UNIVERSITY *of*
TASMANIA

Storescape and customer citizenship behaviour in retail stores: the mediation and moderation effects of customer attitudes

by

Mohammadbagher Gorji

B.A., M.A, Ph.D.

The Tasmanian School of Business & Economics

Submitted in fulfilment of the requirements for the degree of Doctor of Philosophy

University of Tasmania May, 2021

Declaration of originality

This thesis contains no material which has been accepted for a degree or diploma by the University or any other institution, except by way of background information and duly acknowledged in the thesis, and to the best of my knowledge and belief no material previously published or written by another person except where due acknowledgement is made in the text of the thesis, nor does the thesis contain any material that infringes copyright.

Mohammadbagher Gorji   May 2021

Authority of access

This thesis may be made available for loan and limited copying and communication in accordance with the Copyright Act 1968.

Mohammadbagher Gorji   May 2021

Statement of Ethical Conduct

'The research associated with this thesis abides by the international and Australian codes on human and animal experimentation, the guidelines by the Australian Government's Office of the Gene Technology Regulator and the rulings of the Safety, Ethics and Institutional Biosafety Committees of the University. Ethics Approval No: H0017423'

Mohammadbagher Gorji   May 2021

Statement of Co-Authorship

The following people and institutions contributed to the publication of work undertaken as part of this thesis:

Candidate   Mohammadbagher Gorji, Tasmanian School of Business & Economics

Author 1   Eleanor Louise Grimmer, Tasmanian School of Business & Economics

Author 2   Martin Grimmer, Tasmanian School of Business & Economics

Author 3   Sahar Siami, Department of Management, Islamic Azad University, Aliabad Katoul Branch, Aliabad Katoul, Iran

Paper 1

Located in Appendix I

Gorji, M., Grimmer, L., Grimmer, M. & Siami, S. (2021), Retail store environment, store attachment and customer citizenship behaviour, *International Journal of Retail & Distribution Management*. Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/ijrdm-10-2020-0438 (ranked A by ABDC).

Candidate was the primary author and with author 2 and author 3, contributed to the idea, its formalisation and development.

Analysed the data: Candidate, Author 3.

Paper 2

Located in Appendix J

Gorji, M., Siami, S., Grimmer, L. & Grimmer, M. (2021). Storescape and customer loyalty: Employee citizenship behaviour towards customer as a catalyst. *Asia Pacific Journal of Marketing and Logistics*, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/apjml-02-2020-0100 , (ranked A by ABDC).

Candidate was the primary author and with author 1, author 2 and author 3, contributed to the idea, its formalisation and development.

Paper 3

Located in Appendix K

Gorji, M., & Siami, S. (2020). How sales promotion display affects customer shopping intentions in retails. *International Journal of Retail & Distribution Management*, 48 (12), 1337-1355. https://doi.org/10.1108/ijrdm-12-2019-0407 (ranked A by ABDC).

Candidate was the primary author and with author 2, contributed to the idea, its formalisation and development.

We, the undersigned, endorse the above stated contribution of work undertaken for each of the published (or submitted) peer-reviewed manuscripts contributing to this thesis:

Signed:

Mohammadbagher Gorji
Candidate
Tasmanian School of Business & Economics
University of Tasmania

Professor Martin Grimmer
Primary supervisor
Tasmanian School of Business & Economics
University of Tasmania

Dr Louise Grimmer
co-supervisor
Tasmanian School of Business & Economics
University of Tasmania

Dr Sahar Siami
Department of Management
Islamic Azad University, Iran

Date: 12th May 2021

Abstract

In the competitive environment of retailing, where retailers routinely provide similar products or services, it can be difficult to create a competitive advantage to attract and retain customers. In this context, a higher level of positive customer experience is more likely to generate a unique and sustainable competitive advantage for organisations. Research has shown that customer citizenship behaviour is an indicator of customers' positive in-store experience. Such behaviour can provide the retailer with extra resources to achieve success. Therefore, an understanding of the factors that result in positive in-store experiences and customer citizenship behaviour is important for retailers. Although prior research has considered some of the antecedents of customer citizenship behaviour, to date, no study has investigated the predictor effect of the physical and social environment, referred to in this research as 'storescape', on customer citizenship behaviour.

To fill this gap, this study draws on Resource and Social Exchange Theories and the Stimulus-Organism-Response model and examines the effect of storescape (physical and social) on customer citizenship behaviour in the context of department stores and discount department stores. Both department stores and discount department stores offer very different in-store environments, and so can be expected to differ in terms of the extent to which their storescapes will attract and retain customers. Therefore, an understanding of the factors that result in these differences between the outcomes of department stores and discount department stores is important.

The study further investigates the mediating effects of customer affective attitudes (i.e., store attachment, customer satisfaction and loyalty) on the physical and social storescape and customer citizenship behaviour link. The study also examines the moderating effects of customer cognitive attitudes (i.e., perceived product quality and price fairness), employee

citizenship behaviour towards customers and store type (i.e., department stores versus discount department stores) in the relationship between the research model constructs.

This study utilises a quantitative method. Data were collected via a survey administered by an online research panel provider to 205 customers of department stores and 210 customers of discount department stores in Australia. Structural equation modelling was used to test the direct and mediating effects by Amos v.23 and the PROCESS macro for SPSS was used to test the moderation hypotheses.

Social storescape was found to be an important predictor of customer citizenship behaviour; however, physical storescape was not. The findings show that affective attitudes mediate the relationship between physical and social storescape and customer citizenship behaviour. Results reveal that an interaction between storescape and cognitive attitudes positively affect customer affective attitudes. Results also demonstrate the moderating role of store type on storescape-affective attitudes link; that is, the effects of storescape factors on affective attitudes in discount department stores were stronger than department stores. Finally, findings demonstrate the interaction effect of employee citizenship behaviour towards customers in the link between loyalty and customer citizenship behaviour.

This study makes significant theoretical contributions to the marketing literature. The study is the first known to explore the direct effect of storescape on customer citizenship behaviour drawing on Resource Exchange Theory. Thus, the study provides a sound basis for future research of the store/service environment and its influence on extra-role behaviours. The study also extends the Stimulus-Organism-Response model by including the moderating effects of cognitive attitudes. Using the lens of Social Exchange Theory, the study extends the relationship between loyalty and customer citizenship behaviour by incorporating employee citizenship behaviour towards customers. The study also has considerable practical

implications. By implementing specific measures to acknowledge the direct effect of social storescape on customer citizenship behaviour, and noting this direct effect was not significant for physical storescape, retail managers can consider emphasising the factors that improve social storescape including retail policies and procedures and employees' social behaviours.

The study results clearly show that social storescape is more important as a direct predictor than physical storescape, but both physical and social storescape can raise customers' motivation to engage in customer citizenship behaviour through shaping positive affective attitudes. Therefore, managers should consider the effects of both physical and social storescape in creating favourable emotions, which affect customer behaviour. The study also highlights the moderating role of cognitive attitudes in the storescape and affective attitudes relationships. Therefore, employing strategies that improve customers' perception of price fairness and product quality can help retailers shape affective attitudes and subsequently customer citizenship behaviour. In conclusion, the findings of the study contribute to the marketing literature such that storescape provides both direct and indirect valuable resources to customers and affects affective attitudes which subsequently improves customer citizenship behaviour. Furthermore, as well as the improvement of physical and social storescape quality, considering the quality of products, prices fairness and employee citizenship behaviour towards customers can increase customer citizenship behaviour. Therefore, it is important for retailers to identify the factors that encourage customers to engage in citizenship behaviours because customer citizenship behaviour can contribute to the success and effectiveness of retailers by providing additional resources and specific opportunities to create a competitive advantage.

<u>Acknowledgements</u>

First and foremost, I would like to express my profound sense of gratitude to my supervisors, Professor Martin Grimmer and Dr Louise Grimmer for their expert advice, belief and support. It has been an honour to be their PhD student. This work would not have been possible without their contributions of time and ideas.

I would like to thank the University of Tasmania and Tasmanian School of Business and Economics for providing me the tuition fee scholarship that made my PhD work possible. My time at UTAS was enriched and was made enormously enjoyable due to the many friends that became a part of this journey. I am grateful for time spent with my PhD colleagues and their support.

Lastly, I would like to thank my family for all their love and encouragement. For my wonderful daughters Melika and Anosha for providing me with hope and pure love and most of all for my loving, supportive, encouraging, and patient wife Sahar whose endless support and motivation during my all post graduate life is so appreciated. I could not have attempted let alone finished this research without her.

Thank you.

<u>Contents</u>

CHAPTER 1 | INTRODUCTION TO THE THESIS

CHAPTER 3 | METHODOLOGY

CHAPTER 4 | ANALYSIS AND RESULTS

CHAPTER 5 | DISCUSSION AND CONCLUSION

Appendices

List of Tables

List of Figures

List of Abbreviations

DS	Department store
DDS	Discount department store
SA	Store attachment
CS	Customer satisfaction
CL	Customer loyalty
CCB	Customer citizenship behaviour
Employee CB-C	Employee citizenship behaviour towards customer
PPQ	Perceived product quality
PPF	Perceived price fairness
OCB	Organisational citizenship behaviour
IC	Interclass correlation
CFA	Confirmatory factor analysis
AVE	Average variance extracted
CR	Composite reliability
SET	Social exchange theory
RET	Resource exchange theory
SOR model	Stimulus-Organism-Respond model
CI	Confidence interval
BC	Bootstrap confidence

CHAPTER 1: INTRODUCTION TO THE THESIS

1.1. Introduction

Marketing scholars maintain that a positive customer experience can generate a unique and sustainable advantage for any retail company (Bustamante & Rubio, 2017; Verhoef et al., 2009). Over the last five years, there has been increasing interest in the 'customer experience' and the factors that contribute to a positive shopping environment (Dalmoro, Isabella, de Almeida, & dos Santos Fleck, 2019; Terblanche, 2018; Triantafillidou, Siomkos, & Papafilippaki, 2017). Many studies have investigated the effect of in-store environmental stimuli on the customer experience which may shape consumer attitudes and behaviours (Chang, 2016; Line, Hanks, & Kim, 2018; Terblanche, 2018). Customer experience is the individual customer subjective response (i.e., personal judgments, beliefs, feelings and perceptions) to both physical and social stimulus (Dalmoro et al., 2019; Ko, Phau, & Aiello, 2016; Rather, 2020). Customers' positive judgments and perceptions of the store environment have been found to lead to positive evaluations, which in turn affect attitudes and behaviours. The physical and social environment of stores, referred to in this research as 'storescape', can therefore be considered as a specific determinant in creating a positive customer experience and consequently making a difference in retail performance (Dalmoro et al., 2019; Lin & Liang, 2011; Triantafillidou et al., 2017).

Attention has further focussed in the marketing literature on so-called 'extra-role behaviours' by customers as a major indicator of customers' positive experience (Eddleston, Kellermanns, & Kidwell, 2018; Nyadzayo, Matanda, & Ewing, 2015; Tremblay, Chênevert, Vandenberghe, & Parent-Rocheleau, 2018). Researchers have

demonstrated the significant contribution of customer extra-role behaviours, such as customer citizenship behaviour, to firm performance (Chiu, Kwag, & Bae, 2015; Karaosmanoglu, Altinigne, & Isiksal, 2016; Revilla-Camacho, Vega-Vázquez, & Cossío-Silva, 2015; van Tonder, Saunders, Lisita, & de Beer, 2018). Customer extra-role behaviours can provide a company with extra resources to achieve organisational success (Delpechitre, Beeler-Connelly, & Chaker, 2018; Eddleston et al., 2018; Somech & Drach-Zahavy, 2000). Customers may exhibit extra-role behaviours through activities such as engaging in positive word-of-mouth, defending organisations against negative comments, making recommendations to the organisation about service improvement or product quality, recommending the organisation to others, (Karaosmanoglu et al., 2016), and providing feedback for improving the retail experience (Lin & Bennett, 2014; van Tonder et al., 2018). Such activities may collectively be referred to as customer citizenship behaviour (Chen, Chen, & Guo, 2019; Revilla-Camacho et al., 2015). The importance of such behaviours has been acknowledged (Anaza, 2014) because customers, as 'partial employees' and human resources of the organisation, may show discretionary and voluntary behaviours which are not part of their 'role', but are intended to benefit the organisation (Chiu et al., 2015; Eddleston et al., 2018).

Considering the importance of service/store environmental factors in affecting human psychology and behaviour, effort has been devoted to clarifying the effect of environmental factors on various types of customer behaviour (Chang, 2016; Jani & Han, 2015; Kumar & Kim, 2014; Lin & Liang, 2011; Su & Lu, 2018; Zhao, Wang, & Sun, 2020).

Many studies have demonstrated the salient role of store environment (i.e., physical and social factors) on customer attitudes and behaviours based on the Stimulus-Organism-

Response paradigm (Ali, Kim, & Ryu, 2016; Holmqvist & Lunardo, 2015; Terblanche, 2018; Tomazelli, Broilo, Espartel, & Basso, 2017). This paradigm provides a theoretical grounding for the effects of services/store environmental stimuli on customer behaviour through organic states such as emotions (Mehrabian & Russell, 1974). Thus, researchers have sought to clarify the effect of physical and social store environment factors, referred to in this research as 'storescape', on various types of customer behaviour (Chang, 2016; Jang, Baek, & Choo, 2018; Jani & Han, 2015; Terblanche, 2018). This is important as the antecedent effect of physical and social storescape on customer citizenship behaviour is still an unknown area. From a contextual perspective, context influences behaviour through personal experiences and interpretation. This perspective states that both individual and group perceptions, in context, are important for shaping individuals' positive experiences and their behaviours (Rapport, 1999). Given that, several studies have examined contextual influences on individual behaviour and citizenship behaviour. For instance, Augier, Shariq, and Vendelø (2001), examined context as a predictor that emerges from a person's perception and interpretation of the social and physical environment. Choi (2007) also identified a set of work environment factors that predict organisational citizenship behaviour. Thus, to gain a clear understanding of the predictors of customer citizenship behaviour, this study investigates the effects of storescape in shaping customer attitudes and consequently their citizenship behaviour.

In recent years, Australia's retail profits have been flat or decreasing, due to intense competition from online and international retailers combined with continued low customer satisfaction (Carter, 2019; Knight, 2017). Australia's major department stores have sustained either poor profits, or losses, since the beginning of 2018. The years 2018-19 recorded the weakest results since the early 1990's recession due to the declining annual rate of sales volume in retail (Deloitte, 2019) and department stores have suffered from

low customer satisfaction (IBISWorld, 2019). Industry revenue fell at an annual rate of 0.2% over the five years from 2014 to 2019 (IBISWorld, 2019). Compared with department stores, discount department stores have performed well during the same period (IBISWorld, 2019). Over the last five years to 2019, industry revenue for discount department stores is estimated to have risen 1.9% annually (IBISWorld, 2019). In a generally competitive retail environment, an understanding of the factors that result in these differences between the performance of department stores and discount department stores is important. Identifying these factors may help retailers better develop a competitive advantage.

Drawing on the above, the main aim of this study is to close the research gap and investigate the relationship between storescape and customer citizenship behaviour, as well as the mediating and moderating effects of various customer attitudes. Furthermore, this study is the first-known to include the type of store (department stores versus discount department stores) as a determining factor in shaping customers' affective attitudes through a moderation role.

The study uses the lens of Resource and Social Exchange Theories and the Stimulus-Organism-Response (SOR) model to develop a conceptual model to explain the relationship between storescape and customer citizenship behaviour through the mediating and moderating effects of customer attitudes.

Resource and Social Exchange Theories focus on resource exchange between one entity (e.g., the customer) and another (e.g., the company) (Roschk & Gelbrich, 2017; Sabatelli & Shehan, 2009; Sabbagh & Levy, 2012), as well as the principle of reciprocity within a social interaction or relationship (Chan, Gong, Zhang, & Zhou, 2017; Jain, Malhotra, & Guan, 2012; van Tonder et al., 2018). The SOR model posits, in this case, that

human behaviours (R) are influenced indirectly by physical and social environments (S), and that the cognitive and affective states of the human being (O) mediate the relationship between environmental factors and human behaviour (Mehrabian & Russell, 1974).

Although Resource and Social Exchange Theories have received attention in the literature (Chan et al., 2017; Foa & Foa, 2012; Perry-Jenkins & Wadsworth, 2017; Roschk & Gelbrich, 2017), there are a limited number of studies using these Theories to investigate the extra-role behaviours of customers (e.g., Verleye, Gemmel, & Rangarajan, 2014). Several studies employed the SOR model to investigate the relationship between service/store environment and customer behaviour (Chang, 2016; Chen & Yao, 2018; Kumar & Kim, 2014; Lee & Yun, 2015; Liu, Chu, Huang, & Chen, 2016). However, no studies have examined the relationship between store environment and customer extra-role behaviour (e.g., customer citizenship behaviour) using the SOR model and Resource and Social Exchange Theories. The current research, therefore, uses these Exchange Theories to examine the impact of storescape on customer citizenship behaviour, as well as using the SOR model to explain the mediating and moderating roles of customer attitudes in the relationship between storescape and customer citizenship behaviour in department stores and discount department stores.

The objective of the current chapter is to introduce the thesis. First, a discussion of the background to the research is provided, and then the research context is introduced. This is followed by the research opportunity and research questions, theoretical and practical contributions and a summary of the methodology used in the study. The chapter concludes with definitions of key terms and an outline of the structure of the thesis.

1.2. Background to the research

1.2.1. Store environment and customer citizenship behaviour

In the competitive environment of retailing, specifically where retailers provide similar products or services (e.g., department store and discount department store), customers can easily switch retailers (Feng, Wang, Lawton, & Luo, 2019; Mir, Aloysius, & Eckerd, 2017). Therefore, it can be difficult for retailers to create a competitive advantage to attract and retain customers (Feng et al., 2019; Koo & Kim, 2013; Sachdeva & Goel, 2015). In such an environment, retailers must utilise strategies to make their stores and offerings distinctive to better compete (Bilro, Loureiro, & Ali, 2018; Jang, Kim, & Lee, 2015; Kumar & Kim, 2014). One strategy is for retailers to create ongoing and sustainable relationships with customers (Chauvenet, De Marco, Barnes, & Ammerman, 2019; Helmefalk & Hultén, 2017; Jang, Kim, et al., 2015).

The physical and social environment of retail stores can provide specific opportunities to create a competitive advantage (Leonidou, Leonidou, Fotiadis, & Zeriti, 2013; Lin & Liang, 2011; Tandon, Gupta, & Tripathi, 2016), and retailers can compete by making their store environments attractive and pleasant for customers (Li & Liu, 2014; Lin & Liang, 2011; Yi, Gong, & Lee, 2013). Pleasant store/service environments via physical factors (e.g., a relaxing and pleasing shop environment, cleanliness, lighting, and attractive internal design) and social factors (e.g., the presence of friendly, helpful, knowledgeable employees) may influence customer affective attitudes (e.g., satisfaction, attachment and loyalty) and their subsequent behaviour (Ryu & Han, 2010; Tomazelli et al., 2017). Direct and indirect services provided by physical and social environments in a store or service environment can have an important impact on perceptions of service quality, which in turn creates positive customer attitudes (Brady & Cronin Jr, 2001; Ryu & Han, 2010; Ryu &

Jang, 2007). Research shows that individual interpretation and perception of physical and social stimuli influences psychological states (Augier, Shariq, & Thanning Vendelø, 2001; Bolton et al., 2018; Choi, 2007). For example, research in retailing illustrates that pleasure induced by the store environment appears to be a strong factor in consumers spending more time in the store (Mohan, Sivakumaran, & Sharma, 2013; Tomazelli et al., 2017; Vieira & Torres, 2014); in the number of items purchased (Holmqvist & Lunardo, 2015; Sherman, Mathur, & Smith, 1997), and in encouraging impulse purchase behaviour (Chang, Eckman, & Yan, 2011; Mohan et al., 2013).

In addition, drawing on Resource Exchange Theory (Blau, 1964), when a person receives benefits from others, they are more likely to target their efforts to repay the source. Therefore, when customers are satisfied with, and attached and loyal to, a store, they are more likely to reciprocate by engaging in citizenship behaviour (Chiu et al., 2015; Fiore, Yah, & Yoh, 2000). Hence, studies have linked environmental perceptions and citizenship behaviour. For example, Hooper, Coughlan, and Mullen (2013) confirmed that servicescape, including equipment, design, space, ambience and functional/employee service quality, influenced customer citizenship behaviours, including saying positive things to other people about the service, recommending this service to others and encouraging friends to engage with the particular service experience. Line et al. (2018) demonstrated that the physical and social environment affects word of mouth through the mediating role of place attachment, namely 'the bonding between a person and a place' (Rosenbaum & Montoya, 2007, p. 47). To be attached to a place requires an individual to be emotionally invested with the referent place so that he or she feels a sense of well-being when in that location. Further, van Tonder et al. (2018) found customer perceptions of the availability of support from store employees to guide them in using self-service technology

influences dimensions of customer citizenship behaviour such as advocacy, helping others, feedback and tolerance. When customers perceive that there is employee support in using technologies, they will be motivated to reciprocate the received support by exhibiting citizenship behaviours towards employees or the store.

1.2.2. Theoretical considerations

Service/store environmental stimuli have been shown to be a salient antecedent of customers' psychological reactions and affective attitudes (e.g., store attachment, customer satisfaction and loyalty) and subsequently their behaviour (e.g., purchase, patronage behaviours and word of mouth) (de Villiers, Chinomona, & Chuchu, 2018; Dedeoglu, Bilgihan, Ye, Buonincontri, & Okumus, 2018; El-Adly & Eid, 2016; Line et al., 2018). Customers are consciously and/or sub-consciously affected by store environmental stimuli before, during, and after their shopping experience. For example, when customers spend relatively long hours shopping in large stores (Kumar & Kim, 2014; Ryu & Jang, 2007), in-store physical factors such as store design, lighting, the provision of a relaxing and clean environment, and social factors such as the presence of helpful, friendly and knowledgeable employees, affects their experience and subsequent attitudes (Park, Back, Bufquin, & Shapoval, 2019; Tomazelli et al., 2017). Environmental stimuli in a retail store setting may be one of the major reasons for customers having a pleasant shopping experience in a store, but may not be available to the same level in all retail environments (Carlson, Rahman, Voola, & De Vries, 2018; Kumar & Kim, 2014; Spena, Caridà, Colurcio, & Melia, 2012).

