTurk participated in the study. The sample consisted of participants in various age groups (39% between 20-29, 37% between 30-39, 12% between 40-49, and 12% 50 or above) and various racial groups (75% Caucasian, 8% African American, 8% Asian/Pacific Islander, 6% Hispanic/Latino, and 4% others).

The study design was a single factor design: 2 (types of help received: voluntary vs. solicited) between-subjects design. Types of help received were manipulated with two versions of scenarios. Participants read a scenario in which they were told to assume that they are using the self check-out machine at a grocery store nearby. From the survey results in Study 2, it was found that inter-customer helping is the most prevalent in grocery stores, and during when customers are using the self-service technologies. Therefore, the

scenario used for Study 3 involves a scenario where customers are using self check-out services at grocery stores. Participants were randomly assigned to either a ‘*voluntary help*’ or a ‘*solicited help*’ condition. In the voluntary help condition, participants were given a scenario where another customer passing by notices the participant’s frustration and offers help although there was no solicitation for help. In the solicited help condition, participants were given a situation where the participants solicited help to another customer and he/she offers help. (see Appendix 1 for more detailed information).

After reading the scenario, participants completed a manipulation check item in a dichotomous measure, “What kind of help did you receive from another customer in the situation above? (1= *solicited help*, 2 = *voluntary help*)” Participants then reported their satisfaction toward the service firm on a 7-point scale (1= *extremely dissatisfied* to 7= *extremely satisfied*). Finally, participants were asked to provide demographic information (gender, age, and racial information).

Results

The manipulation check was successful. The main effect of the manipulated variable was significant for the types of help ($F(1, 155) = 168.74, p < .001$). No other main or interaction effects were significant. None of the demographic information (gender, age, and

education) was related to the focal variables, and thus it was excluded from further analyses.

Results revealed a significant effect of the types of help received on satisfaction toward the firm ($F(1, 155) = 5.05, p < .05$), supporting H₁. Specifically, participants in the voluntary help condition indicated higher satisfaction toward the firm than participants in the solicited help condition did ($M_{voluntary\ help} = 4.92$ vs. $M_{solicited\ help} = 4.38$). Taken together, the results from Study 1 supported the hypothesis that the types of help received (voluntary vs. solicited) influenced customer satisfaction toward the firm.

Discussion

Receiving help does not always lead to the same consequences. The results from Study 3 provided preliminary evidence that there is a causal relationship between receiving voluntary vs. solicited help on customer satisfaction. In fact, customers who received voluntary help compared to customers who received solicited help were more satisfied with the service firm. Although results from Study 3 provided initial evidence for the relationship between receiving different types of help on satisfaction, more in-depth investigation is needed to unveil the underlying mechanism of the relationship. Therefore, Study 4 was conducted to investigate the underlying mechanism, and to replicate the findings in another service

setting for external validity.

3.4 Study 4

Study 4 was conducted for the following purposes: 1) to compare receiving both types of help with control condition to investigate the effect of inter-customer recovery on satisfaction, 2) to replicate the findings from Study 3 in another service setting (H_1), 3) to investigate the underlying mechanism of the relationship between receiving help and customer satisfaction (H_2), and finally, 4) to demonstrate that customers will reciprocate the helping they received from other customers (H_3). Taken together, the results from Study 4 demonstrate the virtuous cycle of helping during service encounters that receiving voluntary help (vs. solicited help) would increase satisfaction through positive interaction affect, and that increased satisfaction would lead to subsequent customer citizenship behavior.

Method

One hundred and ninety one participants (57% male, 43% female) recruited through MTurk participated in the study. The sample consisted of participants in various age groups (39% between 20-29, 37% between 30-39, 12% between 40-49, and 12% 50 or above) and various racial groups (75% Caucasian, 8% African American, 8% Asian/Pacific Islander, 6% Hispanic/Latino, and 4% others).

The study design was a single factor design: 4 (types of help

received: voluntary vs. solicited vs. control - no help problem solved vs. control - no help problem unsolved) between-subjects design. Types of help received were manipulated with two versions of scenarios. Participants read a scenario in which they were told to assume that they are trying to reach a box of sugar on the shelf that is out of reach at a grocery store nearby. Participants were randomly assigned to one of the four conditions, '*voluntary help*' or a '*solicited help*' or two of the control conditions, one receiving no help but solving the problem on their own (self recovery), and another receiving no help and problem remaining unsolved. Again, the scenario used in this study involves a scenario taking place in grocery stores, where inter-customer helping is the most common. In this study, however, participants were to imagine a task different from using self-service technologies for external validity. In the voluntary help condition, participants were given a scenario where another customer passing by notices the participant's frustration and offers help although there was no solicitation for help. In the solicited help condition, participants were given a situation where the participants solicited help to another customer and he/she offers help. Finally, for control - no help problem solved condition, participants were given a situation where no customer comes to offer help, but customer him/herself solved the problem, and for control - no help problem unsolved condition, participants were given a situation where no

customer comes to offer help, and the problem remains unsolved (see Appendix 2 for more detailed information).

After reading the scenario, participants completed a manipulation check item in a dichotomous measure, “What kind of help did you receive from another customer in the situation above? (1= *solicited help*, 2 = *voluntary help*, 3= *no help, problem was not solve*, 4= *no help, problem was self-solved*)” Then, participants reported their *Interaction Affect* (“How much did you enjoy interacting with the helper?”), and for an alternative explanation, *Interaction Instrumentality* (“Please indicate whether you believe that the help from the helper enabled your problem solving.”) was measured. Participants then reported their satisfaction toward the firm on a 7-point scale (1= *extremely dissatisfied* to 7= *extremely satisfied*). Finally, participants were asked to report their willingness to help others, and provide demographic information (gender, age, and racial information).

Results

The manipulation check was successful. The main effect of the manipulated variable was significant for the types of help ($F(1, 187) = 617.91, p < .001$). No other main or interaction effects were significant. None of the demographic information (gender, age, and education) was related to the focal variables, and thus it was excluded

from further analyses.

Results were analyzed in four parts. First of all, customer helping (voluntary and solicited) conditions were compared with two control conditions to show the positive effect of inter-customer recovery on customer satisfaction. Second, the effect of the types of help (voluntary vs. solicited) on satisfaction was investigated, replicating the results from Study 3. Then, the underlying mechanism was investigated through conducting mediation analysis for interaction affect. Finally, the effect of the types of help (voluntary vs. solicited) on willingness to help others through increased satisfaction was investigated to complete the virtuous cycle of helping.

Effect of Inter-customer Recovery on Satisfaction Customer helping (voluntary and solicited helping) conditions were compared with two control conditions to demonstrate that inter-customer recovery in general is helpful during service encounters. Contrast analysis showed that compared to the participants in the control - unsolved condition, participants in the voluntary and solicited helping conditions showed higher satisfaction toward the firm ($t(1, 131) = 5.79, p < .01$). However, there is a potential effect of solved problem vs. unsolved problem, and thus, additional contrast analysis comparing the control - solved condition with voluntary and solicited helping conditions was conducted. As expected, results showed that compared to participants

in the control - solved condition, participants in the voluntary and solicited helping conditions showed higher satisfaction toward the firm ($t(1, 149) = 10.79, p < .01$). Thus, it can be concluded that inter-customer helping lead to higher satisfaction toward the firm in general. Extending the findings from Yi and Kim (2016), the results here suggest that inter-customer helping is an effective recovery strategy for firms to deal with service failures. Next, the next analysis, comparison between receiving voluntary vs. solicited helping on customer satisfaction to test H₁ is performed.