Reflecting the importance of store environmental factors, referred to in this study as 'storescape', studies have focused on their effect on human behaviour (Chang, 2016; Garaus, 2017; Jani & Han, 2015; Kumar & Kim, 2014; Lin & Liang, 2011). Most that

have examined service/store environment conclude that the physical and social environment has a significant impact on customer attitudes and accordingly customer behaviour (Chang, 2016; Holmqvist & Lunardo, 2015; Jani & Han, 2015; Kumar & Kim, 2014; Line et al., 2018). Findings illustrate that physical and social factors can affect an individual's evaluation of other customers and their attitudes toward retailers or service providers (Koo & Kim, 2013; Line, Hanks, & Kim, 2015), and can encourage them to display behaviours which contribute to the success of the company. In this regard, store environment can shape the expectations and experiences of customers as well as impact an array of customer cognitive and affective reactions (Chang, 2016; Lin & Mattila, 2010; Michon, Chebat, & Turley, 2005). Customers' cognitive and affective reactions, derived from the store environment, affect customer in-store behaviours such as the amount of time spent in the store, spending levels, and willingness to purchase and repurchase (Lin & Liang, 2011; Michon et al., 2005; Nilsson & Ballantyne, 2014). Also affected can be customer post-purchase behaviours or extra-role behaviours such as providing useful ideas to improve the service of company, saying positive things to others, recommending the company to others and encouraging friends and relatives to shop at the store (Hooper et al., 2013; Line et al., 2018; van Tonder et al., 2018). All these actions can reduce marketing costs for retailers, increase organisational reputation and customer numbers (Han & Ryu, 2009; Lin & Worthley, 2012).

A number of studies illustrate how physical and social environments can influence customer attitudes and behaviours. Line et al. (2018) used environmental psychology research and customer homogeneity in the social servicescape; Chang (2016) and Jani and Han (2015) employed the SOR model; Holmqvist and Lunardo (2015) used the approach of recreational motivational orientation; Koo and Kim (2013) used social influence theory

and the SOR model, and Rajaguru (2014) employed product placement theory and the SOR model. These studies show customer behaviour is influenced by physical and social environmental factors as mediated by customer cognitive and affective attitudes.

In addition to physical and social environmental factors which directly influence customer attitudes, there are other variables such as customer cognitive attitudes (e.g., perceived product quality and perceived price fairness) which may moderate the relationship between store environmental factors and customer affective attitudes. Drawing on the importance of perceived product quality and perceived price fairness, several studies have investigated consequences of perceived product quality and perceived price fairness, on customer affective attitudes and behaviours (Gök, Ersoy, & Börühan, 2019; Konuk, 2018a, 2019; Malc, Mumel, & Pisnik, 2016; Waluya, Iqbal, & Indradewa, 2019). For example, Waluya et al. (2019) and Konuk (2018b) confirmed that product quality, in addition to influencing customer satisfaction, has a direct effect on the purchase decision process. Furthermore, Konuk (2018a) and Malc et al. (2016) showed that the perception of price fairness influences satisfaction and consumer behaviour. Ryu and Han (2010) also demonstrated that in addition to the quality of the physical environment, the interaction between perceived price fairness and physical environment enhances customer satisfaction levels. Drawing on these studies, it is expected that customer cognitive attitudes such as perceived product quality and perceived price fairness, interacting with the environmental factors of a store, will have a positive effect on affective attitudes such as store attachment, customer satisfaction and loyalty.

In recent years, customer citizenship behaviour, categorised under the umbrella of extra-role behaviour, has become a focus of management and marketing studies (Anaza, 2014; Chang, 2016; Jung & Yoo, 2017; van Tonder et al., 2018). Customer citizenship

behaviour may provide companies with additional resources which enhance value for the company, lead to more effective functioning and which create a competitive advantage (Chen et al., 2019; Delpechitre et al., 2018; Revilla-Camacho et al., 2015). Customer citizenship behaviour is described as an individual's desire to engage in spontaneous, helpful and beneficial behaviours toward others (including other customers, employees and the company). This behaviour has important implications for companies (Hwang & Lyu, 2020; van Tonder et al., 2018; Yi et al., 2013); in this context, customers may sometimes be viewed as human resources or partial employees of the company (Jung & Yoo, 2017).

Given the importance of customer citizenship behaviour, as discussed earlier, several studies have focussed on the antecedents and consequences of this behaviour in a service environment (Anaza & Zhao, 2013; Bartikowski & Walsh, 2011; Hwang & Lyu, 2020; Nyadzayo et al., 2015). For example, Anaza (2014) found personality traits such as extraversion and agreeableness influence empathic reactions in people, and in turn increase levels of customer satisfaction and citizenship behaviours. Chiu et al. (2015) showed that customer commitment and satisfaction positively affect customer citizenship behaviours such as feedback, advocacy and helping. Delpechitre et al. (2018) demonstrated that salespersons' emotional intelligence and empathy have a significant effect on customer citizenship behaviour.

Despite the importance of physical and social environment factors of stores and customer extra-role behaviour, few studies have investigated the relationship between them (Hooper et al., 2013; Line et al., 2018; van Tonder et al., 2018), and specifically, there is a dearth of research on the effect of storescape on customer citizenship behaviour. Resource Exchange Theory, the SOR model and Social Exchange Theory (Anaza & Zhao, 2013; Huang & Knight, 2017; Roschk & Gelbrich, 2017) can be employed as theoretical bases

for explaining the direct and indirect relationship between physical and social storescape and customer citizenship behaviour.

Resource Exchange Theory provides a framework to explain the direct effect of storescape on customer citizenship behaviour. According to Resource Exchange Theory, the acquisition of valuable and profitable resources from others commits individuals to direct their reciprocation efforts towards the resource provider (Cook, Cheshire, Rice, & Nakagawa, 2013; Lee, Lee, & Sanford, 2011; Yi et al., 2013). Therefore, when individuals feel they receive better service or resource benefits from other people or companies, they are likely to direct, in this case, their citizenship activities toward them (Anaza & Zhao, 2013; Keh & Xie, 2009; Yi et al., 2013).

Drawing on Resource Exchange Theory, the physical and social environment of stores provides customers with 'resources' in several ways. First, the physical environment of the store plays a salient role because of its impact on shaping customers' cognitive and affective reactions and its subsequent role in potentially increasing the perceived value of the service (Baker, Parasuraman, Grewal, & Voss, 2002; Lin & Mattila, 2010; Tsai & Huang, 2002). Previous findings demonstrate that the physical environment affects customer evaluations of the service or products of the company through influencing customers' cognitions and perceptions about the service or products (Line et al., 2018; Ryu & Han, 2010; Wall & Berry, 2007). Therefore, a retailer's physical storescape as a service resource, affects customers' perceptions of the value of the received service. A pleasant environment (e.g., through design and decoration, lighting, colour, signage and self-service technology), provides the amenity for convenience and comfort and, therefore, can increase the level of perceived value of the store.

Providing relational resources is another way that retailers can offer value for their customers. Research regarding physical and social environments in stores/services indicates that customers often receive relational resources such as psychological, social and economic advantages from employees and other customers in a service/store environment (Lee, Lee, et al., 2011; Rosenbaum, Kelleher, Friman, Kristensson, & Scherer, 2017; Spake, Beatty, Brockman, & Crutchfield, 2003). To achieve this, retailers can create an appropriate basis for engaging customers in social relationships. For instance, customer–employee long term social relationships can progress as friendships between them over time. In addition, retailers may provide valuable resources for customers including feelings of pleasure and mutual care. In some cases, employees may give favoured customers special information and advice on special discounts (Rosenbaum & Walsh, 2012). Customers who receive special care are more likely to show behaviours such as saying positive things about the store and its employees to friends and relatives and encouraging them to shop in the store, as well as giving employees feedback and useful ideas on how to improve the service.

Finally, studies show that customers might receive social support resources from the store environment, which may affect their well-being and satisfaction (Rosenbaum et al., 2017; Rosenbaum & Walsh, 2012). Social supports refer to 'emotional or tangible actions leading the subject to believe that he/she is cared for and loved, esteemed, and a member of a network of mutual obligations' (Cobb, 1976, p. 300). Given that, employees expose customers to social factors through direct services such as answering customer questions, giving suitable and required information, helping customers find what they are looking for, assisting customers with transporting their shopping, and assuring customers of solving any post-purchase problems and issues.

All the physical and social resources mentioned above provided by stores can affect customer attitudes (e.g., attachment, satisfaction and customer loyalty) and lead them to become emotionally committed to these stores. Satisfied customers may feel, even subconsciously, obligated to reciprocate the received resources from the store in the form of customer citizenship behaviour (e.g., spreading positive word of mouth, being patient if an employee makes a mistake, and providing feedback). When customers receive resources from the company beyond their expectations, this results in a sense of fulfilment and satisfaction (Perry-Jenkins & Wadsworth, 2017; Yi et al., 2013), and they may show their appreciation by performing different forms of customer citizenship behaviour.

In addition to Resource Exchange Theory, which can be used to describe the direct effect of physical and social storescape on customer citizenship behaviour, several studies have showed the importance of the SOR model in explaining the indirect effect of the physical and social environment in shaping customer behaviours through customer attitudes (Chang, 2016; El-Adly & Eid, 2016; Jani & Han, 2015; Lee & Yun, 2015; Su, Swanson, & Chen, 2016; Tomazelli et al., 2017). According to the SOR model, various aspects of the environment (Stimuli) can influence behavioural reactions (Response) while being mediated by an individual's cognitive and affective states (Organisam) (Cossío-Silva, Revilla-Camacho, Vega-Vázquez, & Palacios-Florencio, 2016; Lin & Mattila, 2010). In other words, the model postulates that environmental characteristics (Stimuli) can have a noticeable impact on human behaviour (Response) while mediated by an individual's internal processes (Organism) (Cho, Lee, & Yang, 2019; Lee & Yun, 2015; Lin & Liang, 2011).

Social Exchange Theory is also an appropriate theoretical foundation to explain the concept of extra-role behaviours such as customer citizenship behaviour (Chan et al.,

2017). This theory refers to voluntary and discretionary actions and behaviours of a person towards others that are elicited by the beneficial and valuable actions of others towards the person (Blau, 1964). A major aspect of Social Exchange Theory is reciprocal reinforcement and several studies have examined citizenship behaviour using this theory (Chan et al., 2017; Jain et al., 2012; van Tonder et al., 2018). Under the theory, the interaction between two parties is considered as reciprocal and dependent on the action of another party (Blau, 1964); in this regard, these reciprocal transactions can result in long-term quality relationships (Cropanzano & Mitchell, 2005). Thus, Social Exchange is an explanatory mechanism through which exceptional sales and service behaviours by employees, that is, social storescape, can result in citizenship behaviour on the part of the customer.

Despite prior research examining customer behaviour in department stores (Bloemer & De Ruyter, 1998; Jacobs, Van Der Merwe, Lombard, & Kruger, 2010; Şen, 2008), and in discount department stores (Donovan, Rossiter, Marcoolyn, & Nesdale, 1994; Vitorino, 2012), no studies have compared these different retail contexts. Therefore, the current study aims to test the research conceptual model in department store and discount department store contexts and draw on the SOR model Resource and Social Exchange Theories to understand how to encourage customer citizenship behaviour as an extra-role behaviour. The moderating role of type of store is incorporated in the study to clarify the difference between the interplay of storescape and cognitive attitudes (perceived price farness and perceived product quality) in shaping customer affective attitudes (store attachment and customer satisfaction) in department stores and discount department stores. This is explained further in the following section.

1.3. Research context

Retailing is an important social and cultural activity, and around the world retailing makes a significant economic contribution to local, state and national economies (Grimmer, 2015; Grimmer, Miles, Byrom, & Grimmer, 2017). Retailing is defined as businesses offering goods and services directly to consumers (Productivity Commission, 2014). Retailers also often provide both pre- and post-purchase services to consumers (Productivity Commission, 2014). Retailers in Australia employ 1,284,700 people (i.e., 10.1% of the working population) (Australian Bureau of Statistics, 2019), and retail is the second largest employing industry in Australia (Parliament of Australia, 2019). In addition, Australian retail turnover has increased 2.4% from September 2018 to September 2019 and the trend is estimated to rise (Australian Bureau of Statistics, 2019). The retail sector across the world is facing unprecedented technological change (especially in the growth of online shopping which has seen a 31% growth in Australia over the last year (Australia Post, 2020), contributed to by the COVID-19 pandemic, and the digital economy is rapidly transforming traditional modes of shopping. For example, according to the Australian Bureau of Statistics, Australians' online shopping was worth A$2.7 billion in April (Mortimer et al., 2020). Retailers are responding and adapting to the disruption presented by online and international retailers as well as the conditions created by COVID-19. In response to the COVID-19 pandemic, retailers may endeavour to enhance the sensory and entertainment elements of the shopping experience, which online shopping cannot provide (Mortimer et al., 2020). Customers are also becoming much more tech savvy, and want to be able to connect with retailers through different means and via multiple channels (i.e., in-store, on smartphones, apps and online). Customer expectations of retailers are

significantly changing, and retail firms need to be agile in responding to an evolving industry and consumer landscape (Grimmer, 2019).

Given the importance of the retail industry, many studies have focused on various retailers such as department stores (Badrinarayanan & Becerra, 2019; Stathopoulou & Balabanis, 2016), discount department stores (Song, Brown, & Tameez, 2020; Sung & Huddleston, 2018), and supermarkets (Cavallo, Cruces, & Perez-Truglia, 2017; Chrisinger, DiSantis, Hillier, & Kumanyika, 2018). For instance, Badrinarayanan and Becerra (2019) investigated cognitive and emotional antecedents of store attachment as well as consequent influences on store patronage intentions in department stores in US. Sung and Huddleston (2018) examined the antecedents and consequences of consumers' need for self-image congruence on their retail patronage of department and discount stores. They also compared online to offline shopping in these stores. However, there is a dearth of research focusing on comparing the effects of physical and social environment factors on customer behaviour in these retail stores. The next section presents discussion of department stores and discount department stores and also compares them in an Australian context in order to set the scene for the research.

1.3.1. Department stores and discount department stores

Department stores are retail establishments offering a wide range of consumer goods in different categories known as 'departments'; they usually have separate service and payment counters in each department (Jacobs et al., 2010). These retailers operate using a High-Low pricing model, charging higher initial prices and then discounting products at the end of each season. Discount department stores, on the other hand, offer a wide assortment of goods using an EDLP or 'everyday low price' strategy (Şen, 2008). These

retailers rely more on self-service features, fewer sales employees, and have central cash registers (Şen, 2008; Vitorino, 2012).

There are several further differences between department stores and discount department stores. Department stores generally sell merchandise above an average price level. In contrast, discount department stores offer broader and deeper ranges of reasonable quality merchandise at average and low prices, making the shopping experience more convenient for the lower and middle-classes (Bailey, 2017; Vitorino, 2012). Further, at the main entrance, department stores usually have perfume and beauty departments and cosmetic specialists, while discount department stores do not have such a section. In this regard, the nature of the storescape across the two types of stores is quite different. Thus, this study considers these particular contexts because of the difference between physical and social environment strategies in department stores and discount department stores, including the number of employees in-store, central or separate customer check-out locations and the availability of self-service technologies, as well as general store ambience (IBISWorld, 2019; Sung & Huddleston, 2018). These differences highlight the two store contexts for research.

As discussed earlier, in the last decade, retail trade has experienced increased competition and challenging trading conditions as a result of a number of factors including the growth of online shopping, the entrance of international retailers, increases in retail rents and low wage growth affecting household spending (Grimmer, Grimmer, & Mortimer, 2018; Shah & Amasiatu, 2018). It is predicted that Australia's department stores will continue to face declining income in real terms over the five years from 2018 to 2023 as retailers are confronted with severe competition from diverse online and overseas rivals along with continued weak customer satisfaction (Knight, 2017). The trend suggests that

department store income is not sustainable and that these stores should start a major reshaping of their strategies (Knight, 2017).

According to Knight (2017), over the past five years, Australia's major department stores have sustained either poor profits or losses, and it is predicted that their average revenue growth in the near future will be at an even lower annual rate of 0.7 per cent, doubtless now exacerbated by COVID-19. In comparison with department stores, during the past five years, discount department stores have performed well in a competitive retail environment (IBISWorld, 2019). Based on recent reports, revenue for the department stores is anticipated to decline significantly in the current year (IBISWorld, 2020). Moreover, the department store industry is forecast to continue facing a difficult operating environment over the next five years (IBISWorld, 2020).

Thus, based on the evidence reported above, an understanding of the factors that assist both department stores and discount department stores to acquire competitive advantage is important. These points highlight the necessity of studying the context of department and discount department stores for the present research.

1.4. Research opportunity and research questions

Using a large representative sample, the problem to be addressed in this study is how can the internal physical and social storescape of department store and discount department store retailers contribute to desirable customer extra-role behaviours, specified in this study as customer citizenship behaviour, and how do cognitive and affective attitudes of customers influence these dynamics. This study proposes that in order to create a positive shopping experience for customers, and enhance their customer citizenship behaviour, stores need to consider storescape. But there is a gap in the literature regarding to what extent, and how, physical and social storescape can improve customer citizenship

behaviour. Through the lens of Resource and Social Exchange Theories and the SOR model outlined earlier, this study examines the impact of storescape on customer extra-role behaviour in department stores and discount department stores through cognitive and affective attitudes of customers. Some research has been undertaken examining the relationship between physical/social environment and specific customer extra-role behaviours such as word of mouth (Line et al., 2018). However, there is still a lack of research on the effects of storescape on more comprehensive customer extra-role behaviour such as customer citizenship behaviour, which includes more aspects of customers' voluntary and discretionary behaviours. Therefore, this study investigates the effect of storescape on customer citizenship behaviour.

Furthermore, to date there have been no known studies which have examined the mechanisms of the effect of physical and social storescape on customer extra-role behaviours. As noted earlier, physical and social storescape can affect customer citizenship behaviour directly and indirectly. Resource Exchange Theory justifies the direct effect of physical and social storescape on customer citizenship behaviour. The physical and social environment of the store provides customers with additional resources through shaping customers' pleasurable experiences while in-store, providing relational resources and subsequently increasing the value of service for customers (Bustamante & Rubio, 2017; Tomazelli et al., 2017). Therefore, customers who perceive they receive special care are more likely to show citizenship behaviours such as saying positive things about the store and its employees (El-Adly and Eid, 2016; Mohan et al., 2013).

The SOR model has been widely used in consumer behaviour research to explain the effect of service/store environment on customer behaviour such as customer shopping intentions (Holmqvist & Lunardo, 2015; Xiang, Zheng, Lee, & Zhao, 2016), and

behavioural intentions (Chang, 2016; Jani & Han, 2015). Both cognitive and affective attitudes are considered as mediators between physical and/or social environments and customer behaviour in various studies (Hooper et al., 2013; Kim & Moon, 2009; Lee & Yun, 2015; Lin, 2004). This model explains the effect of environmental factors on customer behaviour through mediators (organism) such as cognitive and affective attitudes. The SOR model does not explain the effect of some cognitive attitudes which cannot be affected by businesses' physical and social environment such as product quality and price fairness. Therefore, in this research, it is argued that physical and social storescapes influence customer affective attitudes (i.e., store attachment, customer satisfaction and loyalty) and consequently customer citizenship behaviour. In addition to store environmental factors which affect customer affective attitudes directly, perceived product quality and perceived price fairness may influence this relationship through moderation.

Several studies have addressed the critical role of attitudes (e.g., satisfaction, attachment and commitment) on behaviour (Dedeoglu et al., 2018; Kim, Lee, & Lee, 2017; Wu, Cheng, & Ai, 2018), but there exists a gap between attitudes and behaviours (De Cannière, De Pelsmacker, & Geuens, 2009; López-Mosquera, García, & Barrena, 2014; Yang, Asaad, & Dwivedi, 2017; Zhao & Renard, 2018). Specifically, when the expected behaviour is characterised as an extra-role behaviour, which is discretionary and beyond the formal lines of the expected role (Bove, Pervan, Beatty, & Shiu, 2009; Xie, Poon, & Zhang, 2017), it is likely that exhibiting such behaviour requires stronger motivations. For example, a positive attitude about a product or service may encourage customers to show purchase and repurchase behaviours but not necessarily customer citizenship behaviour. Therefore, it is important to understand how to encourage customers to display citizenship behaviors. Hence, the present study proposes that when a customer's positive attitude about a retailer interacts and combines with the retail employee's extra-role behaviour,

such as employee citizenship behaviour towards customers, customers are more likely to show extra-role behaviours such as customer citizenship behaviour. This study thus proposes that employee citizenship behaviour towards customers moderates the relationship between affective attitude, that is, customer loyalty and customer citizenship behaviour.

As highlighted earlier in this chapter, there are major differences between department stores and discount department stores in terms of their social and physical environments (i.e., their storescape). These differences may cause some variations in shaping customer affective attitudes in each retail store context. Therefore, in this study, the type of store (department store versus discount department store) is considered as a moderating factor in the relationship between storescape and customer affective attitudes (store attachment and customer satisfaction).

Thus, drawing on above discussions, the present study using the SOR framework and Resource and Social Exchange Theories, examines the impact of storescape, being a store's internal environment, on customer attitudes and consequently their extra-role behaviour (i.e., customer citizenship behaviour). The study also extends the SOR model by including the moderating effect of the type of store and cognitive attitudes in the relationship between storescape (S) and affective attitudes (O). Further, it investigates the moderating effect of employee citizenship behaviour towards customers based on Social Exchange Theory in the relationship between affective attitudes (O) and customer citizenship behaviour (R).

Five research questions are posed in this study:

(1) What is the relationship between storescape and customer citizenship behaviour?

(2) To what extent do affective attitudes (i.e., store attachment, customer loyalty and satisfaction) mediate the relationship between storescape and customer citizenship behaviour?

(3) To what extent do customer cognitive attitudes (i.e., perceived product quality, perceived price fairness) moderate the relationship between storescape and customer affective attitudes (store attachment and customer satisfaction)?

(4) To what extent does employee citizenship behaviour towards customers moderate the relationship between customer loyalty and customer citizenship behaviour?

(5) Does the type of store (i.e., department store versus discount department store) moderate the relationship between storescape and customer affective attitudes (store attachment and customer satisfaction)?

1.5. Theoretical and practical contributions

The overall aim of the study is to utilise the SOR model and Resource and Social Exchange Theories to provide a theoretical foundation for examining the relationship between storescape and customer extra-role behaviour specified in this study as customer citizenship behaviour.