Table 3.4 Effect of Receiving Help on Customer Satisfaction

	Condition	Mean	SD
Satisfaction toward firm	Control - Solved	3.51**	1.38
	Control - Unsolved	2.93**	1.40
	Voluntary	4.80*	1.10
	Solicited	4.18*	1.77

* $p < .05$, ** $p < .01$

Effect of Types of Help on Satisfaction Second, to test H₁, an Analysis of Variance (ANOVA) analyzing the effect of receiving voluntary vs. solicited help on customer satisfaction was conducted. As expected in the hypothesis, there was a significant effect of

receiving voluntary vs. solicited help on customer satisfaction toward the firm ($F(1, 91) = 4.13, p < .05$). In particular, participants who received voluntary help from another customer showed higher satisfaction toward the firm compared to those who received solicited help from another customer ($M_{voluntary\ help} = 4.80, SD = 1.10$ vs. $M_{solicited\ help} = 4.18, SD = 1.77$), supporting H_1 .

Mediation Effect of Interaction Affect To test the mediation effect for H_2 , a bootstrapping method was used, using Hayes' (2012) PROCESS macro. The types of help (voluntary vs. solicited) was used as an independent variable, satisfaction toward firm as a dependent variable, interaction affect as a mediator variable, and interaction instrumentality as an alternative mediator variable. The 95% confidence interval was computed using the bootstrapping method with 1,000 samples. According to Hayes (2012), an indirect effect is significant when the confidence interval does not include 0, and insignificant when it includes 0. The effect of interaction affect mediating the relationship between the types of help and satisfaction was significant (95% CI: .17, .86), supporting H_2 . On the other hand, the effect of interaction instrumentality mediating the relationship between the types of help and satisfaction was insignificant (95% CI: - .04, .08), including 0 in the confidence interval. Thus, the alternative explanation of interaction instrumentality can be ruled out. Taken together, the bootstrapping

results supported our hypothesis that interaction affect is the mechanism underlying the relationship between the types of help received and customer satisfaction.

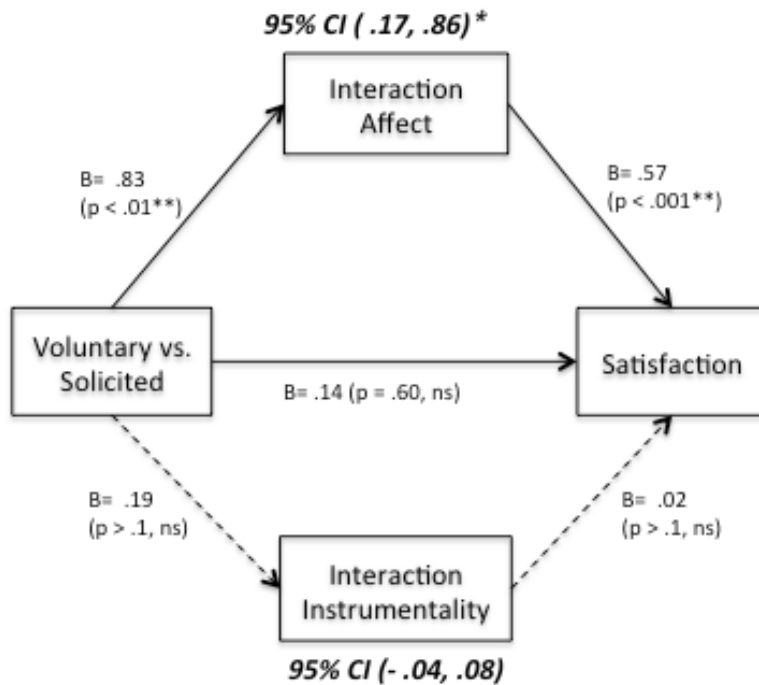


Figure 3.1 Mediation Effect of Interaction Affect

The Virtuous Cycle of Helping Finally, to test H₃, the effect of receiving voluntary vs. solicited help on willingness to help others in need was analyzed, but yielded no significant results ($F(1, 91) = 0.64, p > .1$). Participants in both conditions reported high willingness to help others in need ($M_{voluntary\ help} = 6.08, SD = 1.11$ vs. $M_{solicited\ help} = 5.86, SD = 1.50$). Therefore, the mediation effect of satisfaction on the relationship between voluntary vs. solicited help on

willingness to help others in need was conducted to test the indirect effect. Again, bootstrapping method was used, and the types of help (voluntary vs. solicited) was used as an independent variable, willingness to help others as a dependent variable, satisfaction as a mediator variable. The 95% confidence interval was computed using the bootstrapping method with 1,000 samples. The effect of satisfaction mediating the relationship between the types of help and willingness to help others was significant (95% CI: .03, .44), supporting H₃.

Taken together, the bootstrapping results supported our hypothesis that receiving voluntary vs. solicited help affects individuals' willingness to help others through customer satisfaction. Because direct effect of receiving voluntary vs. solicited help on willingness to help others was not significant, full mediation effect of customer satisfaction in the relationship between types of help and willingness to help others is supported.

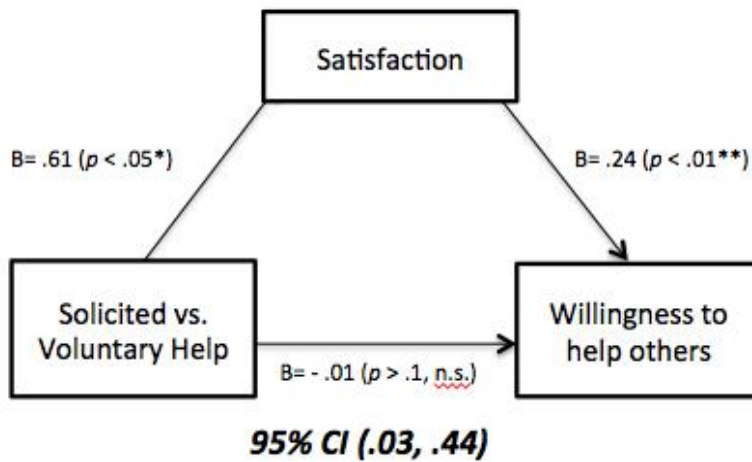


Figure 3.2 Effect of Receiving Voluntary vs. Solicited Help on Willingness to Help Others

Discussion

Results from Study 4 replicated the findings from Study 3 in a different service setting, and demonstrated that inter-customer recovery is a useful strategy for firms. Specifically, the results showed that receiving help (both solicited and voluntary) lead to greater satisfaction compared to control conditions (where no help was received) regardless of whether the problem was self-solved or unsolved. Therefore, it can be suggested that service recovery through inter-customer helping would be an useful recovery strategy for service firms.

In addition, the results suggested that positive interaction affect felt with the helper lead customers to be more satisfied with the

service when received voluntary (vs. solicited) help from other customers. The path through interaction affect, which refers to the *relational path*, is suggested to explain the underlying mechanism of the relationship, rather than the path through interaction instrumentality, which refers to the *utilitarian path*. The results suggested that it was the recipient's overall affective judgment with the situation that lead to increased satisfaction. On the other hand, recipient's cognitive judgment that the help would contribute to actual problem-solving of the situation did not affect customer satisfaction. Finally, the results from Study 4 demonstrated that receiving help from other customers leads to greater willingness to help others in need through increased customer satisfaction. Although the relationship between customer satisfaction and engagement in CCB is already well-known in existing literature, the direct relationship between receiving help and willingness to help others has not been investigated previously. Therefore, results from Study 4 suggested the virtuous cycle of helping, from receiving voluntary help to willingness to help others in need through increased customer satisfaction.

3.5 Study 5

Study 5 was conducted to replicate the mediation effect of interaction affect found in Study 4 in another service setting and also, to test the mediated moderation effect of self-efficacy to further understand the phenomenon. Study 5 replicated the findings in a self-service technologies setting to investigate whether the same underlying mechanism applies here as well.