This study makes a number of contributions that enhance marketing and retailing literature. First, the study explores the effect of storescape on customer citizenship behaviour. Most extant studies in the field of sales and service environments have examined the impact of the service/store environment on customer purchase behaviour (Kumar & Kim, 2014; Mohan et al., 2013; Peng & Kim, 2014), behavioural intentions, (Chang, 2016; Hooper et al., 2013; Ryu, Lee, & Gon Kim, 2012), and customer emotional responses (Jani & Han, 2015; Kumar & Kim, 2014; Lin & Worthley, 2012). The

importance of environmental factors in human psychology and their effects on a wide range of behaviours (Klompmaker et al., 2019; Kumar & Kim, 2014; Lin & Liang, 2011; Ryu & Jang, 2007), including extra-role behaviours (Hooper et al., 2013; Line et al., 2018; van Tonder et al., 2018), has been emphasised in behavioural science. Customer citizenship behaviour, as an extra-role behaviour, can provide companies with additional resources, such as informational support, relational, social and service resources, through providing feedback and suggestions to improve the quality of products or services, helping employees and other customers, as well as referrals and positive word of mouth (Chiu et al., 2015; Raza, Salleh, Tariq, Altayyar, & Shaari, 2020; Revilla-Camacho et al., 2015). These additional resources are then conducive to enhancing value for companies and may create a competitive advantage for them (Chen et al., 2019; Delpechitre et al., 2018; Revilla-Camacho et al., 2015). Companies can use customer feedback and suggestions to improve the quality of products or services; helping employees can also reduce employees' workload, leading to a better service delivery. An investigation of storescape and its effect on customer citizenship behaviour is, therefore, an important endeavour. This study, which is conducted in the context of department and discount department stores, is a valuable contribution to the study of store environments.

Second, the study extends the use of Resource and Social Exchange Theories in retailing literature. As all retailers provide direct and indirect services to their customers via their physical and social environment, Exchange Theories are useful to illustrate how store environmental factors, as resources and relationships, can affect customer behaviour and specifically extra-role behaviours such as customer citizenship behaviour. This is the first study, based on Exchange Theory, to introduce storescape as both a direct (social

environment) and an indirect (physical environment) resource which influences customer citizenship behaviour.

Third, the study extends use of the SOR model by adding the moderating effects of customer cognitive attitudes. This study suggests both mediating and moderating roles of customer attitudes in the relationship between storescape and customer citizenship behaviour. According to the SOR model, cognitive and affective attitudes can mediate the relationship between environmental factors and responses. While many studies based on the SOR model have examined the impact of external stimuli on cognitive and affective attitudes as mediators (Ettis, 2017; Goi, Kalidas, & Yunus, 2018; Holmqvist & Lunardo, 2015; Zhao et al., 2020), this study contributes to the SOR model by examining the moderating role of cognitive attitudes such as perceived product quality and perceived price fairness, which have not always been influenced directly by environmental stimuli.

Fourth, this study extends understanding of the attitude-behaviour relationship, specified in this study as the relationship between attitudinal loyalty and customer citizenship behaviour, by considering the moderating role of employee citizenship behaviour towards customer in this relationship. Although the Theory of Planned Behaviour suggests a relationship between customer attitudes and their behaviour, studies have noted the gap between the attitudes and behaviour of customers (e.g., De Cannière et al., 2009; López-Mosquera et al., 2014; Yang et al., 2017; Zhao & Renard, 2018). This means, for example, that attitudinal loyalty may not always lead to customer citizenship behaviour. Relying on Social Exchange Theory, when there is a lack of formal obligation to reciprocate, involved parties are more likely to repay the received benefits using norms of reciprocity (Gouldner, 1960), and show citizenship behaviours. If loyal customers observe employees' citizenship behaviour, they may feel valued and helped and in

accordance with the 'norms of reciprocation', try to repay the benefits or favourable treatment by exhibiting customer citizenship behaviour. To fill the gap between loyalty and customer citizenship behaviour, this study proposes that loyal customers who are exposed to employee citizenship behaviour are more likely to show customer citizenship behaviour. Thus, the current study makes an important contribution to the existing organisational citizenship behaviour literature through examining the moderating role of employee citizenship behaviour towards the customer in the relationship between customer loyalty and customer citizenship behaviour.

Finally, the practical knowledge generated from the study should assist department and discount department stores' owner/managers to effectively identify and allocate physical and social environmental resources in creating and increasing customer citizenship behaviour so as to enhance competitive advantage. The ability to determine and use environmental factors which may motivate extra-role behaviours is vitally important, not only for department stores but also for other stores and service companies in general. It can be argued that one of the ways to improve customer citizenship behaviour and the competitive advantage of the department and discount department stores is to identify those environmental factors that contribute to customer citizenship behaviour. The study also recognises (and subsequently utilises) specific factors which may mediate the relationship between physical and social environmental resource and customer citizenship behaviour (i.e., store attachment, customer loyalty and customer satisfaction). As the literature in management and behavioural science emphasises the effect of attitudes on behaviour, business managers should consider factors which create and shape customer attitudes. Thus, the present study highlights the importance of customer affective attitudes

in shaping customer citizenship behaviour which might be influenced by physical and social storescape.

A further practical contribution of the study is highlighting the role of customer cognitive attitudes (i.e., perceived product quality and perceived price fairness) which cannot be affected by storescape but may still influence the effect of storescape on affective attitudes. Therefore, employing strategies that improve customers' perception of price fairness and quality of products can help store managers to shape positive customer affective attitudes. This study also practically contributes to understanding customer citizenship behaviour implementation by extending the effect of employee citizenship behaviour toward customers in the relationship between customer loyalty and customer citizenship behaviour. When loyal customers perceive employees' citizenship behaviours they may be more likely to show customer citizenship behaviour themselves. Finally, as the physical and social environment of department stores and discount department stores are different, the study considers whether physical and social environmental factors affect customer affective attitudes differently based on type of store.

1.6. Methodology

The present study adopts a descriptive research approach and utilises a quantitative method to fulfil the identified research objectives and questions (Creswell & Creswell, 2017; Neuman, 2014). A self-administered online survey method is used to collect the data, using a research panel provider, from customers of department and discount department stores in Australia. The study uses established scales to examine the relationships outlined in the research conceptual framework, explained in more detail in Chapter Two. To evaluate the measurement model and to test data reliability and construct validity a confirmatory factor analysis is used. A structural equation modeling analysis is then employed to test direct

and mediating effects, and the PROCESS macro for SPSS is used to test the moderation hypotheses (Hayes, 2013a; Jones, Taylor, & Bansal, 2008).

1.7. The definition of key terms

Storescape: refers to 'a combination of physical and social environmental factors within a store that provides a number of stimulus factors which can act as signs or heuristics to customers' (Baker, Grewal, & Parasuraman, 1994, p. 329). The physical environment consists of design and decoration, lighting and colour, and providing amenities for convenience and comfort. The social environment consists of 'the number, type, and behaviour of employees and sales personnel in the environment' (Baker et al., 1994, p. 331).

Store attachment: refers to 'an affective bond or link that individuals form with the store' (Alexandris, Kouthouris, & Meligdis, 2006, p. 417; Hidalgo & Hernandez, 2001, p. 274).

Customer satisfaction: is defined as 'a person's feeling of pleasure or disappointment resulting from comparing a product's (or service's) perceived performance (or outcome) in relation to their expectations' (Hsin Chang & Wang, 2011, p. 337). In this study, customer positive or negative attitudes regarding their shopping experience in department and discount department stores constitutes customer satisfaction.

Customer loyalty: refers to 'the degree to which customers express a positive attitudinal willingness (affective loyalty)' (Picón, Castro, & Roldán, 2014, p. 746) or 'a dispositional commitment based on certain preferences of some unique value associated with a retailer' (Chaudhuri & Holbrook, 2001, p. 82).

Customer citizenship behaviour: refers to 'helpful, constructive gestures exhibited by customers that are valued or appreciated by the firm, but not related directly to enforceable or explicit requirements of the individual's role' (Gruen, 1995, p. 461). Customer citizenship behaviours reflect unsolicited, voluntary extra-role behaviours expressed by customers, including feedback, advocacy and tolerance (Groth, 2005; Revilla-Camacho et al., 2015).

Employee citizenship behaviours towards customers: reflects 'the extra efforts of employees (i.e., 'going the extra mile') to serve customers in the employee-customer interface' (Netemeyer, Maxham III, & Pullig, 2005, p. 132).

Department stores: are retail establishments offering a wide range of consumer goods in different categories of product known as 'departments', and have separate checkouts in each department (Jacobs et al., 2010).

Discount department stores: offer wide assortments of goods using an 'everyday low prices' strategy (Şen, 2008). These retailers rely on self-service features, fewer sales employees than department stores (Şen, 2008; Vitorino, 2012).

1.8. Thesis structure

The thesis consists of five chapters. The current chapter provided a background to the research including the effect of store environment on customer citizenship behaviour, and theoretical considerations (i.e., Resource and Social Exchange Theories, and the SOR model). The chapter also presented the research context (department stores and discount department stores), the research opportunity, the research questions and the theoretical and practical contributions. The chapter also presented a discussion of the methodology employed in the study and the definition of key terms.

A review of the literature concerning the research topic is discussed in Chapter Two. The chapter commences with an overview of the SOR model. This is followed by a discussion of the literature related to storescape, including the physical and social store environment as antecedents of customer citizenship behaviour. A discussion of the literature on customer attitudes is presented, including affective attitudes such as store attachment, customer satisfaction and customer loyalty as mediating factors in the relationship between storescape and customer citizenship behaviour, and cognitive attitudes such as perceived product quality and perceived price fairness as moderating factors in the relationship between storescape and customer citizenship behaviour. The chapter also provides a discussion of extra-role behaviours, that is, customer citizenship behaviour as the dependent variable and employee citizenship behaviour towards customers as a moderating factor in the relationship between customer attitudes and customer citizenship behaviour. Further, an overview of Resource Exchange Theory and Social Exchange Theory is provided to establish the research model. A proposed conceptual model and hypotheses development are then presented, and the chapter concludes with a table presenting a summary of the research hypotheses.

Chapter Three presents the research approach and details of the study design. Then, an explanation of sample frame and characteristics, a description of the survey instrument and data collection procedure are provided. The chapter concludes with a discussion of the ethical considerations of the study.

Chapter Four presents results of the data analysis. The chapter commences with data preparation and preliminary analyses including reliability and validity tests, tests of measurement reliability, and convergent and discriminant validity. Data analysis is then undertaken to test the proposed hypotheses, including the mediation and moderation

hypotheses. The Chapter concludes with a summary table of the results of the hypothesis testing.

A detailed discussion of the research findings is provided in Chapter Five as related to the hypotheses. Discussion of results regarding the research questions is also provided. Then, theoretical contributions of the study and practical implications for retailers are detailed. Limitations of the study and further research directions in the retailing context conclude the chapter.

1.9. Chapter summary

Chapter One presented an introduction to the study and laid the foundation for the thesis. The background for the study, including store environment and customer citizenship behaviour, and the theoretical foundations of the research, were presented. The context of the study, department and discount department stores in Australia, was described and the research opportunity along with the research questions were also presented. The expected theoretical and practical contributions of the study were discussed along with the methodology and definitions of key terms. The chapter concluded with an outline of the structure of the thesis. The thesis now proceeds with Chapter Two which provides a comprehensive review of the related literature in the field of the SOR model, storescape, customer attitudes, customer citizenship behaviour, employee citizenship behaviour towards customers and Resource and Social Exchange Theories.

CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

This chapter presents a review of the overarching theories and the existing literature on storescape, customer citizenship behaviour, and the five factors of customer cognitive and affective attitudes which are proposed to moderate and mediate the relationship between storescape and customer citizenship behaviour. This chapter also considers the moderating role of employee citizenship behaviour towards customers in the relationship between customer loyalty and customer citizenship behaviour and type of store in the relationship between physical and social storescape and customer affective attitudes.

First, to provide a context for the research, consideration is given to the SOR model. The chapter continues with a comprehensive review of storescape and its physical and social dimensions. Following this, a comprehensive review of the literature on the five factors (customer attitudes) proposed to the impact of the relationship between storescape and customer citizenship behaviour is presented. Then follows a detailed discussion of customer affective attitudes (store attachment, customer satisfaction and loyalty), proposed as mediators, and customer cognitive attitudes (perceived price fairness and perceived product quality) proposed as moderators of this relationship. This is followed by a detailed discussion of employee citizenship behaviour towards customers and customer citizenship behaviour as extra-role behaviours. In addition to the SOR model, theories of Social and Resource Exchange are presented as the theoretical framework of the study. The suitability of the theories for the current research is discussed to justify their application in the proposed conceptual model. The predicted relationships between the study constructs

displayed depicted in the conceptual model are developed and hypothesises stated. A summary table of the hypotheses is presented at the end of the chapter.

2.2. Stimulus-Organism-Response (SOR) Model

For businesses which provide their products in store landscape where service transaction occurs, it is important to create a pleasant environment and provide excellent service to customers (Durna, Dedeoglu, & Balikçioglu, 2015; Lin & Mattila, 2010). There is extensive evidence suggesting that store/service environment factors have a strong impact on customer behaviour and experiences (Bitner, 1992; Lin & Mattila, 2010; Lin & Worthley, 2012).

A positive physical and social environment can boost positive emotions towards a store, strengthen perceptions and shopping intention among customers where providing service or selling products requires direct contact (Baker et al., 2002; Holmqvist & Lunardo, 2015; Triantafillidou et al., 2017). Given the importance of the environment in service and retail industries, research in environmental psychology has focused on examining relationships between both physical and social factors of the environment and human behaviours (Lin & Liang, 2011; Lin & Chiang, 2010; Tomazelli et al., 2017; van Tonder et al., 2018).

Mehrabian and Russell (1974) introduced a multi-dimensional framework in the context of environmental psychology that has been adopted by a number of subsequent scholars examining the influence of store/service environmental factors on behaviour (e.g., De Nisco & Warnaby, 2014; Jang & Namkung, 2009; Lin & Liang, 2011). Various frameworks suggest environmental stimuli impact an individual's affective reactions to the environment, which encourage people to accept or reject the environment (Kaltcheva & Weitz, 2006b; Lee & Yun, 2015; Vieira, 2013).

According to Buxbaum (2016) a useful theory that explains basic psychological concepts shaping behaviour is the SOR model, which is extended from the behaviouristic S-R conceptualisation developed by Woodworth in 1954 (Buxbaum, 2016; Royce, 1967). With reference to the SOR model, psychological structures and processes, such as emotion and motivation, can be used as mediators between stimulation and behaviour (Buxbaum, 2016). In addition to emotion and motivation, attitude or reasoning is another scientific construct, which is used to illustrate the mediating role between stimulation and behaviour (Buxbaum, 2016).

The SOR model helps describe the relationship between environmental stimuli of a service or store, and customer behaviour (Jani & Han, 2015; Kamboj, Sarmah, Gupta, & Dwivedi, 2018; Mohan et al., 2013). This model shows that environmental stimuli and behaviour (reaction, action) are related through an organismic element (Bigne, Chatzipanagiotou, & Ruiz, 2020; Buxbaum, 2016). According to the SOR model, S (external stimulus) affects O (individuals' processing of environmental signs received and individuals' reactions (i.e., cognition and affection)), and then these processes motivate individuals to display diverse R (responses or behaviours) (Holmqvist & Lunardo, 2015; Jang & Namkung, 2009; Lin & Mattila, 2010; Liu et al., 2016). In other words, the model proposes that environmental characteristics (stimulus) can have a noticeable effect on human behaviour (response) while mediated by an individual's processes (organism) (Buxbaum, 2016; Lee & Yun, 2015; Lin & Liang, 2011).

2.2.1. The stimulus

The conceptualisation of stimuli is usually considered as various external factors that provoke and motivate individuals to experience cognitive or emotional reactions (Bigne et al., 2020; Lee & Yun, 2015; Wu et al., 2013). In a consumer behaviour context, the stimuli

have been conceptualised as external factors linked to a pending decision. Bagozzi (1986) found when customer behaviour is illustrated as an SOR system, the stimuli are 'external to the person' including both internal (i.e. store/service environment) and external (e.g. advertisement outside of the store) environmental factors (Chang et al., 2011; Jang & Namkung, 2009; Vieira, 2013).

Extending the SOR model to a retail context, stimuli are all the store visual and sensory cues that influence the internal states of the customer. Cues are defined as all the characteristics, events, or objects, external to a person that can be construed as stimulus (Hu & Jasper, 2006; Schellinck, 1980). Specifically, in the store environment stimuli (S) refer to the store's physical and non-physical aspects, which can be controlled by store managers to improve customer experience (Bitner, 1992; Chang, 2016; Nilsson & Ballantyne, 2014; Rosenbaum & Massiah, 2011). Further examples of stimuli in a store are the number and behaviour of sales personnel and employees, design and decor, store lighting and temperature (Kumar & Kim, 2014; Wu et al., 2013).

2.2.2. The organism

An organism in the framework of the SOR model indicates to the 'internal processes and structures intervening between external stimuli to the person and the final actions, reactions or responses emerged' (Chang et al., 2011, p. 235). Psychological concepts such as perception, emotion, judgment, thinking, and motivation can act as functions of the organism element in the SOR model (Buxbaum, 2016; Kumar & Kim, 2014). Therefore, the intervening processes and structures including an individual's internal states (cognitive and affective reactions) can be considered as organisms (Chang et al., 2011; Su et al., 2016; Wu et al., 2013). Cognitive and affective reactions mediate the relationship between stimulus (S) and response (R) (Buxbaum, 2016; Kumar & Kim, 2014). Cognitive reaction

refers to the perceptual process of individuals, which resulted from information-processing and inference theories (Bartikowski & Walsh, 2011; Bettman, 1979; Zeithaml, 1988). Perception as a physiological state refers to a process which individuals receive environmental cues from their sensory organs and then interpret them in order to give meaning to the perceived environmental cues (Bettman, 1979; Narayanan, Zane, & Kemmerer, 2011; Robbins, Judge, & Breward, 2003). Therefore, environmental elements provide individuals with some sensory cues and information which influence their perception and conclusions about the store or service environment (Baker et al., 2002; Kumar & Kim, 2014).

Affective process is another internal process and structure and refers to feelings and emotional states that are subjectively perceived by individuals during their encounter with the environment (Kark Smollan, 2006; Sherman et al., 1997). Therefore, an affective process is defined as any kind of judgment about pleasure, enjoyability, attractiveness, worthiness and likability of an object (Kark Smollan, 2006; Russell & Snodgrass, 1987) which arise from feelings and emotions towards the object (Baker, 1986; Kim & Moon, 2009; Park, Stoel, & Lennon, 2008). According to Mehrabian and Russell (1974) any environment is able to cause and stimulate different affective reactions and states in individuals.

2.2.3. The response

According to Bagozzi (1986), responses are the outcome or final actions or reactions of customers that include psychological reactions such as decisions and behavioural actions. In a retail environment, researchers propose various responses which consist of the number of purchases, time spent shopping in the store, amount of money spent buying products in the store, and customer satisfaction with the store environment (Kumar & Kim, 2014; Liu

et al., 2016; Wu et al., 2013). The indirect effect of the store environment on customer behavioural reactions via cognitive and affective attitudes has been emphasised in a store context (e.g., Donvovan & Rossiter, 1982; Kumar & Kim, 2014; Law, Wong, & Yip, 2012).

Having discussed the SOR model to be used in the current study, the components of the model in this study will be discussed next. Store environment, specified in this study as storescape, including both physical and social environment is considered as the stimulus. Customer attitudes including affective attitudes (store attachment, customer satisfaction and customer loyalty), is considered as Organism, and cognitive attitudes (perceived price fairness and perceived product quality) as an extension of the SOR model which can intervene in the relationship between storescape (S) and customer affective attitudes (O) are also discussed. Customer citizenship behaviour is discussed as the response in the current study. In addition, employee citizenship behaviour toward customers which may influence the relationship between organism and response in this study is discussed as an extension to the SOR model.

2.3. Storescape (store environment)

The environment is the first factor that is perceived by customers on arrival at a service or store environment, so it can shape the level of customer expectation of the service and product quality to which they will be exposed. At this stage consumer attitudes might be immediately formed (Hooper et al., 2013).

The conceptual foundation of the environmental impacts on behaviour has been developed from theories of inference, schema and affordances. The theory of inference suggests individuals make judgments about an unknown object or environment through information from available environmental cues (Huber & McCann, 1982; Nisbett & Ross,

1980). According to schema theory, prior knowledge and experiences will be organised by cognitive processes and structures which guide inference and predictions (Fiske, 2014). These cognitive processes help form an individual's expectations in new or ambiguous contexts (Fiske & Linville, 1980). Finally, the affordances theory, which is similar to inference and schema theory, asserts that individuals perceive their environment as a significant element which can convey information directly to them (Gibson, 2014). Overall, these theories posit that customers rely on physical and social cues for evaluating service/store environments, because environmental cues give them reliable and valuable information about product and service features including price, quality, and the overall shopping experience (Baker et al., 2002).

Accordingly, in the last decade, several studies have highlighted the importance and role of various environmental factors in influencing customer behaviour in service and store environments (Kumar & Kim, 2014; Massara, Liu, & Melara, 2010; Reimer & Kuehn, 2005; Vieira & Torres, 2014). Some of these studies investigated environmental stimuli as key factors that influence cognitive and affective reactions and behaviours, such as willingness to purchase and repurchase, and the time spent in a store (e.g., Jang & Namkung, 2009; Kumar & Kim, 2014; Lin & Liang, 2011). Therefore, whereas environments can create pleasant emotional reactions in customers, they also play a key role in customer attraction and retention (Holmqvist & Lunardo, 2015; Lin & Liang, 2011; Tsai & Huang, 2002).

The role of the environment therefore contributes to forming attitudes and behaviour can cause pleasant emotional states and reactions, as well as affecting the cognitive perceptions of consumers (Baker et al., 2002; Lin & Liang, 2011; Tsai & Huang, 2002). Initial studies undertaken in the context of environmental psychology only

examined the physical factors of store/service environment (Lin & Liang, 2011; Line et al., 2018). For the first time, Bitner (1992) applied the term 'servicescape' to describe the service physical environment. In the marketing literature, servicescape is defined as 'the landscape or where customers experience services' (Bitner, 1992, p. 57). Although Bitner referred to the physical aspects of the environment as servicescape, Arnould, Price, and Tierney (1998) operationalised servicescape as having both physical and social aspects which influence customer experiences and attitudes. Moreover, research has found the impact of the presence and behaviour of other individuals, such as employees and customers, can be more important than physical aspects in shaping consumer behaviour (Tombs & McColl-Kennedy, 2003). For example, unpleasant behaviour of employees or other customers might influence customer perception and evaluation of the store, as well as cognitive and affective reactions despite there being an otherwise pleasant physical environment. The social environment plays an influential role in changing or shaping customer attitudes and behaviours (Koo & Kim, 2013; Lin & Liang, 2011).

Consequently, the environment should be studied in terms of physical factors as well as the social interactions between employees and customers, as both of these affect the overall customer experience (Nilsson & Ballantyne, 2014). In the last decade, more research in the field of the store/service environment has focused on the two main dimensions of the environment, namely, physical and social (Chang, 2016; Koo & Kim, 2013; Lin & Liang, 2011).

Influenced by the term 'servicescape', this study adopts the terms 'storescape' to refer to both the physical and social environments in department and discount stores. 'Storescape', or the store environment, refers to a combination of physical and social aspects in a store comprising a multitude of stimulus factors which act as signs or

heuristics for customers (Baker et al., 1994). Thus, in this study the 'storescape' is categorised as the physical and social environment (Baker et al., 2002; Chang, 2016; Lin & Liang, 2011).

2.3.1. The physical storescape

Baker et al. (1994) define physical factors as the visual components of an area that tend to exist at the forefront of customer awareness (e.g., layout, architecture, convenient facilities) as well as the non-visual elements, such as music, temperature and lighting. Most studies in the field categorise physical factors in a particular environment as ambient and design factors (Koo & Kim, 2013; Kumar & Kim, 2014; Nilsson & Ballantyne, 2014; Vieira, 2013). Ambient factors are background conditions which are non-visual in the environment, including factors such as air quality, temperature, music, lighting, colour and scent (Han & Ryu, 2009; Koo & Kim, 2013; Lin & Liang, 2011). The ambient elements of the service/store physical environment may motivate customers to continue service consumption or product shopping, and as a result influence their attitudes and behavioural responses towards the company or store (Hui, Dube, & Chebat, 1997; Nguyen & Leblanc, 2002). Sufficient lighting, pleasant scent, comfortable temperature, pleasing music and low noise level, all in harmony with other service/store elements, may shape customers' favourable perceptions of the received service from the organisation and their positive experience evaluations (Han & Ryu, 2009; Hooper, Coughlan & Mullen, 2013).

On the other hand, design as another dimension of the physical environment, includes visual elements including facilities, layout and colour (Koo & Kim, 2013; Lin & Liang, 2011). These physical factors can affect customer evaluations of the store or service provider and attitudes towards them (Koo & Kim, 2013; Line et al., 2015), and may

encourage customers to stay loyal to the service/store or return to the service/store (Han & Ryu, 2009; Hooper et al., 2013; Nguyen & Leblanc, 2002).

Customers consciously or subconsciously evaluate the 'pleasantness' (or otherwise) of the decoration, artwork and appearance of the interior schemes of a service/store environment including the quality of the materials used in construction (Rosenbaum & Massiah, 2011; Wilson, Zeithaml, Bitner, & Gremler, 2012). Different aspects of interior plans and artefacts affect customer evaluations of attractiveness and their general aesthetic impressions (Bitner, 1992). Moreover, the efficiency of layout in service/store facilitates the fulfilment of functional needs and brings some comfort to the customer (Hooper et al., 2013; Jani & Han, 2015). Layout in a service/store environment is defined as the size and shape of the items such as aisles, products and shopping carts, the spatial relationships among them and the way in which they are arranged (Line et al., 2018; Mohan et al., 2013). In a service/store where large spaces are vital for customers to be able to move around easily and efficiently, the spatial layout of the environment can be very important as an effective layout of the physical environment keeps store customers from feeling crowded (Han & Ryu, 2009; Mohan et al., 2013). Overall, from a customer's viewpoint, the physical environment may include crucial factors that are important in the evaluation of their overall shopping experience (Han & Ryu, 2009; Harrison & Jones, 2012).

2.3.2. The social storescape

Previous studies have found a significant relationship between the social environment and individuals' attitudes towards an organisation (Hanks & Line, 2018; Rosenbaum & Massiah, 2011). The social factor of storescape includes all sales/service employees who are present in the service/store's environment. In a store context, social environment includes 'the number, type, and behaviour of employee and sales personnel in the store'

(Baker et al., 1994, p. 331). Service/sales employees can play an important role in customer satisfaction (or dissatisfaction), for example, when customers interact with the organisation's employees they evaluate the received service or even the organisation itself based on their experience (Lin & Mattila, 2010).

A number of studies have investigated the impact of different aspects of social environmental factors on the attitudes and behaviours of customers (Chang, 2016; Hooper et al., 2013; Jang, Ro, & Kim, 2015; Line et al., 2018; Triantafillidou et al., 2017). For example, Jang et al. (2015a) indicated that individual aspects of employees in the social environment influence customer attitudes in a restaurant setting, as well as their behavioural intentions. Hanks and Line (2018) confirmed that employee behaviour has a significant effect on customer evaluations in a 'full-service' dining experience. They demonstrated the social servicescape as a key predictor of consumer attitude and behavioural intentions, including word of mouth and return intention.

The results of another study by Koo and Kim (2013), based on the SOR model, indicated that store environmental factors including both the physical and social environment such as ambience, design, social, and merchandise factors, increase consumers' emotional reactions, which in turn affect store loyalty. Further, this study, which was based on social influence theory, showed that social factors such as the incidence of well-dressed, friendly and helpful employees positively influenced customer emotions and behaviour (Koo & Kim, 2013). A study conducted by Chang (2016) investigated the impact of the social environment as 'perceived communicative staging' of the servicescape on customer emotions and behavioural intentions. The results revealed that employee behaviours such as helping customers, being polite, friendly and passionate,

and giving customers personal attention, influence customer emotion and behavioural intentions (Chang, 2016).

Prior research also confirmed the number of salespeople play a key role in consumer cognitive evaluation and judgment about product quality (Baker et al., 1994; Kumar & Kim, 2014; Lin & Liang, 2011). Studies also indicated that social factors such as employee dress, employee politeness, responsibility and empathy are significant components of social environment (Baker et al., 2002; Koo & Kim, 2013; Kumar & Kim, 2014). In addition, further research confirmed that employees' emotional states can cause emotional reactions in customers (Liao, 2007; Lin & Liang, 2011; Tsai & Huang, 2002). For instance, Lin and Liang (2011) demonstrated that the social environment has a positive effect on customer emotion and behavioural intentions. This study considered the displayed emotions of employees as an aspect of the social environment including smiling, thanking, greeting, making eye contact and talking actively. Moreover, Pugh's (2001) finding indicated that smiling, increased eye contact, showing appreciation, and 'extended' greetings of service employees and salespersons positively affect the customer experience. Similarly, customers' positive emotional state is influenced by employees' positive emotional delivery (Tsai & Huang, 2002).

In general, when customers are exposed to employees' emotional behaviours during the shopping or service interaction, they are more likely to imitate the employees' positive affective expressive behaviours unconsciously (Barger & Grandey, 2006; Söderlund, 2016). Because customers often understand employees' emotional presentation as an important component of the service (Grove & Fisk, 1997), that influences their satisfaction. Employees' emotional displays influence customers to also display positive

reactions and behaviours towards employees and the company (Lin & Liang, 2011; Yoo, 2017).

2.4. Customer attitudes (cognition and affection)

Many organisations are interested in the attitudes of their employees and customers because attitudes influence employee and customer evaluations and judgments about an object, as well as their behavioural intentions (Maio & Haddock, 2014; Ozyilmaz & Cicek, 2015; Robbins & Judge, 2009). Evaluation is the most important aspect of the attitude concept. Attitude refers to 'favourable or unfavourable evaluative statements reflecting how an individual feels about objects, people, or events' (Robbins & Judge, 2013, p. 70). For instance, when somebody says, "I like my job", they are expressing their attitude about their work. Ajzen and Fishbein (2000, p. 3) defined attitude as 'the evaluation of an object, concept, or behaviour along a dimension of favour or disfavour, good or bad, like or dislike'. Attitudes are expressed in such ranges as enjoyable-unenjoyable, desirable-undesirable, good-bad, pleasant-unpleasant. When individuals express their feelings in different ways, including approval or disapproval and liking or disliking a person, group, policy, or their judgement on concepts, these expressions can be considered as reflections of their attitudes (Ajzen & Fishbein, 2000; Esses & Maio, 2002).

According to scholars, attitude is comprised of three components: cognition, affection and behaviour (Bohner & Dickel, 2011; Robbins & Judge, 2013). The cognitive component deals with what is believed to be factual. Cognition is a mental process through which an individual first perceives stimuli, evaluates different aspects of the stimuli, and finally, decides how to respond (Buxbaum, 2016; Forgas, 2008; Xiang et al., 2016). In fact, the cognitive component is a combination of thoughts, knowledge structures, beliefs, and perceptual responses (Breckler, 1984; Forgas, Cooper, & Crano, 2011). For example, when

someone says "My pay is low" or "my organisation's culture is good" they are stating their belief about their job, and this represents the cognitive component of the person's attitude (Robbins & Judge, 2013). Human perception, which has its origin in the process of information and inference theories, is associated with cognitive evaluation (Breckler, 1984; Forgas et al., 2011; Kumar & Kim, 2014; Zeithaml, 1988). Perception is considered as a physiological activity through which changes are perceived as sensory signals for significant information (Bettman, 1979). For example, by converting sensory environmental stimuli into beneficial information, customers judge how fair the prices are, as well as the quality of products and services in-store (Baker et al., 2002; Helmefalk, 2016; Kumar & Kim, 2014).

The affective components are emotional responses to the perceived knowledge shaped by cognitive attitude. The affective component of attitude is an appraisal of whether an object is preferable, likeable, attractive, worthwhile or pleasant. Indeed, affect reflects the individual's emotions and feelings regarding an object (Kumar & Kim, 2014; Russell & Snodgrass, 1987; Yi & Gong, 2008). For instance, when someone says "I am angry over how little I am paid" or "I love my company" they state their feelings about their job situation, which shows the affective component of individual attitude (Robbins & Judge, 2013). Therefore, irrespective of the similarities between affect, emotion and mood, affect is defined as a common classification of the mental feeling process (Buxbaum, 2016; Yi & Gong, 2008). In totality, affect as an emotional and feeling component of attitude, refers to arousal and emotional responses, a gut reaction or sympathetic nervous activity (Breckler, 1984).

Behavioural components are the tendency toward several forms of behaviour as a result of the assessment of the perceived factual (Gu & Ryan, 2008; Maio & Haddock,

2014; Verleye et al., 2014). The behavioural component is defined as an intention to a practical act, influenced by cognitive and affective attitudes towards a particular purpose (e.g. someone/something) (Kumar & Kim, 2014; Robbins & Judge, 2013). The example statements "I am going to look for another job that pays better" or "I am willing to remain an employee at this company" show the behavioural aspect of attitude.

For many years, research on attitudes suggested that when individuals visit an environment, they first experience either cognition or affect. For example, some scholars believe that emotion/affective states occur after cognitive states (Moon, Ko, Connaughton, & Lee, 2013; Yi & Gong, 2008; Zhao, Lu, Zhang, & Chau, 2012), while other studies found that cognitive states form after emotion/affect (Pham, Cohen, Pracejus, & Hughes, 2001; Swinyard, 1993). Furthermore, researchers have investigated the impact of affective and cognitive attitudes simultaneously on behavioural reactions (Chang et al., 2011; Kumar & Kim, 2014). Both cognitive and affective aspects of attitudes have a significant role in forming individuals' eventual behaviour, and their impact can be either separate or simultaneous (Chang et al., 2011; Forgas et al., 2011; Kim & Moon, 2009).

People can hold many attitudes, but behavioural studies concentrate on a very limited number of them. The main focus of behavioural science is cognitive and affective attitudes that employees or customers hold about aspects of their work/service or store/service environment (Lawton, Conner, & McEachan, 2009; Robbins & Judge, 2013).

2.4.1. Affective attitudes (mediation variables)

2.4.1.1. Store attachment (SA)

The word 'attachment' in the psychology literature represents a close relationship between individuals, and was originally defined as an individual's natural tendency to preserve relationships with caring, helpful, and responsible people (Hyun & Kim, 2014; Kim et al.,

2017; Plunkett, Fulthorp, & Paris, 2019). However, the marketing literature extended attachment beyond mutual relationships between individuals to relationships with places, brands, and firms (Jani & Han, 2015; Park, MacInnis, & Priester, 2007; Thomson & Johnson, 2006; Vlachos, Theotokis, Pramatari, & Vrechopoulos, 2010). Place attachment (PA) refers to the emotional connection between people and a particular place. Shumaker and Taylor (1983) defined place attachment as a positive affective connection or relationship between people and their residential area. Overall, place attachment has been defined as one's emotional connection to a specific place (Eisenhauer, Krannich, & Blahna, 2000; Gross & Brown, 2008; Hidalgo & Hernandez, 2001), or an affective investment in an environment (Hummon, Balsamo, & Todaro, 1992), or 'the extent to which an individual values and identifies with a particular environmental setting' (Moore & Graefe, 1994, p. 17).

Complicated experiences that are related to a place often generate a response, ultimately resulting in a positive attachment to that place (Badrinarayanan & Becerra, 2019; Kyle, Graefe, Manning, & Bacon, 2003; Lee & Shen, 2013; Manzo, 2005). Line et al. (2015) confirmed that pleasant perceptions of the environment cause a feeling of belonging and attachment to the company.

Store attachment, or attachment to a store, is defined as an emotional link or bond that people establish with the store (Alexandris et al., 2006; Hidalgo & Hernandez, 2001). Store attachment may lead a customer to shape a positive, close bond to that store, resulting in strong customer loyalty to the store (Jang, Kim, et al., 2015; López-Mosquera & Sánchez, 2013; Yuksel, Yuksel, & Bilim, 2010). Store attachment is an extremely important construct in consumer behaviour studies (Kim et al., 2017) due to several important benefits. For example, store attachment can predict loyalty which is regarded as

the intention to return (Alexandris et al., 2006; Lee, Kyle, & Scott, 2012; Yuksel et al., 2010). Attached customers are more likely to return to the store, pay a higher price (Chung, Kyle, Petrick, & Absher, 2011; Kim et al., 2017; Lee et al., 2012; Lee & Kyle, 2014), and are more likely to show positive extra-role behaviours (e.g., WOM, customer citizenship behaviour) (Chen, Dwyer, & Firth, 2014; Lee et al., 2012; Lee & Kyle, 2014; Zenker & Rütter, 2014).

Research in environmental psychology suggests that the environment influences human beings in numerous ways (Chang, 2016; Kumar & Kim, 2014; Line et al., 2018; Triantafillidou et al., 2017). Some studies found that service or store environment have an effect on individual cognition and perception, which in turn form their attitudes about a product, service, or the service/product provider (Hooper et al., 2013; Kumar & Kim, 2014; Line et al., 2018). Elements of the store/service environment have different effects on customer emotional reactions (Chang, 2016; Jang et al., 2018; Spence, Puccinelli, Grewal, & Roggeveen, 2014), such as feeling welcome, comforted, pleasure, and 'at home'. Pleasant perceptions of the environment can therefore cause a feeling of attachment to the environment or organisation (Line et al., 2018).

2.4.1.2. Customer satisfaction (CS)

In the marketing literature, customer satisfaction (CS) has been considered a fundamental objective (Chiu et al., 2015; El-Adly & Eid, 2016; Jin, DiPietro, & Fan, 2020) and crucial factor in the long-term relationship between a firm and its customers (Anderson & Srinivasan, 2003). Customer satisfaction has a crucial role in meeting customers' needs and expectations (Chiu et al., 2015; Iglesias, Markovic, & Rialp, 2019), and in predicting consumer behaviour such as customer loyalty and extra-role behaviours (Hsin Chang & Wang, 2011; Picón et al., 2014; Su et al., 2016). Customer satisfaction originates in

customer judgments shaped by their buying or consumption experiences of a product or service (Jani & Han, 2015; Su et al., 2016). Also, the affective responses derived from the perceived value of the service or purchased product can shape customer satisfaction (El-Adly & Eid, 2016; Izogo & Ogba, 2015; Yoo & Park, 2016).

In addition, there is general consensus that customer satisfaction is a vital predictor of customers' expected roles such as purchase and repurchase behaviours (Cao, Ajjan, & Hong, 2018; Pappas, Pateli, Giannakos, & Chrissikopoulos, 2014; Phuong & Dai Trang, 2018), and also extra-role behaviours such as word-of-mouth (WOM) and customer citizenship behaviour. This is why customer satisfaction has become one of the most crucial priorities for marketers and managers (Iglesias et al., 2019; Ryu & Han, 2010). For example, the notion that customer satisfaction and loyalty are strongly associated means organisations are increasingly focussed on customer satisfaction (Deng, Lu, Wei, & Zhang, 2010; Jani & Han, 2015; Ryu et al., 2012). Drawing on the importance of customer satisfaction, scholars relying on diverse models and theories have attempted to define the concept and explain satisfaction in various organisations and consumption steps (El-Adly, 2019; Tsiotsou, 2006).

In the last two decades, marketing researchers have extensively studied customer satisfaction. However, there is no generally accepted definition of 'satisfaction' in marketing (El-Adly, 2019; Kim, Cho, & Kim, 2019; Tsiotsou, 2006). Giese and Cote (2000) defined customer satisfaction as 'an affective and emotional response of varying intensity with a specific time point of determination and limited duration directed towards main features of buying or consuming a product' (p. 15). Kotler (2009) and Kotler, Keller, Ang, Tan, and Leong (2018) defined customer satisfaction, as a customer's pleasure/displeasure resulting from a comparison between their expectations and their

49

perceived service/product outcome. According to various definitions of customer satisfaction, it is commonly accepted that the evaluation process of a product, service or store is the underlying element of customer satisfaction. Satisfaction can be considered as an affective attitude because it represents the sum of various attribute satisfaction judgments (Carlson & O'Cass, 2010; Kim et al., 2019).

Relying on theoretical considerations and empirical studies, Engel and Blackwell (1982) conceptualised satisfaction as 'an evaluation that the chosen alternative is consistent with prior beliefs with respect to that alternative' (p. 501). These conceptualisations all suggest that customer satisfaction is 'an overall judgment process of the perceived discrepancy between prior expectation and actual consumption' (Han & Ryu, 2009, p. 492). According to these various definitions in the marketing literature, this study considers customer satisfaction as any positive or negative attitude of customers regarding their shopping experience in stores, which is a subjective judgment from personal emotions.

2.4.1.3. Customer loyalty (CL)

The acknowledged important role of customer loyalty (CL) in decreasing advertising costs and thereby increasing company profit (Han & Ryu, 2009; Jin, Line, & Goh, 2013; Oly Ndubisi, 2006) provides researchers with reasons to uncover the antecedents of loyalty. Loyal customers are more likely to engage in extra-role behaviours (e.g., WOM and CCB) (Anaza & Zhao, 2013; Bartikowski & Walsh, 2011; Tripathi, 2017) and spend more money in a specific service operation (Ladhari, Brun, & Morales, 2008; Picón et al., 2014). Furthermore, as loyal customers are familiar with the product/service, and therefore need less information, servicing costs are lower (Han & Ryu, 2009; Jin et al., 2013; Reichheld & Sasser, 1990). During the last decade, organisations have tried to achieve customer loyalty

by delivering better value and by recognising and improving the crucial determinants of loyalty (Cossío-Silva et al., 2016; El-Adly & Eid, 2016; Koo & Kim, 2013; Picón et al., 2014). For example, the main aim of loyalty programs is to increase firm sales and profits through retaining loyal customers for a longer period of time.

Customer loyalty refers to 'the degree to which customers intend to repeat their purchases in the future, consider this provider the sole option for future transactions and express a positive attitudinal willingness towards the provider' (Picón et al., 2014, p. 747). In the marketing literature, customer loyalty is assumed to have two dimensions: behavioural and attitudinal loyalty (Han & Ryu, 2009; Kandampully & Suhartanto, 2000; Shahid Iqbal, Ul Hassan, & Habibah, 2018). The behavioural dimension of customer loyalty is comprised of the frequency of repeated purchases and consistent customer patronage, while the attitudinal dimension includes psychological commitment towards a company and/or brand in the decision-making or evaluation stages of choosing a product or company (Kandampully & Suhartanto, 2000; Nyadzayo et al., 2015; Picón et al., 2014). Several studies have emphasised the main disadvantage of measuring only behavioural loyalty in evaluating the level of customer loyalty (Leppäniemi, Karjaluoto, & Saarijärvi, 2017; Watson, Beck, Henderson, & Palmatier, 2015). Behavioural loyalty does not differentiate loyalty from simple repurchasing behaviour because it ignores the decision making process (Dick & Basu, 1994; Han & Ryu, 2009). This means that repurchasing brands, or repeated shopping in a particular store is not always the result of a psychological commitment to the brand or store (Han & Ryu, 2009; Nyadzayo et al., 2015). Moreover, assessing customer loyalty as behavioural loyalty involves unnecessary multiplication of attitudinal and behavioural aspects (Back, 2005; Han & Ryu, 2009). Thus, measuring the behavioural aspect of customer loyalty may include the relationships which are maintained only by obligation (people repeat their purchasing out of habit). When a customer stays

loyal to a store or company by obligation, without having any real positive emotion, the behavioural loyalty cannot be considered as a sign of genuine loyalty (Bendapudi & Berry, 1997; Picón et al., 2014).

On the other hand, attitudinal loyalty is described as a psychological (affective and/or cognitive) state. When customers perceive the relational strategy of a firm as beneficial (Picón et al., 2014), they may voluntarily stay loyal to the firm based on the benefits they receive during the relationship (Caruana, 2003). Accordingly, a positive attitude towards the firm can be the foundation of genuine loyalty. From this perspective, a continuous purchasing behaviour is literally the result of a positive attitude towards the provider. Customers maintain the relationship and stay loyal because they really wish to (Oliver, 1999; Picón et al., 2014). That is, consistent repeat purchase/ repeat patronage frequency of a single store/brand is a result of attitudinal loyalty.