Method

Eighty eight participants (57% Male, 43% Female) recruited through MTurk participated in the study. Again, the sample was composed of consumers from various age groups (41% between 20-29, 36% between 30-39, 13% between 40-49, and 10% 50 or above).

The study design was a single factor design: 2 (types of help received: voluntary vs. solicited) between-subjects design. Types of help received were manipulated with two versions of scenarios. Participants read a scenario in which they were told to assume that they are using the self check-out machine at a grocery store nearby. Participants were randomly assigned to either a ‘*voluntary help*’ or a ‘*solicited help*’ condition. In the voluntary help condition, participants were given a scenario where another customer passing by notices the

participant's frustration and offers help although there was no solicitation for help. In the solicited help condition, participants were given a situation where the participants solicited help to another customer and he/she offers help. (see the Appendix 1 for more detailed information).

After reading the scenario, participants completed a manipulation check item in a dichotomous measure, "What kind of help did you receive from another customer in the situation above? (1= *solicited help*, 2 = *voluntary help*)" Then, participants reported their *Interaction Affect* ("How much did you enjoy interacting with the helper?"), and for an alternative explanation, *Interaction Instrumentality* ("Please indicate whether you believe that the help from the helper enabled your problem solving.") was measured. Participants then reported their satisfaction toward the firm on a 2-item scale ("Overall, how satisfied are you with the service firm?" and "I am satisfied with the service firm," Cronbach's alpha = .93) on a 7-point scale (1= *extremely dissatisfied* to 7= *extremely satisfied*). Finally, participants were asked to report their perceived self-efficacy adopted from in 7-point scale (e.g., "When facing difficult tasks, I am certain that I will accomplish them," "I am confident that I can perform effectively on many different tasks," "Compared to other people, I can do most tasks very well," Cronbach's alpha = .87) and provide demographic information (gender, age, and racial information).

Results

The manipulation check was successful. The main effect of the manipulated variable was significant for the types of help ($F(1, 86) = 127.84, p < .001$). No other main or interaction effects were significant. None of the demographic information (gender, age, and education) was related to the focal variables, and thus it was excluded from further analyses.

Effect of Types of Help on Satisfaction First of all, to test H₁, an Analysis of Variance (ANOVA) analyzing the effect of receiving voluntary vs. solicited help on customer satisfaction was conducted. As expected in the hypothesis, there was a significant effect of receiving voluntary vs. solicited help on customer satisfaction toward the firm ($F(1, 86) = 19.18, p < .01$). In particular, participants who received voluntary help from another customer showed higher satisfaction toward the firm compared to those who received solicited help from another customer ($M_{voluntary\ help} = 4.80, SD = 1.10$ vs. $M_{solicited\ help} = 4.18, SD = 1.77$).

To test the mediation effect for H₂, a bootstrapping method was used, using Hayes' (2012) PROCESS macro. The types of help (voluntary vs. solicited) was used as an independent variable, satisfaction toward firm as a dependent variable, interaction affect as

a mediator variable, and interaction instrumentality as an alternative mediator variable. The 95% confidence interval was computed using the bootstrapping method with 1,000 samples. According to Hayes (2012), an indirect effect is significant when the confidence interval does not include 0, and insignificant when it includes 0. The effect of interaction affect mediating the relationship between the types of help and satisfaction was significant (95% CI: .01, .78), supporting H₂. On the other hand, the effect of interaction instrumentality mediating the relationship between the types of help and satisfaction was insignificant (95% CI: - .08, .48), including 0 in the confidence interval. Thus, the alternative explanation of interaction instrumentality can be ruled out. Again, the bootstrapping results supported our hypothesis that interaction affect is the mechanism underlying the relationship between the types of help received and customer satisfaction.

Moderation Effect of Self-efficacy In addition, to test H₄, using Hayes' PROCESS model 14, moderated mediation effect of self-efficacy on the relationship between interaction affect and satisfaction was conducted. As expected, the moderated mediation model including self-efficacy as a moderator variable was significant (95% CI: .01, .32). Specifically, the relationship between interaction affect and customer satisfaction was only significant for those high in

self-efficacy, whereas for those low in self-efficacy, the effect became insignificant, supporting H4.

Through the results from Study 5, H1 and H2 are replicated in a different service setting, receiving help when using self-service technologies. In addition, in this study, the moderation effect of self-efficacy was analyzed, supporting H4.

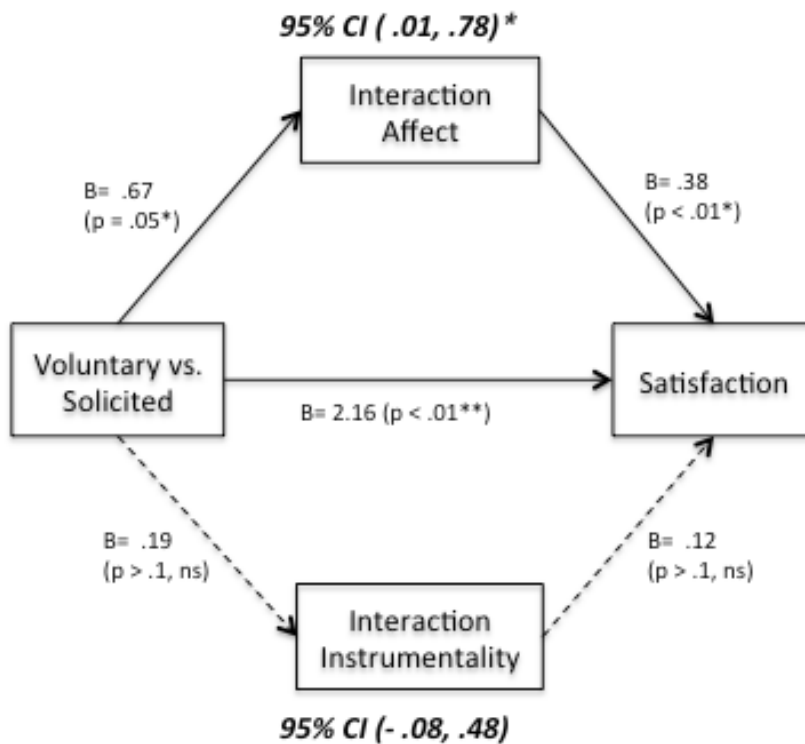


Figure 3.3 Mediation Effect of Interaction Affect

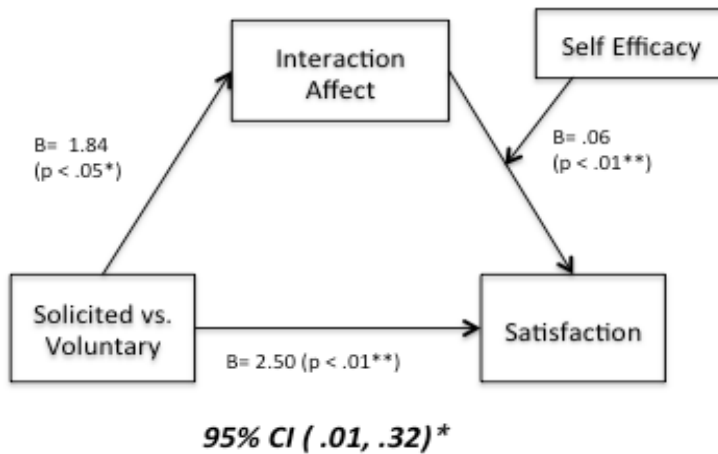


Figure 3.4 Moderated Mediation Effect of Self-Efficacy

Discussion

Results from Study 5 suggested that the mediation effect of interaction affect was also significant in a different service setting, ensuring robustness of the results from Study 4. One question that needs further examination remains from the results of Studies 4 and 5. The mediation model from the results of Study 4 indicates full mediation, whereas the mediation model from the results of Study 5 indicates partial mediation. This might be due to different tasks given in the scenarios, but future research is encouraged to discover this difference.