The attitudinal aspect of customer loyalty should therefore be more focused, specifically in a sales and service context (Back, 2005; Schall, 2003). Repurchase, as the main component of behavioural loyalty, is not be a sufficient indicator of customer loyalty in businesses where sales require the provision of service because it cannot indicate positive attitude or engagement towards the store, brand or service (Bowen & Chen, 2001). In such an environments customers attribute their store/brand evaluation based on their attitudes and emotions that are shaped based on both their shopping experience and the brand image or product quality (Schall, 2003). Consequently, this study employs attitudinal loyalty by measuring a specific range of potential intentions activated by the overall experiences in a store. Therefore, customers' strong commitment, recommendation and willingness to pay more, indicate their loyalty to a company (El-Adly & Eid, 2016; Izogo & Ogba, 2015; Jang, Kim, et al., 2015; Thakur, 2018).

52

2.4.2. Cognitive attitudes (moderation variables)

2.4.2.1. Perceived price fairness and perceived product quality

Price is considered one of the main factors in customer experience evaluation of a product which tends to shape their attitude towards a company (Karjaluoto, Munnukka, & Kiuru, 2016; Ryu & Han, 2010). Therefore, price is recognised as a key factor in predicting customer behaviours. Many scholars agree that variables such as perceived price or price perception are the main antecedents of customer behaviours (Han & Ryu, 2009; Oh, 2000; Ryu & Han, 2010) and have therefore attempted to verify the specific role of price and price perception in explaining customer behaviours in marketing (Karjaluoto et al., 2016; Kaura, Durga Prasad, & Sharma, 2015; Liu & Lee, 2016). Perceived price can be explained as 'the customer's judgment about a service's average price in comparison to its competitors' (Chen, Gupta, & Rom, 1994, p. 25). Indeed, customer perception of price is considered an important element in understanding customers' interpretation of price in comparison with other companies (Kaura et al., 2015; Oh, 2000; Ryu & Han, 2010). Some scholars have applied the term 'price fairness' for customer judgements, and their relative assessment of price (Karjaluoto et al., 2016; Ryu & Han, 2010). Price fairness perception has been considered a major area of interest for marketing scholars due to the importance of price in influencing consumer behaviour (Karjaluoto et al., 2016; Kaura et al., 2015; Liu & Lee, 2016).

When customers consider the price of a product/service is fair and reasonable, their satisfaction increases relative to product/service quality (Cakici, Akgunduz, & Yildirim, 2019; Chiang & Jang, 2007; Ryu & Han, 2010). Han and Ryu (2009) investigated antecedents of customer behaviour and found that perceived price fairness/unfairness significantly influences customer behavioural intentions. Ryu and Han (2010) found that customers' perception of reasonable price plays a moderating role in the relationship

between physical environment stimuli and customer attitude. Moreover, Kaura et al. (2015) examined the impact of service quality, service convenience and price on customer satisfaction and customer loyalty in a retail banking context. Their findings show that customer satisfaction and loyalty are significantly affected by perceptions of price fairness.

Results of many studies confirmed the impact of perceived quality on customer behaviour (Hooper et al., 2013; Jang & Namkung, 2009; Su et al., 2016). Perceived quality refers to 'the consumer's judgment about a product's overall excellence or superiority' (Tsiotsou, 2006, p. 210). Perceived product quality (PPQ) is 'a global assessment characterised by a high abstraction level and refers to a specific consumption setting' (Tsiotsou, 2006, p. 210; Zeithaml, 1988, p. 3). Several studies have demonstrated the positive relationship between perceived quality, customer attitudes and behaviours (Hooper et al., 2013; Jang & Namkung, 2009; Konuk, 2018b; Su et al., 2016). Furthermore, other studies have confirmed that high product quality increases customer satisfaction levels (Iranmanesh, Jayaraman, Zailani, & Ghadiri, 2017; Izogo & Ogba, 2015; Ryu & Han, 2010).

A converging theory is that customer perception of product quality is a result of their shopping experience and/or the information they received through advertising or sales promotions. Customers weigh up their perception of product quality perceptions against the 'sacrifice' they have made in order to make the purchase (Boland, Connell, & Erickson, 2012; Grewal, Monroe, & Krishnan, 1998; Teck Weng & Cyril de Run, 2013). The results derived from this cognitive assessment shape their value judgments (Oh, 2000; Ryu & Han, 2010). Overall, research findings reveal the salient role of perceived product quality on customer behaviour (Cronin, Brady, & Hult, 2000; Kim & Moon, 2009; Oh, 2000; Tsiotsou, 2006). For example, Ryu and Han (2010) demonstrated that

product/service quality and physical environment are significant determinants of customer satisfaction. Similarly, Jang, & Namkung's (2009) findings showed that, in a restaurant context, there is a significant relationship between perceived quality comprised of service, product, and atmospherics, customer emotions and behavioural intentions. Moreover, the result of Tsiotsou's (2006) study revealed that customer perception of product quality had a direct and an indirect effect on purchase intentions of students shopping for sport shoes.

Both perceived product quality and perceived price fairness equally play a key role in shaping customer attitudes and behaviours (Bei & Chiao, 2001; Su et al., 2016). Therefore, given the theoretical and empirical support, it can be concluded that perceived product quality and perceived price fairness are significant drivers of customer attitudes and behaviours (Han & Ryu, 2009; Ryu & Han, 2010).

2.5. Customer citizenship behaviour (CCB)

In the current era, companies have focused on their customers as a valuable resource to enhance their competitiveness (Groth, 2005; Tung, Chen, & Schuckert, 2017; Yi & Gong, 2008). The significance of customers as human resources is emphasised in the marketing literature. In this regard, researchers revealed the significant effect of customer extra-role behaviour on the success of a company (Hwang & Lee, 2019; Karaosmanoglu et al., 2016; Menguc & Boichuk, 2012). Like the employees of organisations, customers can be involved in a various forms of extra-role behaviours that benefit the organisation. As a result, the human resource component of the company can include both customers and employees (Assiouras, Skourtis, Giannopoulos, Buhalis, & Koniordos, 2019; Yi & Gong, 2008).

Drawing on previous studies, customers with a positive attitude toward the company are likely to show behaviours which can indirectly influence the overall

performance of the firm and provide benefit to the company - these behaviours are categorised under the umbrella of extra-role behaviour (Ahearne, Bhattacharya, & Gruen, 2005; Anaza & Zhao, 2013; Su et al., 2016; Yi & Gong, 2008). Several studies have examined various forms of customer extra-role behaviours such as engagement, WOM, feedback, patronage suggestions, helping other customers (Babin, Lee, Kim, & Griffin, 2005; Baker et al., 2002; Harrison-Walker, 2001; Line et al., 2015; Su et al., 2016), and citizenship behaviours (Anaza & Zhao, 2013; Anaza, 2014; Bartikowski & Walsh, 2011; Yi & Gong, 2008).

Businesses that serve customers may consider their customers as organisational members or employees (Chiu et al., 2015; Yi & Gong, 2008), because like employees, many customers may exhibit citizenship behaviours. Thus, conventional organisational citizenship behaviour research can be used in the customer domain (Chan et al., 2017; Yi & Gong, 2008).

In the last decade, there has been an increasing focus on customer citizenship behaviour in the marketing and management literature (Anaza, 2014; Chang, 2016; Delpechitre et al., 2018; Yi et al., 2013; Yi, Nataraajan, & Gong, 2011). Many terms have been used to describe customer citizenship behaviour, including customer discretionary and customer voluntary behaviour (Delpechitre et al., 2018; Groth, 2005; Jung & Yoo, 2017), organisational citizenship on the part of customers (Chan et al., 2017; Yi et al., 2013), and customer extra-role behaviours (Chan et al., 2017; Chiu et al., 2015; Yi & Gong, 2008). Customer citizenship behaviour goes beyond the expected customer roles which includes voluntary or implicit behaviours that contribute to the firm (Gruen, 1995) and this behaviour provides superior value to the firm. According to Gruen (1995), customer citizenship behaviour refers to 'helpful, constructive gestures exhibited by

customers that are valued or appreciated by the firm, but not related directly to enforceable or explicit requirements of the individual's role' (p. 461). Customer citizenship behaviour also reflects voluntary extra-role behaviours that customers show to the firm, staff, and other customers directly and indirectly before, during, and after shopping (Anaza, 2014; Bove et al., 2009). Customer citizenship behaviour literature introduces some discretionary behaviours as specific features of customer citizenship behaviour, these consist of helping other customers, providing voluntary feedback, and recommending the business to others (Balaji, 2014; Yi & Gong, 2008; Yi et al., 2011).

The service literature suggests various forms of customer citizenship behaviour (Bove et al., 2009; Groth, 2005; Johnson & Rapp, 2010). For instance, Groth (2005) determines three types of customer citizenship behaviour, including recommending a service provider to friends and family, providing feedback, and helping other customers of the company (Anaza, 2014). Revilla-Camacho et al. (2015) examined customer citizenship behaviour with four dimensions: feedback, advocacy, helping and tolerance. In summary, the customer citizenship behaviour literature suggests that the common features of customer citizenship behaviour consist of voluntary and discretionary behaviours (Curth, Uhrich, & Benkenstein, 2014; Yi & Gong, 2008).

2.6. Employee citizenship behaviour towards customer

In the past two decades, employee citizenship behaviour in organisations has been a common research subject in organisational behaviour studies (Chahal & Mehta, 2010; Emmerik, Jawahar, & Stone, 2005; Goo, Choi, & Choi, 2019; Snape & Redman, 2010; Zellars, Tepper, & Duffy, 2002). These behaviours refer to all of the extra-role actions which employees make to improve individual effectiveness in service delivery that influences overall organisational performance and effectiveness (Bove et al., 2009; Gupta,

Agarwal, & Khatri, 2016; Jain et al., 2012). Organ (1988) defines organisational citizenship behaviour (OCB) as 'individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system and that, all together, promotes the effective functioning of the organisation' (p. 4). Organisational citizenship behaviour is increasingly seen as an organisational asset and is thus conceptualised as a core element influencing employee performance (Ahmad & Zafar, 2018; Gupta, Shaheen, & Reddy, 2017; Rotundo & Sackett, 2002).

Further research has investigated the impact of employees' citizenship behaviour on organisations and their staff (Chahal & Mehta, 2010; Murphy, Athanasou, & King, 2002; Rurkkhum & Bartlett, 2012; Snape & Redman, 2010). However, scholars have recently become interested in studying the role of such behaviours towards customers due to their high relevance to customer service/store settings (Bove et al., 2009; Chan et al., 2017; Jain et al., 2012). Bowen, Gilliland, and Folger (1999) defined organisational citizenship behaviour or discretionary behaviour in service environments as 'critical in-service encounters because no one can specify in advance the full range of things that a service employee might have to do in response to unpredictable customer requests' (p. 19).

Employee citizenship behaviour is discussed in a number of conceptual studies, however only a few studies operationalised and measured organisational citizenship behaviour towards customers (Bove et al., 2009; Chan et al., 2017; Jain et al., 2012; Khan, Khan, & Gul, 2019; Rita, Payangan, Rante, Tuhumena, & Erari, 2018). Employee citizenship behaviour towards customers is a specific type of organisational citizenship behaviour that reflects customer-directed extra-role behaviours; it mirrors employees' attempt beyond their formal tasks in in serving customers (Netemeyer et al., 2005). Employee citizenship behaviour towards customers therefore refers to employees' extra

attempts in providing service to customers during the interaction between employee and customer (Netemeyer et al., 2005).

Previous research in marketing, considered customers as human resources of companies similar to employees (Chiu et al., 2015; Payne & Webber, 2006). Therefore, companies are encouraged to motivate customers to show extra-role behaviours, such as helping other customers, providing feedback, spreading positive word of mouth, and citizenship behaviour (Hur, Moon, & Kim, 2020; Verleye, Gemmel, & Rangarajan, 2016; Woo, 2019). In this regard, Chan et al. (2017) introduced employee citizenship behaviour towards customers as an influential factor that encourages customer behaviours such as customer citizenship behaviour. They examined the effect of organisational citizenship behaviour on customer citizenship behaviour through Social Exchange Theory to address the scarcity of research in this area.

2.7. Social and Resource Exchange Theory

Social Exchange Theory (SET) as a dominant conceptual paradigm is widely used to explain human behaviour. Different perspectives of exchange have emerged such as social exchange and resource exchange, however, theorists agree that exchanges involve a sequence of interactions that cause commitment (Cropanzano & Mitchell, 2005; Huang, Cheng, Huang, & Teng, 2018). In accordance with Social Exchange Theory, the interaction between two parties is mostly considered as reciprocal and dependent on the action of another party (Blau, 1964). Moreover, Social Exchange Theory emphasises that reciprocal transactions can result in long-term quality relationships (Cropanzano & Mitchell, 2005). The focal premise of the theory is that fundamentally human interactions are based on social and material resource exchange (Blau, 1964). According to Homans

(1961, p. 13) social exchange is 'the exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two persons' (Cook et al., 2013).

Foa and Foa (2012) proposed that both economic and emotional interpersonal interactions involve the exchange of resources which are organised into a definite structure. Given that, the centre of Resource Exchange Theory is the transfer of resources between two persons, with a resource being something that another person values (Cropanzano & Mitchell, 2005). The value of a resource is associated with relationships, because resources are conceptualised by how much they reward another party (Emerson, 1976). The conceptualisation of resources in Social Exchange Theory is relational, and they are comprised of a broad range of different kinds of behaviours, objects and abilities (Foa & Foa, 1980).

Blau (1964) defined resource as commodities, material, or symbolic matter that can be exchanged through interpersonal relationships. Foa and Foa (2012, p. 16) defined a resource as 'anything that can be transmitted from one person to another'. Rosenbaum et al. (2017) extended the Foa and Foa (2012) conceptualisation of resources and described a resource as anything that can travel from one entity to another including customers, citizens and even nature. Resources are categorised as (Foa & Foa, 2012, p. 16):

'• Love: an expression of affectionate regard, warmth, or comfort

• Status: an evaluative judgment conveying high or low prestige, regard, or esteem

• Information: any advice, opinion, or instructions

• Money: any coin or token that has some standard of exchange value

• Goods: any product or objects

• Services: activities on the body or belonging to the individual'

In addition, Rosenbaum et al. (2017), using the exchange theoretical premise, developed a systematised conceptual framework to categorise the resources that are transmitted between social units in business interactions. These resources include money, goods, services, relational resources, social support, and restorative resources.

Money and goods: A monetary resource refers to 'any coin or token that has some standard of exchange value', and goods entail 'any product or object', including manufactured products (Brinberg & Wood, 1983, p. 330).

Service resources: The Resource Exchange Theory conceptualises services as 'activities on the body or belongings of the individual' (Brinberg & Wood, 1983, p. 330). This definition is similar to the common view about services that is 'deeds, processes, and performances provided or coproduced by one entity or person for another entity or person' (Zeithaml, Bitner, Gremler, & Pandit, 2013, p. 3).

Relational resources: In sale and service settings, employees and even customers often provide a customer with social, psychological, and economic benefits that can be considered as relational resources (Gwinner, Gremler, & Bitner, 1998; Spake et al., 2003). For example, employees can offer relational resources in the form of esteem, prestige, regard, and status to their favoured customers during interactions (Rosenbaum et al., 2017).

Social support resources: Social support refers to 'information leading the subject to believe that he is cared for and loved, esteemed, and a member of a network of mutual obligations' (Cobb, 1976, p. 300).

Restorative resources: There is research evidence that some physical aspects of store or service environments may help customers to restore health, strength, or well-being while they are present and/or engaged in the physical aspects of the service/store environment. That is service/store settings can provide 'restorative healing power' (Arnould et al., 1998, p. 103). Therefore, some physical characteristic of service/store environments, excluding

the social interactions housed within them, sometimes can offer resources to improve customers' mental health (Rosenbaum et al., 2017).

In all, on the basis of Resource Exchange Theory, individuals usually direct their reciprocation efforts towards the beneficial resources that they receive, rather than to the non-beneficial resources (Cook et al., 2013; Yi et al., 2013). Therefore, when individuals feel they get better service or benefits from the other party (individuals or companies), they are more likely to direct their citizenship activities towards them (Anaza & Zhao, 2013; Dholakia, Blazevic, Wiertz, & Algesheimer, 2009; Keh & Xie, 2009; Yi et al., 2013).

Therefore, when the customer encounters valuable service, relational and social support resources through store physical and social environment, this may impact their perceptions of the overall quality of the service. Customer perceptions of quality create positive attitudes, hence they are more likely to reciprocate by engaging in citizenship behaviour. It can therefore be concluded that when a store provides a pleasant environment and characteristics that facilitate shopping, customers reciprocate by emotionally and cognitively positive responding to the store (Anaza & Zhao, 2013).

2.8. Conceptual model and hypothesis development

2.8.1. Conceptual model

Figure 2.1 shows the proposed conceptual model in the current research. The model represents the relationship between variables of the research including independent variables, mediators, moderators, and the dependent variable. The model shows the relationship between physical and social storescape (the independent variables) and customer citizenship behaviour (the dependent variable). It also displays the mediating effects of store attachment, customer satisfaction and customer loyalty on the relationship between storescape dimensions and customer citizenship behaviour. Moreover, the model

shows the moderating effects of customer cognitive attitudes (i.e., perceived product quality and perceived price fairness) and type of store (i.e. department store versus discount department store) on the link between storescape dimensions and store attachment and customer satisfaction. The model also shows the moderating effect of employee citizenship behaviour towards customers and the link between customer loyalty and customer citizenship behaviour.

This study follows the SOR model, Resource Exchange Theory and Social Exchange Theory, to illustrate how storescape (as store internal stimulus) influences customer citizenship behaviour. In this study, drawing on the SOR model, storescape factors (i.e. physical and social store environment) are considered as in-store stimuli (S) which is expected to impact customers' attitudes such as store attachment, customer satisfaction and loyalty, which in turn affect customer extra-role behaviour such as customer citizenship behaviour. Customer affective attitudes (i.e. store attachment, customer satisfaction and loyalty) and customer cognitive attitudes (i.e., perceived product quality and perceived price fairness) are considered as the organism (O) and customer citizenship behaviour is measured as the response (R). In addition, the conceptual model is developed using Resource Exchange Theory as the theoretical foundation for explaining how customer citizenship behaviour can be predicted and affected by storescape factors. The study also investigates the moderating role of employee citizenship behaviour towards customers in the relationship between customer loyalty and customer citizenship behaviour based on Social Exchange Theory.
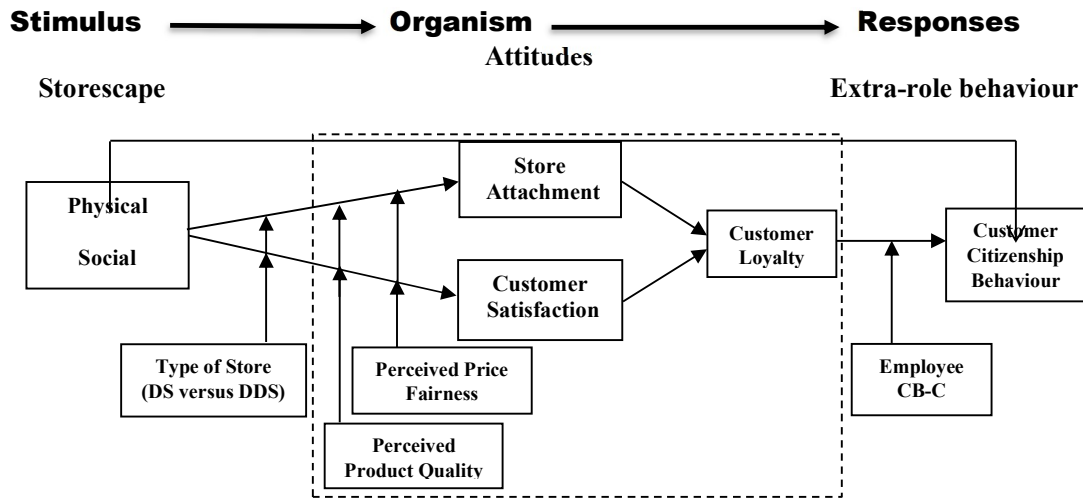
Figure.2.1. Research conceptual model

2.8.2. Hypotheses development

2.8.2.1. Storescape and customer citizenship behaviour

The SOR model has been used extensively to understand customer behaviour (Grace, Ross, & Shao, 2015). According to the model, human behaviors (R) are influenced directly or indirectly by physical and social environments (S), with cognitive and affective states of the human being (O) mediating the relationships between environmental factors and human behaviour (Mehrabian & Russell, 1974). Lee, Jeon, and Kim (2011) indicated that environmental stimuli influence individuals' cognitive and emotional status, which in turn shape individual attitudes and determine the behavioural reactions of approach or avoidance.

In this study, storescape (i.e., physical and social factors) is considered as stimuli (S), which is expected to affect customer attitudes such as store attachment, and in turn customer extra-role behaviour, such as customer citizenship behaviour. Store attachment

(as customer attitude) is considered as the organism (O), and customer citizenship behaviour is measured as the response (R).

In addition, the study uses Resource Exchange Theory as the theoretical basis for explaining how citizenship behaviour can be predicted and affected by environmental factors in store contexts. Drawing on this theory, when individuals receive beneficial resources from other people they will direct their reciprocation efforts toward them (Cook et al., 2013; Foa & Foa, 2012). Thus, storescape provides customers with indirect service resources such as suitable design and decoration, lighting and colour, amenity for convenience and comfort, signs and self-service technology as physical factors. Also, storescape provides direct service resources such as answering customers' questions, giving suitable and required information, helping customers to find the things they are looking for. Direct services, in the form of social factors, influence customer perception of the value of the received service resources. Therefore, when customers feel they benefit from receiving better service resources from a store they will direct their citizenship activities toward it (Anaza & Zhao, 2013; Yi et al., 2013). This study therefore considers store storescape as an important factor that affects customer behaviour in a resource exchange process. Thus, it is hypothesised that;

H1. Physical storescape positively affects customer citizenship behaviour.

H2. Social storescape positively affects customer citizenship behaviour.

2.8.2.2. Storescape and customer affective attitudes (store attachment and customer satisfaction)

A number of studies have provided evidence that store environmental factors affect customer experiences (Chang, 2016; Dong & Siu, 2013; Nilsson & Ballantyne, 2014; Rosenbaum & Massiah, 2011), and subsequently customer experiences influence customer

emotional and behavioural reactions (Kaltcheva & Weitz, 2006a; Kim & Moon, 2009; Wu et al., 2013). Customer experiences reflect profitable values and pleasure derived from the process of product or service consumption (Jani & Han, 2015). Emotional responses are 'positive or negative reactions or mental stages of readiness that arise as a consequence of specific events or circumstances' (Bagozzi, Gopinath, & Nyer, 1999, p.1).

Kotler (1973) demonstrated that, in some conditions, environmental factors can be more important than the product itself (e.g., goods and services) for customers. For instance, customer attitudes and perceptions of the store, and customer experience evaluation as marketing goals can be enhanced as a result of using creative designs in the store environment (Han & Ryu, 2009). In such situations, customers may evaluate their experiences and their attitudes towards a service/store regardless of the quality goods and service, based only on environmental factors. Furthermore, several studies discussed the advantages of a stimulating environment, as it may lead to the positive cognitive/emotional attitudes and customer behavioural responses (Holmqvist & Lunardo, 2015; Kim & Moon, 2009; Lin, 2004; Wu et al., 2013).

Therefore, store environment, which in this study is referred to as storescape, can shape and influence attitudes and accordingly customer behaviour (Jani & Han, 2015; Lin & Worthley, 2012; Turley & Milliman, 2000). Baker (1986) classified store environment elements into physical and social factors. Physical factors refer to the visual components of an area that tend to exist at the forefront of customer awareness (e.g., layout, architecture and facilities for convenient) and the non-visual components of an area, such as music, temperature and lighting (Kumar & Kim, 2014), and social elements refer to employees' behaviour in the store. The store environment consists of factors (i.e., stimuli) which have negative or positive impacts on customer experience, which in turn affect customer

attitudes (i.e., organism) (Brady & Cronin Jr, 2001; Jayasankaraprasad & Kumar, 2012; Machleit, Eroglu, & Mantel, 2000). For instance, when customers are satisfied with their overall experience, they are likely to feel a positive attitude towards the company and continue the relationship (Beatson, Coote, & Rudd, 2006). Moreover, previous studies revealed that the degree of customer loyalty and extra-role behaviours are positively affected by their positive experiences and the degree of satisfaction from the company (Bansal, Irving, & Taylor, 2004; Camarero & José Garrido, 2011; Su et al., 2016).

Components of the store environment have been shown to evoke customer emotional responses (Chang et al., 2011; Russell & Snodgrass, 1987; Vieira, 2013), such as making customers feel welcome, happy, comforted, and 'at home'. It is expected that pleasurable perceptions of the environment lead to a feeling of involvement, investment, and attachment to providers (Line et al., 2015).

The importance of place has been highlighted in service management and marketing literature (Kim et al., 2017; Line et al., 2018; Zhang, Fong, & Li, 2019). The sense of place is affected by the types of relationships that individuals have with places, and the variety of individual perceptions of places in consumption environments (Kyle & Mowen, 2005; Lee & Shen, 2013). Line et al. (2018) showed that pleasant perceptions of the environment will cause a feeling of belonging and attachment to the company. Rubinstein and Parmelee (1992) state that social interactions and individual experiences are crucial elements which cause feelings of personal attachment to a place. According to Moore and Graefe (1994) attachment to a place usually forms after visiting at least one time or more, although it might sometimes happen before that. According to Halpenny (2006), attachment may have formed prior to the individual's first visit to the place. This could be via information they have heard about the place from friends, family, or mass

media. Line et al. (2018) showed that pleasant perceptions of the environment will cause a feeling of belonging and attachment to the company.

Given this approach, store attachment refers to a cognitive/affective bond or link that individuals form with the store (Alexandris et al., 2006; Hidalgo & Hernandez, 2001; Jang, Kim, et al., 2015). Social and physical manifestations of manageable environments such as a store's internal environment, which can be designed and controlled by managers and employees, are inseparably linked (Chang, 2016; Line et al., 2018; Terblanche, 2018). Thus, studies have posited that place attachment can have both physical and social connections that affect the sense of place and self (Gu & Ryan, 2008).

Environmental psychology literature notes that features of physical environments can be used as tangible cues by customers to make judgments (Jang & Namkung, 2009). Many empirical studies have confirmed customers' emotional/physiological, as well as cognitive, responses to a wide range of physical environments (Han & Ryu, 2009; Lin & Liang, 2011; Sherman et al., 1997; Wakefield & Baker, 1998). In particular, customer beliefs and perceptions are formed as emotional, physical, and cognitive responses to a store's physical environment (Bitner, 1992; Han & Ryu, 2009). The physical environment can communicate with customers in the form of nonverbal communication which affects their cognitive judgements (Rapoport, 1982). For example, environmental (visual and non-visual) clues in a store are able to transmit messages to customers. That is, these environmental clues influence customers' potential beliefs or perceptions about physical environments in the store which are entertaining and pleasurable, or unpleasant (Bitner, 1992). In a store, several environmental cues can affect customers' cognitive beliefs (Han & Ryu, 2009). For example, a store's physical environment may enhance a customer's shopping experience and their expectations about the store. The physical environment can

help customers in the process of decision-making and make the shopping or service process easier by providing them with information about price, promotion, quality etc.

In addition, previous empirical studies have supported the positive relationship between the physical environment and affect, which consequently can influence customer behaviour (Chang, 2016; Jang et al., 2018; Jani & Han, 2015; Terblanche, 2018). Customers in a service/store environment are interested in an entertaining or pleasurable atmosphere to boost their shopping experience (Raajpoot, 2002; Ryu, 2005). The physical environment of a store can create positive or even negative experiences that form customer emotions (Babin, Darden, & Babin, 1998; Burns & Neisner, 2006; Morrison & Beverland, 2003). That is, the physical environment can generate a series of affective reactions in customers (e.g., attachment and satisfaction) (Babin et al., 1998; Burns & Neisner, 2006; Tsai & Huang, 2002). Accordingly, the logic underlying the link between the physical storescape stimuli and customer attitudes (i.e., store attachment and customer satisfaction) puts forth the following hypothesis:

H3. Physical storescape positively affects customer store attachment.

H4. Physical storescape positively affects customer satisfaction.

Research on emotional contagion suggests that employees' expression of emotions can create a linked emotional state in customers (Pugh, 2001; Tsai & Huang, 2002). Hence, in addition to physical stimuli, social stimuli can influence customer experiences and attitudes (Bitner, 1992; Nilsson & Ballantyne, 2014; Rosenbaum & Massiah, 2011). For example, it is reported that when individuals are exposed to smiling or frowning images, they show similar facial expressions (McHugo, Lanzetta, Sullivan, Masters, & Englis, 1985). Customers feel more positive emotions when service employees make them welcome by offering extended greetings, smiling, increased eye contact and displays of

gratitude (De Nisco & Warnaby, 2014; Pugh, 2001). Studies have also shown a positive relationship between sales employees' positive affective and customers' positive experience and emotions (Tsai & Huang, 2002). Emotions are contagious and can unconsciously flow between employees and customers during interactions (Dolan, 2002; Lin & Liang, 2011). Accordingly, the logic underlying the link between social storescape stimuli and customer affective attitudes (i.e., store attachment and customer satisfaction) put forth the following hypothesis:

H5. Social storescape positively affects customer store attachment.

H6. Social storescape positively affects customer satisfaction.

2.8.2.3. Customer attitudes and customer citizenship behaviour

In consumer behaviour literature, there is a consensus that attitudes (cognitive and emotional) impact behaviour (Jang & Namkung, 2009; Kim & Moon, 2009; Lee, Lee, Lee, & Babin, 2008). For example, in investigating the relationship between atmospherics, consumption emotions and customer behaviour in a restaurant setting, Jang and Namkung (2009) indicated the mediating role of emotions in the connection between physical factors and consumers' future behaviour. Kim and Moon (2009) also found that feelings of pleasure had a positive influence on customer intentions. The underlying assumption for most of the previous behaviour research about attitude is that behavioural reactions are indirectly influenced by cognitive and affective evaluations (e.g. place attachment and customer satisfaction) (e.g., Kumar & Kim, 2014; Law et al., 2012; Zhang, Kim, & Goodsir, 2019). Thus, attitudes which are formed through personal experiences are more likely to predict behaviour (Fazio, Powell, & Williams, 1989; Grace et al., 2015). In the last decade, several studies have focused on the attachment concept because it has been confirmed that customer behavioural intentions such as word of mouth and customer loyalty have been critically influenced by attachment (Kim et al., 2017; Loureiro, 2014;

Yuksel et al., 2010). Some studies have examined antecedents of attachment (Alexandris et al., 2006; Kyle, Graefe, Manning, & Bacon, 2004; Line et al., 2015), and others have examined the variables which are influenced by attachment such as repurchase intentions, loyalty and word of mouth (Alexandris et al., 2006; Brocato, Baker, & Voorhees, 2015; Hyun & Kim, 2014).

Previous research findings demonstrate the impact of place attachment on customer behaviour, they also confirmed that customers with high emotional attachment to an environment show greater commitment to, and have a sustainable relationship with, that environment (Brocato et al., 2015; Carroll & Ahuvia, 2006; Line et al., 2015; Thomson, MacInnis, & Park, 2005).

Customer satisfaction is fundamental to the marketing concept because meeting customer needs has a key role in creating customer loyalty. Indeed, satisfaction is one of the most important variables that affects customer loyalty (Castañeda, Rodríguez, & Luque, 2009). Satisfied customers usually have less reseaons to switch the product or store, while unhappy customers are more likely to look for substitutions from competitors and switch the store or products (Anderson & Srinivasan, 2003). On the other hand, a higher level of customer satisfation is often linked to repeated purchases, less price sensitivity, more engagement in positive word-of-mouth and recommendations, and higher probability to stay loyal (Chen & Wang, 2009).

Studies have shown the impact of customer satisfaction on loyalty (Bei & Chiao, 2001; Brunner, Stöcklin, & Opwis, 2008; Han & Ryu, 2009; Picón et al., 2014; Thaichon & Quach, 2015). For instance, the literature on consumer behaviour confirms that satisfied customers are more likely to repeat purchase goods and services, and show more loyalty compared with unsatisfied customers (Thaichon & Quach, 2015). Yoo and Park (2014)

found that customer loyalty is significantly affected by their satisfaction with online shopping in the luxury market. Further, the findings of Han and Ryu (2009) revealed, in a service context, there is a significant and positive relationship between customer satisfaction and loyalty to restaurants. Therefore, it can be concluded that satisfaction is one of the major antecedents of customer loyalty and an inseparable element in the customer loyalty process (Brunner et al., 2008; Han & Ryu, 2009). Based on the previous discussion (above), customers who show higher levels of satisfaction and attachment to the store are motivated to maintain their relationship with it (Curras-Perez & Sanchez-Garcia, 2016; Fedorikhin, Park, & Thomson, 2008; Line et al., 2015). Furthermore, attachment to a place may encourage customers to maintain a close relationship to that place, hence the positive cognitive and emotional states of a customer in a specific environment could affect their behaviour (Alexandris et al., 2006; López-Mosquera & Sánchez, 2013; Yuksel et al., 2010). According to Yuksel et al. (2010), individuals' positive emotions about a place are enhanced through their experiences and subsequently positively influence individuals' evaluation and their behavioural intentions towards that place. Moreover, some studies have found that customers with a high attachment feeling tend to assist the company by sharing positive information about the store with others and persuade them to patronise the firm (Curras-Perez & Sanchez-Garcia, 2016; Kim et al., 2017; Line et al., 2015; Rosenbaum & Montoya, 2007). Customers who are attached to the firm feel a sense of pride in frequently visiting the location and tend to tell others about the company (Curras-Perez & Sanchez-Garcia, 2016; Line et al., 2015). Therefore, it is predicted that store attachment and customer satisfaction will encourage customers to stay loyal to the store (Line et al., 2015). Thus, it can be hypothesised that:

H7. Store attachment positively influences customer loyalty.

H8. Customer satisfaction positively influences customer loyalty.

According to the attitudinal perspective of loyalty, loyalty is an individual psychological state that may be formed under the influence of company strategies. Customers may freely stay loyal to the company/store based on benefits they receive from the company/store (Caruana, 2003). The main idea of this approach is that positive attitudes towards the company are the prerequisite of real loyalty. A positive attitude towards a company or store is precisely what ensures extra-role behaviour in the future.

Several research findings demonstrate that loyal customers exhibit extra-role behaviours towards the company (Anaza & Zhao, 2013; Bartikowski & Walsh, 2011; Bove et al., 2009). Previous studies have frequently found loyalty encourages positive endorsements and customer behaviour, regardless of the type of loyalty. For instance, according to Bove et al. (2009), personal loyalty to service employees, including customers' attitudinal loyalty and exclusive patronage, directly influenced customer citizenship behaviour. Eid (2015) found that both customer satisfaction and customer loyalty have a positive influence on customer retention. Furthermore, Bartikowski and Walsh (2011) confirmed the effect of customer loyalty on customer citizenship behaviour could be defined as helping the company and other customers. Anaza and Zhao (2013) also confirmed the effect of customer loyalty on customer citizenship behaviour comprising recommendation, helping behaviour and service firm facilitation. Given this, it can be hypothesised that:

H9. Customer loyalty positively affects customer citizenship behaviour.

2.8.2.4. The mediating role of customer attitudes (store attachment, satisfaction and loyalty)

Drawing on the literature, the conceptual model (Figure. 2.1) suggests a mediating role of customer attitudes in the relationship between storescape and customer citizenship behaviour. Social Exchange Theory has been the dominant theoretical foundation used to explain the concept of extra-role behaviours such as citizenship behaviours (Bove et al., 2009; Chan et al., 2017; Organ, 1990). Resource Exchange and Social Exchange Theories predicts that individuals will usually direct more reciprocation effort towards the beneficial resources that they receive than to non-beneficial resources (Cook et al., 2013; Yi et al., 2013). Therefore, when individuals feel they get better service or resource benefits from others or a company, they will direct their citizenship activities towards them (Anaza & Zhao, 2013; Keh & Xie, 2009; Yi et al., 2013). In fact, higher levels of customer cognitive and affective reactions towards the company (i.e., positive feelings and perceptions) increase a customer's likelihood to show behavioural intentions that benefit the company (Anaza & Zhao, 2013; Keh & Xie, 2009; Lin & Worthley, 2012; Verleye, Gemmel, & Rangarajan; Yi et al., 2013).

The relationship between service/store environmental factors and cognitive and affective reactions are well documented in the literature (Kaltcheva & Weitz, 2006a; Kueller & Mikellides, 1993; Valdez & Mehrabian, 1994). Although Resource Exchange Theory can explain the effect of environmental factors on behaviour, the mechanism of these effects is not clearly articulated. The SOR model proposes the mediating effect of attitudes as organism in the relationship between environmental factors and behaviour. As environmental factors are external to customers, they can shape both cognitive and affective attitudes which can lead to the manifestation of a specific behaviour. According to environmental psychologists, people's feelings or emotions influence what they do and

how they do it (Donovan et al., 1994; Kim & Moon, 2009). Several researchers argue that service/store environmental factors plays a vital role in forming cognitive and emotional evaluations which lead to behavioural reactions such as repurchase, word of mouth, customer engagement, patronage intention and the like (Ballantine, Jack, & Parsons, 2010; Kim & Moon, 2009; Lundkvist & Yakhlef, 2004; Wu et al., 2013).

Therefore, according to the SOR model and Resource Exchange theory, when stores directly or indirectly provide resources to customers through their physical environment (e.g. service resources such as suitable design and decoration, lighting and colour, providing amenity for convenience and comfort and signage and self-service technology) and social environmental factors (e.g. relational and social support resources), this could influence customer attitudes (store attachment and satisfaction). Then, customers who are satisfied or attached to the company, display loyalty to show more efforts towards the company as a reciprocal payment for benefits which were received from the company in the past (Anaza & Zhao, 2013; Bettencourt, 1997). Thus, it can be hypothesised that:

H10a&b. Store attachment and customer loyalty mediate the relationship between (a) physical storescape (b) social storescape and customer citizenship behaviour.

H11a&b. Customer satisfaction and loyalty mediate the relationship between (a) physical storescape (b) social storescape and customer citizenship behaviour.

2.8.2.5. The moderating role of customer cognitive attitudes (perceived product quality and perceived price fairness)

Many scholars agree that variables such as perceived price (Graciola, De Toni, de Lima, & Milan, 2018; Han & Ryu, 2009; Oh, 2000; Ryu & Han, 2010) and perceived quality (Hallak, Assaker, & El-Haddad, 2018; Hui & Bateson, 1991; Ryu & Han, 2010; Yuan & Jang, 2008) are the main antecedents of customer behaviours. When customers consider

the price of a product/service as fair and reasonable, their satisfaction will increase relative to product/service quality (Ryu & Han, 2010; Zietsman, Mostert, & Svensson, 2019). Price is one of the main factors in customer experience evaluation with a product which tends to shape customer attitude towards a company/store (Alford & Biswas, 2002; Bei & Chiao, 2001; Jeng & Lo, 2019; Ryu & Han, 2010). For instance, Han and Ryu (2009) investigated the antecedents of customer behaviour and found that perceived price fairness/unfairness significantly influence customer behavioural intentions. Moreover, Ryu and Han (2010) indicated that customers' perception of reasonable price plays a moderating role in the relationship between physical environment stimuli and customer attitudes. On the other hand, the impact of perceived quality on customer attitudes and behaviours are demonstrated by several studies (Hooper et al., 2013; Jang & Namkung, 2009; Muskat, Hörtnagl, Prayag, & Wagner, 2019; Su et al., 2016). Scholars have found that customers' behavioural intentions are directly affected by perceived quality (Hooper et al., 2013; Jang & Namkung, 2009; Ryu et al., 2012; Su et al., 2016). Furthermore, several studies demonstrate increases in service/product quality levels drive a rise in satisfaction (Başarangil, 2018; Bei & Chiao, 2001; Cronin et al., 2000; Ryu & Han, 2010). Overall, studies revealed the dominant role of perceived product quality on customer satisfaction and behaviour (García-Fernández et al., 2018; Kim & Moon, 2009; Muskat et al., 2019; Ryu & Han, 2010). Customer perceptions of service/product quality and price fairness are equally important in influencing satisfaction (Bei & Chiao, 2001; Kassim & Abdullah, 2010; Kemp, Williams, Min, & Chen, 2019; Su et al., 2016). Hence, through theoretical and empirical support, it can be deduced that perceived product quality and perceived price fairness are significant drivers of customer attitudes (Dawi, Jusoh, Streimikis, & Mardani, 2018; Han & Ryu, 2009; Muskat et al., 2019; Ryu & Han, 2010).

Several studies have been conducted on the impact of service/store environmental factors on cognitive and affective reactions (customer attitudes) confirming that attitudes are impacted by environmental stimuli (Baker et al., 2002; Hanaysha, 2016; Hooper et al., 2013; Jani & Han, 2015; Ryu et al., 2012). Moreover, research studies examined the mediating role of cognitive and affective reactions in the relationship between service/store environmental factors and customer behaviour (Kim & Moon, 2009; Kumar & Kim, 2014; Vieira & Torres, 2014; Wu et al., 2013; Xiang et al., 2016). Although, according to the aforementioned research, there is no doubt that cognitive and affective reactions are influenced by environmental factors, some cognitive evaluations such as perceived product quality and perceived price fairness seem not to be influenced by in-store environmental factors. For instance, Han and Ryu (2009) found a significant link between the physical environment and price perception, however, Baker et al. (2002) did not fully support this relationship. Baker et al. (2002) examined the effect of the physical (i.e., store design perception and ambient factors) and social environment on customers' cognitive attitude (i.e., perceived price). The findings of their study show that although store design perception had a significant effect on perceived price, the effects of social and ambient factors on perceived price were not confirmed.

The effect of store environment on cognitive attitudes such as perceived product quality and perceived price fairness, has not been confirmed strongly in the literature. However, as mentioned earlier, these cognitive attitudes which are related to quality and price perception can affect customers' affective attitudes such as satisfaction and store attachment. Attitudes can be shaped based on the combination of all three components (cognitive, affective and behavioural), however; the mechanisms of combining the three elements can be different (Chang et al., 2011; Kim & Moon, 2009; Petty, DeSteno, & Rucker, 2001). Some cognitive attitudes, especially attitudes about price and quality, can

be antecedents of affective attitudes (Kim et al., 2017; Lee & Yun, 2015; Ryu & Han, 2010; Su et al., 2016). Perceived product quality and perceived price fairness can contribute to shaping affective attitudes including customer satisfaction and store attachment, and therefore they can moderate the connection between store environmental stimuli and customer attitudes. Given this, it can be hypothesised that:

H12a&b: Perceived product quality moderates the effect of (a) physical storescape (b) social storescape on customer store attachment.

H13a&b: Perceived product quality moderates the effect of (a) physical storescape (b) social storescape on customer satisfaction.

H14a&b: Perceived price fairness moderates the effect of (a) physical storescape (b) social storescape on customer store attachment.

H15a&b: Perceived price fairness moderates the effect of (a) physical storescape (b) social storescape on customer satisfaction.

2.8.2.6. The moderating role of employee CB-C

Social exchange is an appropriate theoretical foundation to explain the relationship between extra-role behaviours such as citizenship behaviours and loyalty (Chan et al., 2017). Social Exchange Theory suggests that the relationships between individuals (e.g. employee and employee, employee and the customer) and companies will be enhanced based on the exchange of their resources, so when individuals receive valuable resources from others, they try to reciprocate (Blau, 1964). Given the focal notion of this theory, namely reciprocal reinforcement, individuals act to benefit others because they expect to receive a valued response (Emerson, 1976). Management scholars applied Social Exchange Theory to explain employees' organisational behaviours. In fact, studies on employee extra-role behaviours such as citizenship behaviours and engagement utilised Social

Exchange Theory (Chan et al., 2017; Gupta et al., 2017; Jain et al., 2012; Reader, Mearns, Lopes, & Kuha, 2017; Snape & Redman, 2010). For example, in a study based on Social Exchange Theory, Jain et al. (2012), demonstrated that employee citizenship behaviour promotes customer volunteerism and loyalty in the service industry.