In addition, the results also addressed the research question that to whom the effect is stronger. The results suggested the moderated mediation effect of self-efficacy. In particular, the

relationship between interaction affect and customers satisfaction was significant only for customers who were high in self-efficacy, and on the other hand, the effect was not significant for those who were low in self-efficacy.

Although H₄ is hypothesized, because the central effect of the current research is the effect of receiving voluntary vs. solicited help on customer satisfaction, interaction affect and self-efficacy were not manipulated. Study 5 serves as an initial evidence for demonstrating the moderational role of self-efficacy, yet future studies are suggested to investigate this relationship further.

CHAPTER 4. GENERAL DISCUSSION

Encouraging CCBs is beneficial to firms in many ways, and thus, investigating the antecedents and consequences of CCBs are important in services marketing literature. However, as far as I know, most studies have focused on the antecedents of CCBs, paying little attention to the consequences of CCBs and/or integrative understanding of the phenomenon. Although previous literature on CCBs focused on how firms could encourage citizenship behaviors among customers, the current research steps forward, and makes an effort to understand what really happens after one receives voluntary acts from other customers. Therefore, in the current research, the "*Virtuous Cycle of Helping*" is suggested where receiving help leads to subsequent helping behavior through increased customer satisfaction. Understanding the process of virtuous cycle of helping would help firms strategically approach inter-customer helping because the cycle suggests that the "right" type of helping would eventually lead to another prosocial behavior that would benefit the firms. In other words, the current research suggests that helping minds would be contagious to others, leading to one after another. This is why one should not underestimate the role of helping others during service encounters because as trivial as it sounds, it could ultimately lead to greater impact on others.

Through five empirical studies, using various methods, such as CIT, survey, and experiments, understanding of the inter-customer helping is broadened in the current research. In Study 1, a CIT method was used to analyze qualitative data from the real customers' incidents on receiving help from other customers during service encounters. The results provided initial evidence that receiving voluntary (vs. solicited) help would lead to greater satisfaction toward firm, and the potential mediational role of positive interaction affect between customers in the relationship between helping and customer satisfaction. In Study 2, a survey was conducted to understand the overall phenomenon of interest, inter-customer helping. The results suggested that inter-customer helping is a common phenomenon during service encounters, especially during customers' use of self-service technologies in grocery stores. In addition, receiving voluntary help (vs. solicited help) from other customers lead to higher customer satisfaction. To demonstrate the effect of receiving voluntary (vs. solicited) help on customer satisfaction, and the mediation effect of interaction affect, three experiments (Studies 3, 4, and 5) were conducted. Through these experiments, the effect of receiving voluntary vs. solicited help was replicated, and the mediation effect of interaction affect as well as the moderation effect of self-efficacy were demonstrated. Finally, to complete the virtuous cycle of helping, results from Study 4 provided evidence that there was a full

mediation effect of customer satisfaction on the relationship between receiving voluntary help (vs. solicited help) on customer satisfaction. Taken together, the results from the five studies demonstrated that receiving voluntary (vs. solicited) help from other customers would cause positive interaction affect between the helper and the recipient, and thus would lead to greater satisfaction toward the firm, and this increased satisfaction would again lead to greater willingness to help others, completing the virtuous cycle as shown in Figure 4.1.

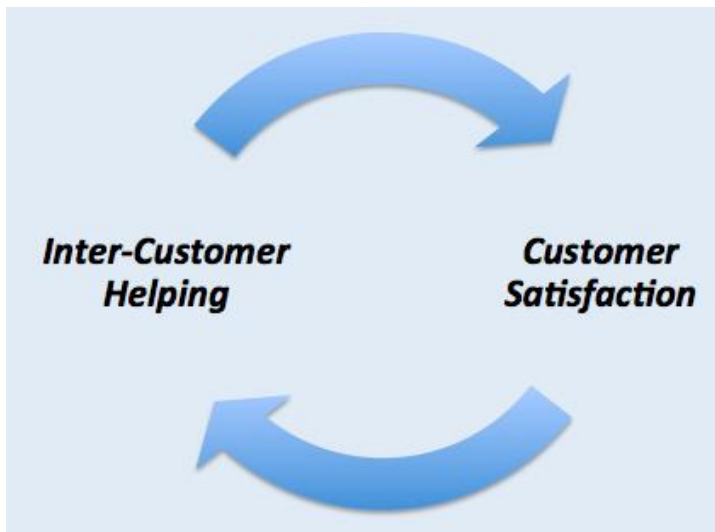


Figure 4.1 Relationship between Inter-Customer Helping and Satisfaction

4.1 Theoretical Contributions

The current research contributes to the academia in several ways. First of all, this research contributes to services marketing literature. The current research contributes to the customer-to-customer relationships literature, which is relatively neglected in the services marketing literature compared to employee-to-customer relationships. Results from Study 4 suggested that receiving help from other customers leads to greater satisfaction toward the firm compared to not receiving help, indicating that inter-customer recovery is an effective service recovery strategy and thus, understanding this specific type of service recovery would be important for the researchers in this field.

However, most previous research on customer-to-customer interactions (CCI) assumed help to cause the same positive effects on customer satisfaction, neglecting that there are some forms of help that are better than others. Therefore, the current research suggests that receiving voluntary help would differ from receiving solicited help from other customers. The results from the studies suggested that receiving voluntary help would lead to greater satisfaction as well as greater willingness to help others in need in the future, thus suggesting a virtuous cycle of helping. In addition, it has been found that inter-customer helping is a common phenomenon especially during SST uses, and through investigating customer helping behavior during

SST usages, the present research contributes to the literature on SSTs that needs further investigations from the researchers due to its prevalence in the current market place. Also, the current research also contributes to the service failure and recovery literature through suggesting evidence that inter-customer recovery is an effective form of service recovery. The results from Study 4 suggested that service recovery through inter-customer helping leads to greater satisfaction compared to when customers recovered the failures on their own, which we refer to as self recovery. Taken together, the current piece of work provides meaningful insights to the services marketing literature through investigating important research streams in services marketing, such as customer participation and co-creation, CCI, SST, and service failure and recovery.

Second, the current research contributes to the helping literature through investigating inter-customer helping behavior from the recipients' perceptions. Specifically, the current research investigated the effect of receiving different types of help (voluntary vs. solicited help) on customer satisfaction, and the mechanism for the relationship. The results from the studies showed that receiving voluntary help from other customers leads to high customer satisfaction compared to solicited help through positive interaction affect with the helper. In other words, affective and relational aspect of the helping was what lead customers to show greater satisfaction toward the firm, not the

cognitive and utilitarian aspect of the helping. Taken together, the current research contributes to the helping literature by suggesting that not all help is created equal, and receiving voluntary help from other customers would be more beneficial to the customers as well as the firms compared to receiving solicited help from other customers.

4.2 Practical Implications

The results of the current study also provide meaningful insights to service firms. To attract new customers and retain existing customers, firms should invest efforts for the appropriate customer mix and customer-to-customer relationships (Martin and Pranter, 1989). Lovelock (1996) has also argued that it is necessary to manage customer portfolio, such as customer appearance, behavior, and age. Likewise, firms should be aware of customer-to-customer relationships and invest efforts to manage them strategically for their benefit both short-term and long-term.

First of all, the service recovery paradox suggests that even with failures, customers could show higher satisfaction if such failures are successfully recovered, which is an opportunity for firms. In the current research, the results suggested that receiving help from other customers in general would lead to greater customer satisfaction because this is a form of service recovery, namely inter-customer recovery. Therefore, firms should encourage inter-customer helping

among customers to promptly respond to potential failures, which is common during service encounters. If inter-customer helping becomes common during service encounters, firms and employees would have less failure cases to deal with, and this would eventually benefit the firms in terms of productivity increase, utilizing customers as "partial employees."