Drawing on Social Exchange Theory, several studies examined antecedents and consequences of employee citizenship behaviour and customer citizenship behaviour (Anaza, 2014; Bove et al., 2009; Garba, Babalola, & Guo, 2018; Reader et al., 2017). For instance, Bove et al. (2009) show benevolence behaviour of service employees are positively influenced by customer citizenship behaviour. Jain et al. (2012) also indicated that service-oriented citizenship behaviour has a positive effect on customer loyalty. Moreover, Chan et al. (2017), adopting reciprocity norm of Social Exchange Theory, confirmed that organisational citizenship behaviour is a prominent factor which influences customer citizenship behaviour. Thus, when customers observe the citizenship behaviours of a company's employees, customers feel satisfied and valued and then act to reciprocate and protect the social exchange by displaying extra-role behaviour towards the employee or where the employee works (Bharadwaja, Lee, & Madera, 2018; Blau, 1964; Chan et al., 2017; Deckop, Cirka, & Andersson, 2003).

Hypothesis 9 proposes a positive relationship between customer loyalty and customer citizenship behaviour. It should be noted that not every loyal customer necessarily shows citizenship behaviour. They can stay loyal and keep visiting and shopping at the store without performing customer citizenship behaviour. Thus, it is expected that exhibiting customer citizenship behaviour, which is discretionary and beyond the formal lines of the expected role (Bharadwaja et al., 2018; Bove et al., 2009), requires other factors. Therefore, this study suggests that if a loyal customer perceives employee

citizenship behaviour towards customers, in line with Social Exchange Theory, they are more likely to show extra-role behaviour such as customer citizenship behaviour. Therefore, the discussions above result in the following hypothesis:

H16: Employee CB-C moderates the effect of customer loyalty on customer citizenship behaviour.

2.8.2.7. The moderating role of store type

As elaborated in Chapter 1, given the importance of the retail industry in Australia as the second largest employing industry and the important role of retailers such as department stores (DS) and discount department stores (DDS) in the retail sector, several studies have focused on department store and discount department stores separately (Bloemer & De Ruyter, 1998; Donovan et al., 1994; Jacobs et al., 2010; Vitorino, 2012). Department stores and discount department stores can be considerd competitors because they broadly provide many similar product categories. To increase their market share and competitive advantage, department stores and discount department stores use various strategies such as different pricing strategies, varying levels of store shopping experience and different shopping environments.

Some studies have demonstrated that 'pleasantness' experienced within a retail store environment affects customer attitudes and behaviours (Chang, 2016; Lin & Mattila, 2010; Roy, 2018). For example, Donovan et al. (1994) demonstrated that feelings of pleasure resulting from exposure to store environments appears to be a strong cause of some of customer behaviours such as spending extra time and spending more money in the store. Fiore et al. (2000) confirmed that the conscious design of the store environment, music, and lighting may enhance sensory pleasure. These findings confirm that the existence of a pleasant store environment may contribute to the sensory experience.

Further, Lin and Mattila (2010) and Chang (2016) examined how servicescapes of the physical environment (e.g., the interior layout and design, lighting, temperature, color of the walls and floors, music and convenience level) and service encounters with employees had an equal effect on customers' pleasurable experience.

Therefore, it is believed that department stores and discount department stores can increase their compeditive advantage through creating a pleasant shopping experience by differentiating their shopping environment. Department stores invest more in the physical environment (Vitorino, 2012), so it is expected that department store environments will induce more satisfation among customers. However, the Australian Bureau of Statistics (2019) reported that the turnover of department stores showed a decrease compared with discount department stores which have performed well in the same period (over the five years from 2014 to 2019).

These points highlight the necessity of investigating department stores and discount department stores in two different contexts. As department stores and discount department stores adopt different strategies for their physical and social environments, the effect of their storescape on customer attitudes will be different. Therefore, the type of store (DS vs. DDS) is considered as a moderator in the relationship between physical and social storescape and customer attitude and behaviour. This study poses the following hypothesis:

H17a&b: Type of store moderates the relationship between (a) physical storescape (b) social storescape and customer store attachment.

H18a&b: Type of store moderates the relationship between (a) physical storescape (b) social storescape and customer satisfaction.

A summary of the research hypotheses is presented in Table 2.1.

Table 2.1. Summary of the research hypotheses

Hypotheses	
H1	Physical storescape positively affects CCB.
H2	Social storescape positively affects CCB.
H3	Physical storescape positively affects store attachment
H4	Physical storescape positively affects customer satisfaction
H5	Social storescape positively affects store attachment
H6	Social storescape positively affects customer satisfaction
H7	Store attachment influences positively customer loyalty.
H8	Customer satisfaction influences positively customer loyalty.
H9	Customer loyalty positively affects CCB.
H10a&b	Store attachment and customer loyalty mediate the relationship between (a) physical storescape (b) social storescape and CCB.
H11a&b	Customer satisfaction and loyalty mediate the relationship between (a) physical storescape (b) social storescape and CCB.
H12a&b	PPQ moderates the effect of (a) physical storescape (b) social storescape on store attachment.
H13a&b	PPQ moderates the effect of (a) physical storescape (b) social storescape on customer satisfaction.
H14a&b	PPF moderates the effect of (a) physical storescape (b) social storescape on customer store attachment.
H15a&b	PPF moderates the effect of (a) physical storescape (b) social storescape on customer satisfaction.
H16	Employee CB-C moderates the effect of customer loyalty on CCB.
H17a&b	Type of store moderates the relationship between (a) physical storescape (b) social storescape and customer store attachment.
H18a&b	Type of store moderates the relationship between (a) physical storescape (b) social storescape and customer satisfaction.

Note: CCB = Customer Citizenship Behaviour, β= Coefficient, PPQ = Perceived Product Quality, PPF = Perceived Price Fairness, Employee CB-C = Employee Citizenship Behaviour towards Customer.

2.9. Chapter summary

This chapter provided a discussion of storescape and customer citizenship behaviour. The chapter commenced with an explanation of the SOR model as a foundation for the conceptual model of this study. The chapter then presented a review of the literature on storescape and its dimensions. A detailed review of the extant literature on some of the customer attitudes influencing the relationship between storescape and customer citizenship behaviour was then provided, followed by affective attitudes (store attachment, customer satisfaction and customer loyalty) and cognitive attitudes (perceived product quality and perceived price fairness). The chapter also provided a detailed review of the extant literature on the customer citizenship behaviour and the role of employee citizenship behaviour towards customers. This was followed by a detailed discussion of Social and Resource Exchange Theories, a review of their application in the literature, and a justification for their suitability as the theoretical foundation for this research. The chapter concluded with a presentation of the conceptual model for the study and hypotheses development. The thesis now proceeds with Chapter 3, which provides a detailed explanation of the methodology used in the research.

CHAPTER 3: METHODOLOGY

3.1. Introduction

This chapter outlines the methodological approach and procedures that were employed to test the hypotheses in this study. Specifically, the chapter describes the research approach and design, the research population and sample characteristics, the survey instrument and the data collection procedures. The chapter continues with a discussion of the ethical considerations of the study and a chapter summary is provided.

3.2. Research approach and design

As discussed in earlier chapters, customer citizenship behaviour is recognised as an important factor in a company's success as it creates positive word of mouth amongst customers, as well as other outcomes. The main objective of this study is to describe and explore the nature of the relationship between the physical and social store environment (storescape) and customer citizenship behaviour in a retail context, specified in this study as department stores and discount department stores. The mediating role of customers' affective attitudes (i.e., customer satisfaction, store attachment, and customer loyalty) and the moderating role of customers' cognitive attitudes (i.e., perceived price fairness and perceived product quality), employee citizenship behaviour toward customer (employee CB-C) and store type (department store and discount department store) are also examined.

As the study aimed to provide a detailed picture of the mechanisms and also the dynamics of cause-effect relationships (Neuman, 2014), a descriptive research approach was employed to fulfil this research objective. The aim of descriptive research as a type of enquiry is to examine a situation by describing important factors associated with that

situation, such as demographics, events, experiences, attitudes, behaviours, and knowledge. In order to estimate the study parameters in a population and to determine the associated relationships, descriptive studies are used (Kelley, Clark, Brown, & Sitzia, 2003; Parylo, 2012).

Further, as generalisability of the results is important here, a quantitative approach was employed in the present research. To do so, the study variables were quantitatively measured using a sample drawn from the study population. When researchers aim to respond to research questions requiring numerical data, a quantitative approach can be suitable (Williams, 2007).

To examine the relationship between variables in the study a cross-sectional online survey method was employed as the means of data collection (Nieswiadomy & Bailey, 2017). A survey method is the most common type of method in social science research areas such as psychology, management and commerce (Kelley et al., 2003). The term 'survey' refers to methods which emphasize quantitative data relying on a relatively large sample of people drawn from a population of interest. Surveys focus on collecting data from the sample in line with the study purpose (Fowler Jr, 2013; Kelley et al., 2003).

Survey research designs have several advantages (Kelley et al., 2003; Walliman, 2017). Determining the characteristics of a population from a large sample is one of the major advantages. With this method, data are collected by means of a questionnaire or interviews and in a standardized form. To provide a 'snapshot' of how things are at a specific time, this type of research is employed (Fowler Jr, 2013). Furthermore, in survey research designs, participants are generally not allocated into groups to vary the 'treatment' they receive. Survey methods are also appropriate to produce data based on real-world observations (Guthrie, 2010; Kelley et al., 2003).

Drawing on above, the current research therefore aims to make inferences about the wider population, using information from a sample of individuals. Study conditions were not manipulated by the researcher indicating a non-experimental design (Babbie, 2013; Neuman, 2014).

3.3. Sample frame and characteristics

The population of the study was department store and discount department store customers in Australia who had shopped in-store during the month prior to data collection. Sample size is considered critical for structural equation modelling, which this study employs. Indeed, a criterion has been proposed of a sample size of at least 200 (Bentler & Chou, 1987; Hair, Black, Babin, Anderson, & Tatham, 2006). Kaden (2006) also suggested that a robust sample size for most marketing research is about 300. In the current study, the required sample size took into account two issues. First, previous relevant consumer behaviour studies have used sample sizes between 300 and 450 (Han & Ryu, 2009; Jang, Kim, et al., 2015; Keh & Xie, 2009; Ryu & Han, 2010; Ryu & Jang, 2007; Su et al., 2016). In a quantitative study, researchers aim to generalise the results of the sample to the wider population, employing a legitimate sample size to gain an accurate picture of a population (Babbie, 2013). Second, according to sample size determination (Krejcie & Morgan, 1970), for a population size over 1,000,000, a sample size of 384 is appropriate (see Appendix A).

Considering the possibility of unusable responses in survey research, in this study, a total sample size of 415 was targeted, made up of customers who had shopped at least once in a department store (i.e., Myer, David Jones, and Harris Scarfe) or discount department store (i.e., Big W, Kmart, Best & Less, and Target) in Australia during the month prior to data collection. Sampling continued until the desired sample size was

obtained, and a relatively similar quota of department store and discount department store shoppers was obtained. There were 415 usable questionnaires returned and used for data analysis. There were 205 customers of department stores including Myer: 124, David Jones: 46, and Harris Scarfe: 35. There were 210 customers of discount department stores including Big W: 61, Kmart: 102, Best & Less: 16, and Target: 36. Table 3.1 shows the participants' characteristics.

Table 3.1.

Participants' characteristics

	N	%		n	%
Store type			**Gender**		
Department store	205	49.4	Male	204	49.2
Discount department store	210	50.6	Female	211	50.8
Level of education			**Age**		
Did not complete high school to year 10	10	2.4	18 – 24	37	8.9
Completed high school to year 10	31	7.5	25 – 34	74	17.8
Completed high school to year 12	69	16.6	35 – 44	82	19.8
Trade qualifications or apprenticeship or			45 – 54	78	18.8
TAFE Certificate/Diploma	115	27.7	55 – 64	69	16.6
Bachelor's Degree (incl. Honours)	138	33.3	65+	75	18.1
Coursework Postgraduate Certificate, Diploma or Master's Degree	37	8.9			
Research Master's Degree or PhD	15	3.6			
Annual Income			**States**		
AU$24,999 and under	26	6.3	Australian Capital Territory	9	2.2
AU$25,000-AU$49,999	66	19.5	New South Wales	130	31.3
AU$50,000-AU$74,999	61	14.7	Northern Territory	4	1
AU$75,000-AU$99,999	83	20	Queensland	64	15.4
AU$100,000-AU$124,999	44	10.6	South Australia	37	8.9
AU$125,000-AU$149,999	34	8.2	Tasmania	12	2.9
AU$150,000 and over	43	10.4	Victoria	120	28.9
Do not wish to disclose	58	14	Western Australia	39	9.4

As presented in Table 1, 49.4% of the respondents were department store customers and 50.6% of the respondents were discount department store customers. Of the respondents, 49.2% were male and 50.8% were female. The most common level of education amongst respondents was a bachelor's degree (138 people), and only 10 respondents didn't complete high school to year 10. In all, 45.8% respondents had graduated from a university. The mean age of respondents was 47.15 years, with the most common age group being between 35 and 44 (82 people) and the least common between 18 and 24 (37 people).

Of the 415 participants in the current study, respondents from the ACT and Northern Territory had the lowest number of participants (3.2%), and respondents of New South Wales and Victoria, with 60.2 per cent, had the most participants. This is in keeping with the relative proportion of people who reside in the Australian states and territories according to the last census. Approximately a third of respondents (29.2 per cent) had an annual income over $100,000 and 56.8 per cent of respondents had an income under $100,000. There were 14 per cent of respondents who did not wish to disclose their income.

3.4. The survey instrument

As stated in previous sections, the research involved the administration of a survey of perceptions of physical and social store environment factors, in this study called storescape; customer affective attitudes including customer satisfaction, store attachment and customer loyalty; customer cognitive attitudes such as perceived price fairness, perceived product quality, and finally extra-role behaviours including employee citizenship behaviour towards the customer and customer citizenship behaviour. Customers' demographics were also collected. The survey was thus designed to measure customer

attitudes and behaviours. The survey consisted of measurement items adopted from previous research, all validated in the literature. The study utilised an online self-administered questionnaire to collect quantitative data on the nine variables.

The survey was divided in three sections. The first section consisted of an information sheet for participants (see Appendix B), which guaranteed confidentiality and anonymity. In this section, the researcher invited responders to participate in a study of customers' attitudes towards store environment and service within department stores and discount department stores. Information was then provided about the purpose of the study, why participants were invited to participate, the possible benefits and risks from participation in this study, what will happen to the information when this study is over, and how the results of the study will be published.

The second section consisted of 40 questions (some with multiple sub questions) related to the research variables, divided into sections as follows (see Appendixes C to F):

- Questions 1-10: physical and social store environment (i.e., storescape)

- Questions 11-19: store attachment

- Questions 20-22: customer satisfaction

- Questions 23-25 customer loyalty

- Questions 26-34: customer citizenship behaviour

- Questions 35-38: employee citizenship behaviour towards the customer

- Questions 39 with 5 alternatives: perceived price fairness

- Questions 40 with 3 alternatives: perceived product quality

The third section related to descriptive information on the demographic characteristics of the participants reported above in Section 3.3 (see also Appendix G). Each of the research variables is explained over the following sections.

3.4.1. Storescape

Storescape was measured using two sub-dimensions: physical and social storescape. Items used by Chang et al. (2011) were adapted to measure the physical store environment, with five items included. The social store environment was also measured by five items, adapted from Kumar and Kim (2014). The items asked respondents to evaluate store environment characteristics on a seven-point Likert-type scale (1 = strongly disagree to 7 = strongly agree). An example of a question to evaluate physical storescape is, "This store is a pleasant place for shopping". An example of a question to evaluate social storescape is, "There are enough employees in the store to serve customers" (see Appendix C).

3.4.2. Store attachment

Store attachment was assessed on two sub-dimensions: store dependence and store identity. Four items used by Loureiro (2014) were adapted to measure the store dependence. An example item for dependence is, "Shopping in this store is more important to me than shopping in any other store". Store identity was measured using five items adapted from Jang, Kim, et al. (2015). An example item is, "Shopping in this store says a lot about who I am". The items asked respondents to evaluate store attachment on a seven-point Likert-type scale (1 = strongly disagree to 7 = strongly agree), shown in Appendix D.

3.4.3. Customer satisfaction

Customer satisfaction was assessed using three items from Ryu et al. (2012). A seven-point Likert-type scale from 1 (strongly disagree) to 7 (strongly agree) was used to measure the

items. An example item to evaluate customer satisfaction is, "I am very satisfied with my overall experience at this store" (see Appendix D).

3.4.4. Customer loyalty

Three items were used to measure customer loyalty based on Bartikowski and Walsh (2011). A seven-point Likert-type scale from 1 (strongly disagree) to 7 (strongly agree) was used to measure the items. An example item to evaluate customer loyalty is, "I will certainly remain a customer of this store" (see Appendix D).

3.4.5. Customer citizenship behaviour

The customer citizenship behaviour construct included three subdimensions with three items for each subdimension: advocacy, feedback and tolerance. Items were adapted from Revilla-Camacho et al. (2015). An example item to evaluate advocacy is, "I say positive things about this store and its employees to others". An example item to evaluate feedback is, "When I receive good service from the employees I comment on it to them". An example item to evaluate tolerance is, "If an employee makes a mistake during service delivery I am willing to be patient" (see Appendix E).

3.4.6. Employee citizenship behaviour towards the customer

Employee citizenship behaviour towards the customer items were adapted from Chan et al. (2017). Three items were included in the questionnaire. An example item is, "Employees of this store help me with problems beyond what is expected or required" (see Appendix E).

3.4.7. Perceived price fairness

Perceived price fairness was assessed using five sematic differential alternatives from Oh (2000). An example item is, "Product prices in this store are: Unfair to Fair" (see Appendix F).

3.4.8. Perceived product quality

Perceived product quality was assessed using three sematic differential alternatives from Oh (2000). An example item is "The product quality in this store are: Inferior to Superior" (see Appendix F).

3.5. Data collection procedure

Data for this study was collected using an online questionnaire through an online research panel provider: Survey Sampling International (SSI) (http://www.surveysampling.com/). Online research panel providers are a very common source for obtaining commercial, policy/political and academic research data, as they can collect a range of additional information about participants in the form of demographics and consumption behaviour and are able to pre-screen participants according to the needs of the research (Callegaro et al., 2014). Panel members agree to receive invitations to participate in research and make an informed decision as to whether they then take up the invitations they receive (which are limited for each panel list). Panel member information is collected according to the applicable industry standards – in Australia, this is "the Code of Professional Behaviour set by the Australian Market and Social Research Society".

As discussed earlier, one of the main advantages of administering online surveys is that it is possible to collect data from many people at the same time, which is less expensive and consumes less time than other data collection methods (Kelley et al., 2003). In addition, this method is suitable because respondents have enough time to answer the survey and can answer the survey whenever they wish without disturbance.

To start the process of data collection, the online research panel provider sent an email to members of their panel and explained why they received the email and included a

link for the survey. The survey included an information sheet about the research purpose (as stated earlier). Respondents were screened according to whether they had shopped in a department or discount department store in the month prior to taking the survey, and if so, they were asked to name the store.

Participants were informed that their anonymous responses would be kept confidential and only used for the purposes of this particular study and that their participation in the study was entirely voluntary. Participants could withdraw from taking part in the survey until the submission of the survey; given that data was non-identifiable, it was not possible to remove a specific survey response after submission. If participants left the survey without submitting, associated data were deleted and not saved.

In the first stage of the survey process, the online research panel provider collected a range of information about participants including the type of store where they shopped, namely a department store and/or discount department store. The next stage screened participants according to the history of their shopping and only participants who had experience shopping in a department store and discount department store during the month prior to taking the survey were recruited. Panel members who met these criteria were invited to participate and complete the survey. The online panel also collected a range of additional information about participants in the form of demographics. The final survey was piloted on 80 panel members with there being no feedback that necessitated any changes.

3.6. Ethical considerations

The study protocol was approved by the University of Tasmania's Human Ethics Research Committee (approval number H0017423). As stated above, an information sheet was included in the survey package highlighting the nature of the study and the instructions for

completing and submitting the survey. Through the information sheet, participants were assured of confidentiality and anonymity with their participation. Participants could withdraw from taking part in the survey until the submission, given that the data was non-identifiable. If participants left the survey without submitting, any associated data within that survey was deleted and not saved. The contact details of the researchers and the Human Ethics Research Committee were provided to participants if they had questions or concerns about the research. The researchers and the University's Human Ethics Research Committee did not receive any contact in this regard.

3.7. Chapter summary

This chapter outlined the research approach and design, study population and sample frame and characteristics, the survey instrument (include 40 questions about 8 research constructs) and data collection procedures. The chapter concluded with a discussion of the ethical considerations of the study. The thesis now follows with Chapter Four which outlines data preparation and preliminary analysis and the results of the research hypotheses testing.

CHAPTER 4: RESULTS

4.1. Introduction

The results of the data analysis are reported in this chapter. The chapter starts with preliminary analyses, including tests for reliability, and convergent and discriminant validity of the measures. This is followed by presenting tests of the hypotheses, including tests of direct, mediating and moderating effects. At the end of the chapter, the results of the hypothesis testing are provided in a summary table and the chapter is then summarised.

4.2. Data preparation and preliminary analysis

To test the internal consistency of the scales, confirmatory factor analysis (CFA), using Amos v.23, was employed. According to the model evaluation criteria suggested by Hu and Bentler (1999) and Schreiber, Nora, Stage, Barlow, and King (2006), the CFA shows an acceptable data fit [$\chi 2$ (df) 1177.73 (424.00), $\chi 2/df = 2.77$, RMSEA = 0.06; IFI = 0.92; CFI= 0.92, TLI= 0.91]. This study used Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE) to evaluate the reliability and validity of the constructs.

4.2.1. Reliability

Internal consistency of scales is important for survey research using multi-item measures. Reliability of a scale indicates that all items of the scale are measuring the same underlying construct (Pallant, 2013). One of the most commonly used indicators of internal consistency is the Cronbach's alpha coefficient, which should ideally be more than or equal to 0.7 (DeVellis, 2016).

Cronbach's alphas for the multi-item constructs ranged from 0.83 to 0.96 (see Table 4.1), thus indicating acceptable reliability.

Table 4.1.

The results of Cronbach's Alpha.

Scale	Number of Items	Cronbach's Alpha
Physical storescape	5	0.88
Social storescape	5	0.87
Store attachment	9	0.96
Customer satisfaction	3	0.83
Customer loyalty	3	0.83
Customer citizenship behaviour	9	0.87
Employee citizenship behaviour towards customer	3	0.91

4.2.2. Convergent and discriminant validity

Standardised factor loadings for the items measuring each construct ranged from 0.57 to 0.90 (see Table 4.2) and all were statistically significant ($p < 0.001$). Loadings of 0.5 or more suggest adequate convergent validity (Hair Jr, Black, Babin, & Anderson, 2010). As reported in Table 4.3 further below, the AVE of constructs is high, above the minimum of 0.5 (ranging from 0.53 to 0.71), also suggesting convergent validity (Fornell & Larcker, 1981).