Encouraging customer-to-customer interactions and customer value creation is known to benefit all parties concerned. However, firms should be aware that not all help is created equal, and some kinds of help are better (or worse) than others. The results from the studies revealed that receiving voluntary help versus solicited help leads to increased customer satisfaction, and thus, leads to subsequent helping behavior. Based on this finding, firms should invest efforts to encourage voluntary helping among customers. First, at the store level, service firms should provide reward programs to encourage customers to provide help more voluntarily. For example, customers who provided the best help to other customers could be recognized as the 'superhero of the week' to further encourage inter-customer helping that is more voluntary rather than solicited. Second, at the corporate level, service organizations should set marketing strategies that encourage voluntary helping among customers. For example, caring for each other would help customers to help others voluntarily, and thus, firms could utilize customer online and/or offline communities for

customers to positively interact with each other. If customers form a strong community and become closer to each other, they would be more willing to provide voluntary help to each other.

4.3 Limitations and Future Research

Although the current research provides several new insights to the literature, limitations do exist as well. First of all, the current research used a multi-method approach, such as CIT, survey, and experiments. However, to better understand the phenomenon of inter-customer helping, additional methodologies, such as in-depth interviews and/or simulation approach can also be great tools to be used in future studies. In-depth interviews would help investigate the underlying mechanism in a more in-depth manner, and simulation approach would help investigate a typical consumer journey during such encounters of inter-customer helping. Nevertheless, the current research makes an effort to implement multi-method approach to understand the phenomenon of interest. In addition, despite the efforts to ensure external validity through demonstrating the effects in two different service settings, both settings took place in grocery stores, which was the most common service setting for inter-customer helping. Future research could be conducted in other settings, such as restaurants or airports to extend the findings in different service settings.

Second, although the moderating role of self-efficacy was demonstrated in the current research, the results are not fully explained through the proposed model. Although potential explanations for the moderating effect is provided, future studies could provide further evidence on the role of self-efficacy in the relationship between interaction affect and satisfaction toward firm. Finally, the current research investigates the mediation effect of interaction affect through measuring interaction affect, however, additional study using the moderation-of-process approach (Spencer, Zanna, and Fong, 2005) would add robustness to the findings. In other words, instead of measuring interaction affect, manipulating interaction affect through a series of experiments would further contribute to the literature.

The current research suggests avenues for future research as well. First of all, Although the current research focused on the recipient's reactions for receiving different types of help, future research could focus on the antecedents of providing different types of help. For example, when do customers provide help voluntarily? when do customers feel the obligation to help others who requested for help? Further research could investigate the antecedents to help service organizations encourage voluntary helping among customers.

Also, there are other potential situational boundary conditions for the relationship between receiving voluntary help (vs. solicited help) and customer satisfaction. For example, information asymmetry

between customers could influence customers' reactions to receiving help. When there is asymmetry in information for the helper and the recipient, it is expected that the recipients would be less satisfied with the helpers' voluntary helping because in these situations, the recipients' lack of knowledge and competence becomes salient to both parties. On the other hand, when information is symmetric between the helper and the recipients, recipients would be grateful of the helpers' voluntary helping, consistent with the findings from the current research. In addition, different underlying mechanism, such as instrumentality, could play a role in this relationship.

Finally, future research could address that the effect of receiving help on different types of citizenship behaviors. In the current research, helping behavior was measured in terms of participants' willingness to help others, whether they would reciprocate the help they received from other customers. However, future research could examine whether receiving help from other customers could also lead to other citizenship behaviors toward the firms, such as providing constructive feedback to the firm. Also, future research could focus on the virtuous cycle of "employee" helping, while the current research only focuses on the virtuous cycle of "inter-customer" helping. This would fill the gap in literature and thus deepen our understanding of the topic of helping behavior during service encounters.

REFERENCES

- Adelman, M. B., Ahuvia, A. C., & Goodwin, C. (1994). Beyond smiling: social support and service quality. In Rust, R.T. & Oliver, R.L. (Eds.), *Service Quality: New Directions in Theory and Practice*. Thousand Oaks, CA: Sage Publications.
- Baker, J. (1987). The role of the environment in marketing services: The consumer perspective. In John A. Czepiel, Carole A. Congram, & James Shanahan (Eds.), *The Services Challenge: Integrating for Competitive Advantage*. Chicago, IL: American Marketing Association, 79-84.
- Bandura, A. (1997). *Self-efficacy: The exercise of control*. New York, NY: Freeman.
- Barbee, A. P., Cunningham, M. R., Winstead, B. A., Derlega, V. J., Gulley, M. R., Yankeelov, P. A., & Druen, P. B. (1993). Effects of gender role expectations on the social support process. *Journal of Social Issues*, 49(3), 175-190.
- Bateson, J. E. (1985). Self-service consumer: An exploratory study. *Journal of Retailing*, 61(3), 49-76.
- Batson, C. D., Chang, J., Orr, R., & Rowland, J. (2002). Empathy, attitudes, and action: Can feeling for a member of a stigmatized group motivate one to help the group? *Personality and Social Psychology Bulletin*, 28(12), 1656-1666.
- Bendapudi, N., & Leone, R. P. (2003). Psychological implications of customer participation in co-production. *Journal of Marketing*, 67(1), 14-28.

- Berkowitz, L. (1972). Social norms, feelings, and other factors affecting helping and altruism. *Advances in Experimental Social Psychology*, 6, 63-108.
- Bettencourt, L. (1997). Customer voluntary performance: customers as partners in service delivery. *Journal of Retailing*, 73, 383-406.
- Bitner, M. J., Booms, B. H., & Tetreault, M. S. (1990). The service encounter: diagnosing favorable and unfavorable incidents. *Journal of Marketing*, 54(1), 71-84.
- Bolger, N., & Amarel, D. (2007). Effects of social support visibility on adjustment to stress: Experimental advice. *Journal of Personality and Social Psychology*, 92(3), 458-475.
- Bolino, M. C., Turnley, W. H., & Niehoff, B. P. (2004). The other side of the story: Reexamining prevailing assumptions about organizational citizenship behavior. *Human Resource Management Review*, 14(2), 229-246.
- Bonifield, C., & Cole, C. (2007). Affective responses to service failures: Anger, regret, and retaliatory versus conciliatory responses. *Marketing Letters*, 18(1), 85-99.
- Booms, B. H., & Bitner, M. J. (1981). Marketing strategies and organization structures for service firms. In J. Donnelly & W. George (Eds.), *Marketing of Services* (pp. 47-51). Chicago, IL: American Marketing, 47-51.
- Bove, L. L., Pervan, S. J., Beatty, S. E., & Shiu, E. (2009). Service worker role in encouraging customer organizational citizenship behaviors. *Journal of Business Research*, 62, 698-705.

- Bowen, D. E., & Schneider, B. (1985). Boundary-spanning-role employees and the service encounter: some guidelines for management and research. In Czepiel, J.A., Solomon, M.R., & Surprenant, C.F. (Eds), *The Service Encounter* (pp. 127-147). Lexington, MA: Lexington Press.
- Campbell, N. K., & Hackett, G. (1986). The effects of mathematics task performance on math self-efficacy and task interest. *Journal of Vocational Behavior*, 28(2), 149-162.
- Chan, K.W., Yim, C. K., & Lam, S.S.K. (2010). Is customer participation in value creation a double-edged sword? Evidence from professional financial services across cultures. *Journal of Marketing*, 74(3), 48-64.
- Chell, E. (1998). Critical incident technique. In Symon, G., & Cassell, C. (Eds), *Qualitative methods and analysis in organizational research: A practical guide* (pp. 51-72). Thousand Oaks, CA: Sage Publications Ltd.
- Chentsova-Dutton, Y. E., & Vaughn, A. (2009). Let me tell you what to do: Cultural differences in advice-giving. *Journal of Cross-Cultural Psychology*, 43(5), 687-703.
- Curran, J. M., & Meuter, M. L. (2005). Self-service technology adoption: Comparing three technologies. *Journal of Services Marketing*, 19(2), 103-113.
- Czepiel, J. A. (1990). Service encounters and service relationships: Implications for research, *Journal of Business Research*, 20(1), 13-21.

- Dabholkar, P. A. (1990). How to improve perceived service quality by increasing customer participation. In Dunlap, B. J. (Eds), *Developments in Marketing Science* (Vol. 13, pp. 483-487), Cullowhee, NC: Academy of Marketing Science.
- Daubman, K. A., & Lehman, T. C. (1993). The effects of receiving help: gender differences in motivation and performance. *Sex Roles*, 28, 693-707.
- Deelstra, J. T., Peeters, M. C. W., Schaufeli, W. B., Stroebe, W., Zijlstra, F. R. H., & van Doornen, L. P. (2003). Receiving instrumental support at work: when help is not welcome. *Journal of Applied Psychology*, 88, 324-331.
- De Matos, C. A., Henrique, J. L., & Rossi, C. A. V. (2007). Service recovery paradox: a meta-analysis. *Journal of Service Research*, 10(1), 60-77.
- Dong, B., Evans, K. R., Zou, S. (2008). The effects of customer participation in co-created service recovery. *Journal of the Academy of Marketing Science*, 36, 123-137.
- Eckenrode, J. (1983). The mobilization of social supports: Some individual constraints. *American Journal of Community Psychology*, 11(5), 509-528.
- Fisher, J. D., & Nadler, A. (1974). The effects of similarity between donor and recipient on recipient's reactions to aid. *Journal of Applied Social Psychology*, 4, 230-243.

- Gabbott, M., & Hogg, G. (1996). The glory of stories: Using critical incidents to understand service evaluation in the primary healthcare context. *Journal of Marketing Management*, 12(6), 493-504.
- Gardner, M. P. (1985). Mood states and consumer behavior: A critical review. *Journal of Consumer Research*, 12, 281-300.
- Gregoire, Y., & Fisher, R. J. (2006). The effects of relationship quality on customer retaliation. *Marketing Letters*, 17(1), 31-46.
- Gregoire, Y., Tripp, T. M., & Legoux, R. (2009). When customer love turns into lasting hate: the effects of relationship strength and time on customer revenge and avoidance. *Journal of Marketing*, 73, 18-32.
- Gremler, D. D. (2004). The critical incident technique in service research. *Journal of Service Research*, 7(1), 65-89.
- Gremler, D. D., & Gwinner, K. P. (2000). Customer-employee rapport in service relationships. *Journal of Service Research*, 3(1), 82-104.
- Groth, M. (2005). Customers as good soldiers: examining citizenship behaviors in internet service deliveries. *Journal of Management*, 31, 7-27.
- Grove, S. J., & Fisk, R. P. (1997). The impact of other customers on service experiences: a critical incident examination of "getting along." *Journal of Retailing*, 73, 63-85.

- Gruen, T. W., Summers, J. O., & Acito, F. (2000). Relationship marketing activities, commitment, and membership behaviors in professional associations, *Journal of Marketing*, 64(3), 34-49.
- Harris, K., & Baron, S. (2004). Consumer-to-consumer conversations in service settings. *Journal of Service Research*, 6(3), 287-303.
- Hart, C. W., Heskett, J. L., & Sasser, Jr. W. E. (1990). The profitable art of service recovery, *Harvard Business Review*, 68 (August), 148-156.
- Hayes, A. F. (2012). PROCESS: A versatile computational tool for observed variable mediation, moderation, and conditional process modeling. available at <http://www.afhayes.com/public/process2012.pdf>
- Hobfoll, S. E., & Lerman, M. (1988). Personal relationships, personal attributes, and stress resistance: Mothers' reactions to their child's illness. *American Journal of Community Psychology*, 16(4), 565-589.
- Kahn, R. L. (1994). Social support, content, causes and consequences. In R. P. Abeles, H. C. Gift, & M. G. Ory (Eds.), *Aging and Quality of Life* (pp. 163 - 184). New York, NY: Springer.
- Kelley, S. W., Hoffman, D., & Davis, M. A. (1993). A typology of retail failures and recoveries. *Journal of Retailing*, 69, 429-452.
- Kim, S. Y., & Yi, Y. (2016). Give a man a fish or teach him to fish: The effects of types of help on customer satisfaction. *Asia Marketing Journal*, 18(2), 1-23.

- Kolbe, R. H., & Burnett, M. S. (1991). Content-analysis research: An examination of applications with directives for improving research reliability and objectivity. *Journal of Consumer Research*, 18(2), 243-250.
- Lefcourt, H. M., Martin, R. A., & Saleh, W. E. (1984). Locus of control and social support: Interactive moderators of stress. *Journal of Personality and Social Psychology*, 47(2), 378-389.
- Lehtinen, U., & Lehtinen, J. R. (1991). Two approaches to service quality dimensions. *The Service Industries Journal*, 11(3), 287-303.
- Lengnick-Hall, A., Claycomb, V., & Inks, L. W. (2000). From recipient to contributor: Examining customer roles and experienced outcomes. *European Journal of Marketing*, 34(3/4), 359-383.
- Lovelock, C. H. (1996). *Services Marketing*, 3rd ed. Englewood Cliffs, NJ: Prentice-Hall.
- Lovelock, C. H., & Young, R. H. (1979). Look to Consumers to Increase Productivity. *Harvard Business Review*, 57, 168-78.
- Magnini, V. P., Ford, J. B., Markowski, E. P., & Honeycutt, E. D. (2007). The service recovery paradox: Justifiable theory or smoldering myth? *Journal of Services Marketing*, 21(3), 213-225.
- Martin, C. L., & Pranter, C. A. (1989). Compatibility management: Customer-to-customer relationships in service environments, *Journal of Services Marketing*, 3(3), 5-15.

- Mayo, J. W., & Tinsley, C. H. (2009). Warm glow and charitable giving: Why the wealthy do not give more to charity? *Journal of Economic Psychology*, 30, 490-499.
- McCullough, M. A., & Bharadwaj, S. G. (1992). The recovery paradox: An examination of consumer satisfaction in relation to disconfirmation, service quality, and attribution based theories. In Allen, C. T. et al. (Eds). *Marketing Theory and Applications*, Chicago: American Marketing Association.
- McCullough, M. A., Berry, L. L., & Yadav, M. S. (2000). An empirical investigation of customer satisfaction after service failure and recovery. *Journal of Service Research*, 3(2), 121-137.
- Michel, S. (2001). Analyzing service failures and recoveries: A process approach. *International Journal of Service Industry Management*, 12(1), 20-33.
- Mojaverian, T., & Kim, H. S. (2013). Interpreting a helping hand: Cultural variation in the effectiveness of solicited and unsolicited social support. *Personality and Social Psychology Bulletin*, 39(1), 88-99.
- Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, 58(3), 20-38.
- Nadler, D.A. (1979). The effects of feedback on task group behavior: a review of the experimental research. *Organizational Behavior and Human Performance*, 23, 309-338.

- Nadler, D. A. (1997). Personality and Help-seeking: Autonomous versus Dependent Seeking of Help. In Pierce, G., Lakey, B., Sarason, I. G., & Sarason B. (Eds.), *Sourcebook of Theory and Research on Social Support and Personality* (pp. 379-407), New York: Plenum.
- Nadler, D. A., & Fisher, J. D. (1986). The role of threat to self-esteem and perceived control in recipient reactions to help: Theory development and empirical validation. In Berkowitz, L. (Eds.), *Advances in Experimental Social Psychology* (Vol. 19, pp. 81-123), New York, NY: Academic Press.
- Nambisan, S., & Baron, R. A. (2009). Virtual customer environments: Testing a model of voluntary participation in value co-creation activities. *The Journal of Product Innovation Management*, 26(4), 388-406.
- Nicholls, R. (2010). New directions for customer-to-customer interaction research, *Journal of Services Marketing*, 24(1), 87-97.
- Oliver, R. L. (1997). *Satisfaction: a behavioral perspective on the consumer*. New York, NY: McGraw-Hill.
- Payne, A. F., Storbacka, K., & Frow, Pennie. (2008). Managing the co-creation of value. *Journal of the Academy of Marketing Science*, 36(1), 83-96.
- Prahalad, C. K., & Ramaswamy, V. (2000). Co-opting customer competence. *Harvard Business Review*, 78(1), 79-87.
- Rayport, J. F., & Sviokla, J. J. (1994). Managing in the marketspace. *Harvard Business Review*, 72, 141-150.

- Roberts, L. J., Salem, D., Rappaport, J., Toro, P. A., Luke, D. A., & Seidman, E. (1999). Giving and receiving help: Interpersonal transactions in mutual-help meetings and psychosocial adjustment of members. *American Journal of Community Psychology, 27*(6), 841-868.
- Rosenbaum, M. S., & Massiah, C. A. (2007). When customers receive support from other customers: exploring the influence of intercustomer social support on customer voluntary performance. *Journal of Service Research, 9*, 257-270.
- Scheier, M. E., & Carver, C. S. (1987). Dispositional optimism and physical well-being: The influence of generalized outcome expectancies on health. *Journal of Personality, 55*(2), 169-210.
- Shostack, G. L. (1985). Planning the Service Encounter. In John A. Czepiel, Michael R. Solomon, & Carol F. Suprenaut (Eds.), *The Service Encounter* (pp. 243-254), New York: Lexington Books.
- Smith, J., & Goodnow, J. J. (1999). Unasked-for support and unsolicited advice: Age and the quality of social experience. *Psychology and Aging, 14*(1), 108-121.
- Spector, P. E., & Fox, S. (2002). An emotion-centered model of voluntary work behavior: Some parallels between counterproductive work behavior and organizational citizenship behavior. *Human Resource Management Review, 12*(2), 269-292.
- Spencer, S. J., Zanna, M. P., & Fong, G. T. (2005). Establishing a causal chain: why experiments are often more effective than mediational analyses in examining psychological processes. *Journal of Personality and Social Psychology, 89*(6), 845-851.

- Tax, S. S., Brown, S. W., & Chandrashekar, M. (1998). Customer evaluations of service complaint experiences: Implications for relationship marketing. *Journal of Marketing*, 62, 60-72.
- Tschannen-Moran, M., Hoy, A. W., & Hoy, W. K. (1988). Teacher efficacy: Its meaning and measure. *Review of Educational Research*, 68(2), 202-248.
- Uchida, Y., Kitayama, S., Mesquita, B., Reyes, J. A. S., & Morling, B. (2008). Is perceived emotional support beneficial? Well-being and health in independent and interdependent cultures. *Personality and Social Psychology Bulletin*, 34(6), 741-754.
- van Doorn, J., Lemon, K. E., Mittal, V., Nab, S., Pick, D., Pirner, P., & Verhoef, P. C. (2010). Customer engagement behavior: Theoretical foundations and research directions. *Journal of Service Research*, 13(3), 253-266.
- van Leeuwen, E., & Tauber, S. (2010). The strategic side of outgroup helping. In S. Sturmer and M. Snyder (Eds.), *The Psychology of Prosocial Behavior: Group Processes, Intergroup Relations, and Helping* (pp. 81-102). Chichester, UK: Wiley-Blackwell.
- Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68(1), 1-17.
- Viswesvaran, C., Sanchez, J. I., & Fisher, J. (1999). The role of social support in the process of work stress: A meta-analysis. *Journal of Vocational Behavior*, 54(2), 314-334.

- von Wangenheim, F., & Bayon, T. (2004). The effect of word of mouth on service switching. *European Journal of Marketing*, 38(9/10), 1173-1185.
- Wilke, H., & Lanzetta, J. T. (1970). The obligation to help: The effects of amount of prior help on subsequent helping behavior. *Journal of Experimental Social Psychology*, 6(4), 488-493.
- Wood, R. E., & Locke, E. A. (1987). The relation of self-efficacy and grade goals to academic performance. *Educational and Psychological Measurement*, 47(4), 1013-1024.
- Xie, C., Bagozzi, R. P., & Troye, S. V. (2008). Trying to prosume: Toward a theory of consumers as co-creators of value. *Journal of the Academy of Marketing Science*, 36(1), 109-122.
- Yi, Y. (2014). *Customer value creation behavior*. New York: Routledge.
- Yi, Y., & Gong, T. (2008a). If employees “go the extra mile,” do customers reciprocate with similar behavior? *Psychology & Marketing*, 25, 961 - 986.
- Yi, Y., & Gong, T. (2008b). The effects of customer justice perception and affect on customer citizenship behavior and customer dysfunctional behavior. *Industrial Marketing Management*, 37, 767-783.
- Yi, Y., & Gong, T. (2013). Customer value co-creation behavior: Scale development and validation. *Journal of Business Research*, 66(9), 1279-1284.

- Yi, Y., Gong, T., & Lee, H. (2013). The impact of other customers on customer citizenship behavior. *Psychology & Marketing*, 30(4), 341-356.
- Yi, Y., & Kim, S.Y. (2016). The role of other customers during self-service technology failure. *Service Business*, published online first, DOI: 10.1007/s11628-016-0325-2.
- Yi, Y., Natarajan, R., & Gong, T. (2011). Customer participation and citizenship behavioral influences on employee performance, satisfaction, commitment, and turnover intention. *Journal of Business Research*, 64(1), 87-95.
- Zeithaml, V. A., & Bitner, M. J. (2003). *Services marketing: Integrating customer focus across the firm*. Boston, MA: McGraw-Hill Irwin.

국문초록

고객시민행동의 선순환: 고객 간의 도움이 만족과 고객시민행동에 미치는 영향

최근 “사람과 사람을 잇는” 공유경제 (Sharing Economy)가 도래함에 따라 직원과 고객간의 관계만큼이나 고객 간의 상호작용 (Customer-to-Customer Interaction)이 빈번하게 일어나고 있다. 예를 들어, 숙박공유서비스인 Airbnb를 통해 고객들은 서로 판매자-구매자가 되어 정보를 공유하며 활발한 상호작용을 하고 있기 때문에 고객 간 상호작용에 대한 이해는 더욱 더 중요해지고 있다. 비단 Airbnb, Uber 등의 특정 서비스 플랫폼이 아니더라도 기존의 기업들도 셀프서비스기술로 기존의 서비스 상황을 대체함에 따라 고객 간의 관계는 더욱 활발하게 일어나고 있고, 그에 따라 고객은 더 이상 수동적인 Receiver가 아니라 능동적인 Co-creator로서 가치를 창출한다고 볼 수 있다.

그럼에도 불구하고 대부분의 서비스 연구자들은 여전히 직원-고객 간의 관계에 초점을 맞추어 연구를 진행하고 있고, 상대적으로 고객 간의 관계에 대한 연구는 제한적임을 확인할 수 있었다. 예를 들어, 직원-고객 간의 정서에 대한 연구 (Gremler and

Gwinner 2000), 또는 서비스 실패 시 직원-고객 간의 관계가 고객 반응에 미치는 영향 등 (Gregoire et al. 2009) 대부분의 연구들은 직원-고객 간의 관계를 중심으로 이루어졌다. 따라서, 본 연구에서는 상대적으로 제한적이었던 고객 간 관계에 대하여 더욱 심도 깊은 이해를 하기 위한 연구를 진행하고자 한다.

고객 간 상호작용 중에서도 특히 초점을 맞추어 연구하고자 하는 주제는 고객 간 도움으로 고객 간 도움 (Inter-Customer Helping)은 고객시민행동의 한 유형으로 고객들은 도움이 필요한 타인을 목격하였을 때, 자신의 과거 경험을 떠올려 도움을 주어야 하는 책임감을 느끼기 때문에 도움을 제공한다고 한다. 특히, 본 연구에서는 이러한 고객 간 도움의 선행요인 보다는 그 결과에 초점을 맞추어, 다른 고객에게 도움을 받았을 때 고객의 반응에 대하여 연구하였다.

본 연구에서는 도움의 유형을 크게 두 가지로 나누어 보고 있다. 첫째는, 도움을 요청해서 받은 경우인 Solicited Help이고, 그 다음은 도움을 요청하지 않은 경우에 도움을 받은 경우인 Voluntary Help이다. 본 연구에서 확인한 질문은 다음과 같다: 1) 도움의 유형에 따라 고객만족이 어떻게 달라지는가? 2) 어떠한 메커니즘으로 인해 도움 요청의 여부가 고객만족에 영향을 미치는가? 3) 도움으로 인해 높아진 만족도가 다른 고객을 돕고자하는 의향으로까지 이어지는가?

본 연구의 주요결과는 다음과 같다.

첫째, 가장 일반적으로 고객 간 도움이 일어나는 서비스 상

황은 Grocery Store 였으며, 고객들이 셀프서비스기술을 이용할 때 가장 빈번하게 고객 간 도움이 일어나는 것으로 확인이 되었다. 둘째, Solicited Helping을 받은 고객들 보다 Voluntary Helping을 받은 고객들이 더 높은 만족도를 나타냈고, 그 메커니즘은 다른 고객과의 긍정적인 상호작용 정서로 나타났다. 또한, 다른 고객의 도움을 통해 만족도가 높아진 고객들은 또 다른 고객을 돕고자 하는 의향이 높아짐을 확인하였다. 마지막으로, 고객 간 긍정적 상호작용 정서와 만족도 간의 관계를 자아효능감이 조절하는 것으로 밝혀졌다. 종합하자면, 본 논문에서는 Voluntary Helping을 받은 고객들은 만족도가 높아지고, 높아진 만족도는 다른 고객을 돕고자 하는 의향으로 이어지는 도움의 선순환 관계를 밝혔다.

본 연구를 통해 궁극적으로 서비스마케팅 문헌과 Helping 문헌에 기여를 하고자 한다. 상대적으로 덜 연구된 고객 간 관계에 대한 연구를 통해 이에 대한 이해를 돕고자 하고, 도움을 받는 것이 항상 같은 수준의 만족도로 이어지지만은 않음을 밝혔다. 또한, 도움을 주는 것이 아니라 받는 것에 대한 연구를 통해 기존의 Helping 연구를 확장하여 기여하고자 한다.

주요어: 고객시민 행동, 서비스실패, 서비스회복, 고객 간 도움, 고객 간 관계

학번: 2012-30135

Appendix 1 Scenarios used in Studies 3 and 5

You are at a grocery store nearby your house. You pick up a few grocery items and decide to use the self check-out machine for a quick check-out. However, the grocery store updated their self check-out system a few days ago. Because you were not familiar with the new system, you hit a wrong button and can not figure out how to correct the problem. You look around and there was a line of customers waiting for you to finish checking out.

1) Solicited: You ask another customer whether he could help you with the check-out process using the self check-out system. He answers, “Yes. Let me try.” You are grateful that he accepted your request. He proceeds with the rest of the procedure and completes the self check-out process. Finally, he hands you the receipt and your grocery bag, and immediately leaves the store.

2) Voluntary: You are trying to figure out how to fix the problem. However, a customer passing by notices that you are frustrated. He comes over and asks, “Do you need help?” You are happy that he noticed your frustration and answer “Yes, thank you.” He proceeds with the rest of the procedure and completes the self check-out process. Finally, he hands you the receipt and your grocery bag, and immediately leaves the store.

Appendix 2 Questionnaire (Study 4)

Survey on Consumer Behavior

Thank you for your participation.

I am conducting a short academic survey on consumer behavior during service encounters. The survey will take approximately 7 minutes to complete. The results will only be used for academic purposes, and will only be used at an aggregate level.

Researcher: Seo Young Kim (Seoul National University)

e-mail: seoyoungk@snu.ac.kr

1. Please carefully read the following scenario and consider it as your own. Make sure to spend enough time to read the passage.

You are at a grocery store nearby your house. You pick up a few grocery items and now you are trying to get a bag of sugar. It is on the highest shelf, which is clearly out of your reach.

1) Solicited: Because no one seemed to have noticed your frustration, you decide to seek for another customer's help. You look around, and ask another customer passing by who is taller than you whether he could help you get the item on the shelf. He answers, "OK. Let me try." You are relieved that he accepts your request. He reaches the shelf and grabs the item. Finally, he hands you the item and walks away.

2) Voluntary: While you are struggling to figure out how to reach the shelf, another customer passing by notices your frustration and asks politely, "Do you need help?" You are relieved that someone was there to help before you started climbing the shelves. He reaches the shelf and grabs the item. Finally, he hands you the item and walks away.

3) Control - Unsolved: You try to reach the shelf, climbing the bottom shelves. However, you are not able to reach the shelf. You notice other customers passing by, but no one seemed to have noticed your frustration, and no one was there to help you to reach the shelf.

4) Control - Solved: You try to reach the shelf, climbing the bottom shelves. However, you are not able to reach the shelf. You notice other customers passing by, but no one seemed to have noticed your frustration, and no one was there to help you to reach the shelf.

1. Did you receive any help from another person?

() ① Yes

() ② No

2. If Yes, what kind of help did you receive from another person?

() ① Solicited Help

() ② Voluntary Help

3. If No, was the problem solved?

() ① Yes

() ② No

II. Please indicate the extent to which you agree with the statements below.

		Strongly Disagree						Strongly Agree
1	Please indicate whether you believe that the help from another person enabled your problem solving.	①	②	③	④	⑤	⑥	⑦
2	How much did you enjoy interacting with the helper?	①	②	③	④	⑤	⑥	⑦

		Strongly Disagree						Strongly Agree
1	Overall, how satisfied are you with the service firm?	①	②	③	④	⑤	⑥	⑦
2	I am satisfied with the firm.	①	②	③	④	⑤	⑥	⑦

III. Read each of the following statements carefully and indicate how characteristic it is of you.

		Strongly Disagree						Strongly Agree
1	When facing difficult tasks, I am certain that I will accomplish them.	①	②	③	④	⑤	⑥	⑦
2	I am confident that I can perform effectively on many different tasks.	①	②	③	④	⑤	⑥	⑦
3	Compared to other people, I can do most tasks very well.	①	②	③	④	⑤	⑥	⑦

IV. Demographic Information

1. What is your gender?

- () ① Male
 () ② Female

2. What is your age?

- () ① Below 20 () ② 20-30 () ③ 31-40 () ④ 41-50
 () ⑤ 50 and Above

3. What is your race?

- () ① African American () ② Asian/Pacific Islander
 () ③ Hispanic / Latino () ④ Caucasian () ⑤ Others

Thank you for participating.