Table 4.2.

Factor loadings of latent constructs.

Items	PhS	SoS	SA	CS	CL	CCB	ECB-C
PhS1	0.85	-	-	-	-	-	-
PhS2	0.87	-	-	-	-	-	-
PhS3	0.88	-	-	-	-	-	-
PhS4	0.78	-	-	-	-	-	-
PhS5	0.82	-	-	-	-	-	-
SoS1	-	0.57	-	-	-	-	-
SoS2	-	0.88	-	-	-	-	-
SoS3	-	0.83	-	-	-	-	-
SoS4	-	0.77	-	-	-	-	-
SoS5	-	0.85	-	-	-	-	-
SA1	-	-	0.84	-	-	-	-
SA2	-	-	0.83	-	-	-	-
SA3	-	-	0.8	-	-	-	-
SA4	-	-	0.81	-	-	-	-
SA5	-	-	0.84	-	-	-	-
SA6	-	-	0.87	-	-	-	-
SA7	-	-	0.86	-	-	-	-
SA8	-	-	0.87	-	-	-	-
SA9	-	-	0.88	-	-	-	-
CS1	-	-	-	0.81	-	-	-
CS2	-	-	-	0.86	-	-	-
CS3	-	-	-	0.82	-	-	-
CL1	-	-	-	-	0.71	-	-
CL2	-	-	-	-	0.74	-	-
CL3	-	-	-	-	0.83	-	-
CCB1	-	-	-	-	-	0.67	-
CCB2	-	-	-	-	-	0.85	-
CCB3	-	-	-	-	-	0.73	-
CCB4	-	-	-	-	-	0.71	-
CCB5	-	-	-	-	-	0.8	-
CCB6	-	-	-	-	-	0.75	-
CCB7	-	-	-	-	-	0.73	-
CCB8	-	-	-	-	-	0.58	-
CCB9	-	-	-	-	-	0.67	-
ECB-C1	-	-	-	-	-	-	0.9
ECB-C2	-	-	-	-	-	-	0.87
ECB-C3	-	-	-	-	-	-	0.86

Note: Physical storescape = PhS, Social storescape = SoS, Store attachment= SA, Customer satisfaction = CS, Customer loyalty = CL, Customer citizenship behaviour = CCB, Employee citizenship behaviour towards customer = ECB-C

The inter-construct correlations and square root of AVEs are shown in Table 4.3. The discriminant validity of constructs, according to Chin (1998), is adequate when the square roots of AVEs are greater than the correlation coefficients between the relevant constructs. Table 4.3, where the square roots of the AVE for each construct are presented

(in bold) in the diagonal, indicates appropriate discriminant validity. Given acceptable

convergent and discriminant validity, the data was deemed suitable for analysis.

Table 4.3.

Means, standard deviations, inter-construct correlations and discriminant validity.

Constructs	Mean	SD	AVE	CR	1	2	3	4	5	6	7
1. PhyS	5.21	.78	.71	.93	**0.84**						
2. SocS	5.19	.86	.62	.89	.344**	**0.79**					
3. SA	4.53	1.1	.71	.96	.453**	.480**	**0.84**				
4. CS	5.03	.88	.69	.87	.475**	.385**	.539**	**0.83**			
5. CL	4.91	.89	.58	.80	.320**	.284**	.486**	.386**	**0.76**		
6. ECB-C	4.59	1.18	.77	.91	.414**	.554**	.636**	.426**	.403**	**0.88**	
7. CCB	5.08	.81	.53	.91	.308**	.399**	.601**	.414**	.334**	.452**	**0.73**

Note: Composite reliability = CR, Standard deviation = SD, Average variance extracted= AVE,
Physical storescape= PhS, Social storescape =SoS, Store attachment = SA, Customer satisfaction = CS,
Customer loyalty = CL, Customer citizenship behaviour = CCB, **p<0.01.
Employee citizenship Behaviour towards customer =ECB-C.

4.3. Hypotheses test

The results of the analyses to test each hypothesis proposed in the study, are presented in

this section. This is organised in two subsections namely tests of direct and mediation

hypotheses and tests of moderation hypotheses include of the moderating role of perceived

product quality and perceived price fairness, the moderating role of employee customer

citizenship behaviour towards customer, and of the moderating role of store type.

4.3.1. Tests of direct and mediation hypotheses

Structural equation modelling analysis using AMOS v.23 was used to test direct and

mediating effects among constructs. Findings indicated acceptable model fit ($\chi2\ 519 =$

942.31, $\chi2/df = 1.82$, p < 0.001, IFI = 0.90, TLI = 0.89, CFI = 0.90, RMSEA = 0.044). The

results of the structural model are shown in Figure 4.1. All direct and indirect effects were

tested using 95% bias-corrected confidence intervals extracted from 5000 bootstrap sample

iterations (Jones et al., 2008). This was done to mitigate against the statistical problems of sampling distributions (Cheung & Lau, 2008).

*p<0.05, **p<0.01, ***p<0.001.
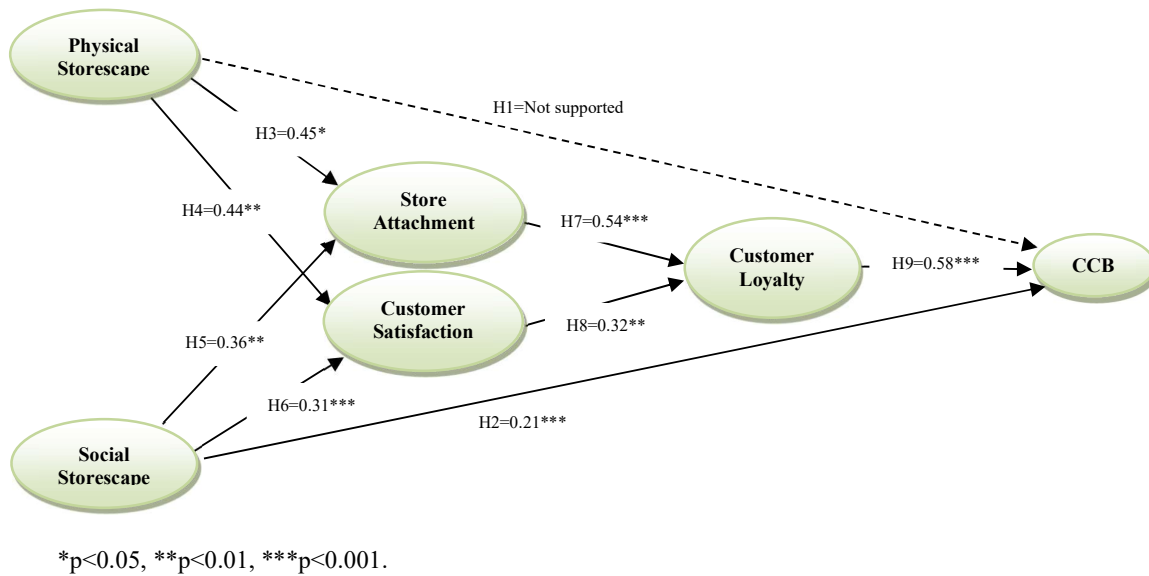
Figure 4.1. Structural model results

Table 4.4 shows the direct and indirect results. As can be seen in Table 4.4a, the proposed direct effects between social storescape and customer citizenship behaviour (H2), direct effects between physical and social storescape and store attachment (H3 and H5), physical and social storescape and customer satisfaction (H4 and H6), store attachment and customer loyalty (H7), customer satisfaction and loyalty (H8) and customer loyalty and citizenship behaviour (H9), are all statistically significant. This is evidenced by the 95% bias-corrected bootstrap confidence intervals (CI) that did not include zero (Hayes, 2013). Therefore, hypotheses 2, 3, 4, 5, 6, 7, 8 and 9 are supported. However, the direct effect of physical storescape on customer citizenship behaviour is not significant and H1 is not supported.

The mediation analysis results are provided in Table 4.4b. All indirect effects were positive and statistically significant, using the same significance test as above: H10a (β =

0.51; CI = [0.41, 0.60], H10b (β = 0.47; CI = [0.39, 0.55], H11a (β = 0.48; CI = [0.38, 0.57], and H11b (β = 0.40; CI = [0.34, 0.48]. The findings confirm that higher levels of storescape indirectly lead to higher levels of customer citizenship behaviour as a result of the positive effect of storescape on store attachment and customer satisfaction, and subsequently store attachment and customer satisfaction on customer loyalty which positively influences customer citizenship behaviour. These results support hypotheses H10a&b and H11a&b.

Table 4.4.
Results for direct relationships and mediation effects.

(a) Direct relationship

Hyp	Relationships	β	CI 95%		t-Value	Conclusion
			Lower	Upper		
H1	Physical storescape → CCB	0.08	-0.01	0.18	1.48	Not supported
H2	Social storescape → CCB	0.21	0.09	0.31	4.26***	Supported
H3	Physical storescape → SA	0.45	0.29	0.59	6.57**	Supported
H4	Physical storescape → CS	0.44	0.33	0.73	6.17***	Supported
H5	Social storescape → SA	0.36	0.19	0.52	3.81***	Supported
H6	Social storescape → CS	0.31	0.09	0.52	5.77***	Supported
H7	Store attachment → CL	0.54	0.48	0.84	7.48***	Supported
H8	Customer satisfaction → CL	0.32	0.11	0.51	3.77**	Supported
H9	Customer loyalty → CCB	0.58	0.4	0.76	7.04***	Supported

(b) Standardized indirect effects: bias-corrected

Hypothesized mediated relationship	β	CI 95%		Conclusion
		Lower	Upper	
H10a: Physical storescape → SA → CL→ CCB	0.51	0.41	0.60	Supported
H10b: Social storescape → SA → CL → CCB	0.47	0.39	0.55	Supported
H11a: Physical storescape → CS → CL→ CCB	0.48	0.38	0.57	Supported
H11b: Social storescape → CS → CL → CCB	0.40	0.34	0.48	Supported

Note: Customer citizenship behaviour = CCB, Store attachment = SA, Customer satisfaction = CS, Customer loyalty = CL, Coefficient = **β**, Confidence interval = CI, *p<0.05. **p<0.01. ***p<0.001.

4.3.2. Tests of moderation hypotheses

The PROCESS macro for SPSS Version 24, developed by Hayes (2013b), was used to test the moderation hypotheses. The results are shown in Tables 4.5 to 4.11 and Figures 4.2 to 4.8 and explained in the following sections.

4.3.2.1. Tests of the moderating role of perceived product quality and perceived price fairness

The moderating effects of perceived product quality and perceived price fairness on the relationship between physical and social storescape and store attachment and customer satisfaction (i.e., hypotheses H12a&b and H13a&b) are presented in this section. It was found that perceived product quality had a significant moderating influence on the effect of physical storescape on store attachment ($R^{2\text{-change}}$ = 0.01, F (411) = 3.85, P<0.05). Similarly, it was found that perceived product quality had a significant moderating influence on the effect of social storescape on store attachment ($R^{2\text{-change}}$ = 0.01, F (411) = 9.88, P<0.001) (see Table 4.5a). Thus, H12a and H12b are supported: perceived product quality moderates the relationship between the physical and social storescape and store attachment. To display the moderation affect graphically, estimates the effect of physical and social storescape (the focal variable) at one standard deviation below the average (−1SD), the average, and one standard deviation above the average (+1SD) levels of the perceived product quality moderator were derived using the PROCESS macro and a simple slope analysis used (Hayes, 2013b). Consistent with H12a, Table 4.5b and Figure 4.2 reveal that the slope of the effect of physical storescape on store attachment is steeper at higher levels of perceived product quality (β = 1.46, boot SE = 0.25) than at lower levels (β = 1.31, boot SE = 0.26). Similarly, in line with H12b, Table 4.5c and Figure 4.3 show that the slope of the effect of social storescape on store attachment is steeper at higher levels of perceived product quality (β = 0.89, boot SE = 0.06) than at lower levels (β = 0.64, boot SE = 0.07). This means that at higher levels of perceived product quality, physical and social storescape had a stronger effect on store attachment than at lower levels of perceived product quality. As shown in Figure 4.2, when perceived product quality increased, store

attachment increased at any level of physical and social storescape, but the effect was stronger at higher levels of both physical and social storescape.

Table 4.5.
Results for interaction relationships related to hypothesis 12a&b.

(a) Interaction effects of PPQ on the specified relationships.

Hyp.	Y	Interactions	β	SE	t-Value	Conclusion
		Constant	4.32	0.06	66.45	
H12a	**SA**	Physical storescape (X)	1.39	0.25	5.49	
		PPQ (W)	-0.59	0.25	-2.38	
		X × W	0.17	0.04	1.96*	**Supported**
		Constant	4.31	0.05	84.08	
H12b	**SA**	Social storescape (X)	0.77	0.05	14.48	
		PPQ (W)	0.22	0.06	4.02	
		X × W	0.12	0.04	3.14**	**Supported**

(b) Conditional effects of PPQ and physical storescape on SA.

	M ± 1 SD	β	SE	Bootstrap 95% CI	
				Lower	Upper
Store attachment	Low: −1SD (4.35)	1.31	0.26	0.8	1.82
	Moderate: W (5.35)	1.39	0.25	0.89	1.88
	High: +1SD (6.35)	1.46	0.25	0.97	1.96

(c) Conditional effects of PPQ and social storescape on SA.

	M ± 1 SD	β	SE	Bootstrap 95% CI	
				Lower	Upper
Store attachment	Low: −1SD (4.35)	0.64	0.07	0.5	0.78
	Moderate: W (5.35)	0.76	0.05	0.66	0.87
	High: +1SD (6.35)	0.89	0.06	0.77	1.01

Note: Store attachment= SA, Perceived product quality = PPQ, Confidence interval = CI, Coefficient = β,
*p<0.05. **p<0.01.
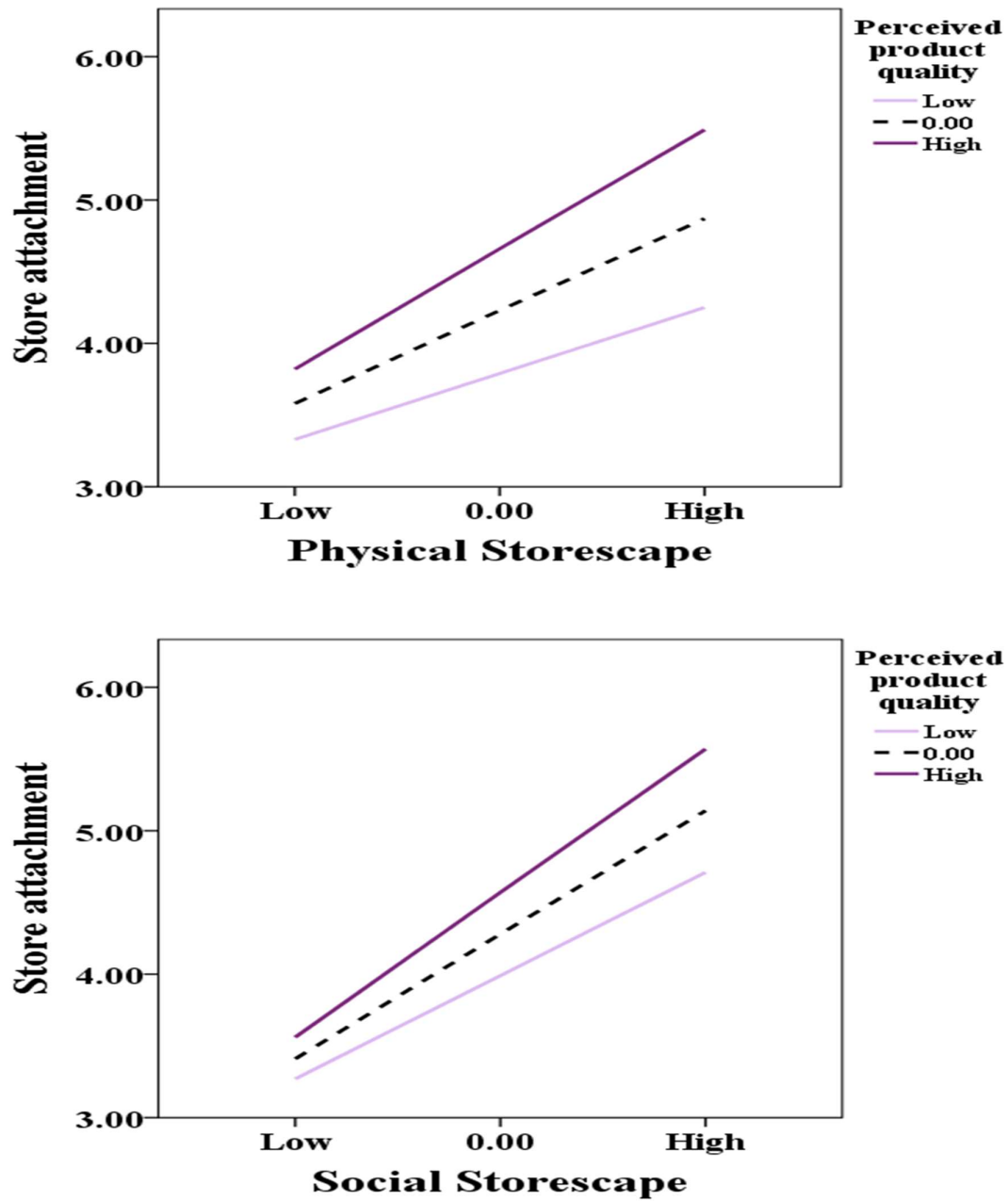
Figure 4.2. Conditional direct effects of physical and social storescape on store at different perceived product quality levels (H12a&b)

The tests of hypotheses H13a&b are shown in Table 4.6a. It was found that perceived product quality had a significant moderating influence on the effect of physical storescape on customer satisfaction ($R^{2\text{-change}} = 0.01$; $F (411) = 10.8$, $P<0.001$). Similarly, it was found

that perceived product quality had a significant moderating influence on the effect of social storescape on customer satisfaction ($R^{2\text{-change}}$ = 0.01; F (411) = 10.8, P<0.001). Thus, H13a and H13b are supported: perceived product quality moderates the relationship between the physical and social storescape and customer satisfaction. Consistent with H13a, Table 4.6b and Figure 4.3 reveal that the slope of the effect of physical storescape on customer satisfaction is steeper at lower levels of perceived product quality (β = 1.05, boot SE = 0.18) than at higher levels (β = 0.86, boot SE = 0.19). Similarly, consistent with H13b, Table 4.6c and Figure 4.3 show that the slope of the effect of social storescape on customer satisfaction is steeper at higher levels of perceived product quality (β = 0.47, boot SE = 0.05) than at lower levels (β = 0.32, boot SE = 0.06). This means that at lower levels of perceived product quality, physical storescape had a stronger effect on customer satisfaction than at higher levels of perceived product quality, but at higher levels of perceived product quality, social storescape had a stronger effect on customer satisfaction than at lower levels of perceived product quality. As shown in Figure 4.3, when perceived product quality increased, customer satisfaction increased at any level of physical storescape, but the effect was stronger at higher levels of physical storescape. When perceived product quality increased, customer satisfaction increased at any level of social storescape, but the effect was stronger at higher levels of social storescape.

Table 4.6.

Results for interaction relationships related to hypothesis 13a&b.

(a) Interaction effects of PPQ on the specified relationships.

Hyp.	Y	Interactions	β	SE	t-Value	Conclusion
		Constant	5.07	0.05	106.87	
H13a	**CS**	Physical storescape (X)	0.96	0.18	5.18	
		PPQ (W)	-0.15	0.18	-0.85	
		X × W	0.09	0.03	3.29**	**Supported**
		Constant	5.12	0.04	120.07	
H13b	**CS**	Social storescape (X)	0.39	0.04	8.99	
		PPQ (W)	0.47	0.05	10.99	
		X × W	0.07	0.03	2.20*	**Supported**

(b) Conditional effects of PPQ and physical storescape on CS.

	M ± 1 SD	β	SE	95% CI Lower	95% CI Upper
Customer satisfaction	Low: −1SD (4.35)	0.86	0.19	0.49	1.23
	Moderate: W (5.35)	0.96	0.18	0.59	1.32
	High: +1SD (6.35)	1.05	0.18	0.69	1.42

(c) Conditional effects of PPQ and social storescape on CS.

	M ± 1 SD	β	SE	95% CI Lower	95% CI Upper
Customer satisfaction	Low: −1SD (4.35)	0.32	0.06	0.21	0.44
	Moderate: W (5.35)	0.39	0.04	0.31	0.48
	High: +1SD (6.35)	0.47	0.05	0.37	0.57

Note: Customer satisfaction = CS, Store attachment = SA, Perceived product quality = PPQ, Confidence interval = CI, Coefficient = β, *p<0.05. **p<0.01.

Figure 4.3. Conditional direct effects of physical and social storescape on customer satisfaction at different PPQ levels (H13a&b)

The tests of hypotheses H14a&b are shown in Table 4.7a. It was found that perceived price fairness had a significant moderating influence on the effect of physical storescape on store attachment ($R^{2\text{-change}} = 0.02$; F (411) = 18.64, P<0.000). Similarly, it was found that perceived price fairness had a significant moderating influence on the effect of social storescape on store attachment ($R^{2\text{-change}} = 0.01$; F (411) = 14.7, P<0.000). Thus, H14a and H14b are supported: perceived price fairness moderates the relationship between the physical and social storescape and store attachment. Consistent with H14a, Table 4.7b and Figure 4.4 reveal that the slope of the effect of physical storescape on store attachment is steeper at higher levels of perceived price fairness ($\beta = 0.74$, boot SE = 0.07) than at lower levels ($\beta = 0.35$, boot SE = 0.08). Similarly, consistent with H14b, Table 4.7c and Figure 4.4 show that the slope of the effect of social storescape on store attachment is steeper at higher levels of perceived price fairness ($\beta = 0.89$, boot SE = 0.06) than at lower levels ($\beta = 0.59$, boot SE = 0.06) meaning that physical and social storescape had a stronger effect on store attachment when perceived price fairness was high than when it was low. As shown in Figure 4.4, when perceived price fairness increased, store attachment increased at any level of physical and social storescape, but the effect was stronger at higher levels of both physical and social storescape.
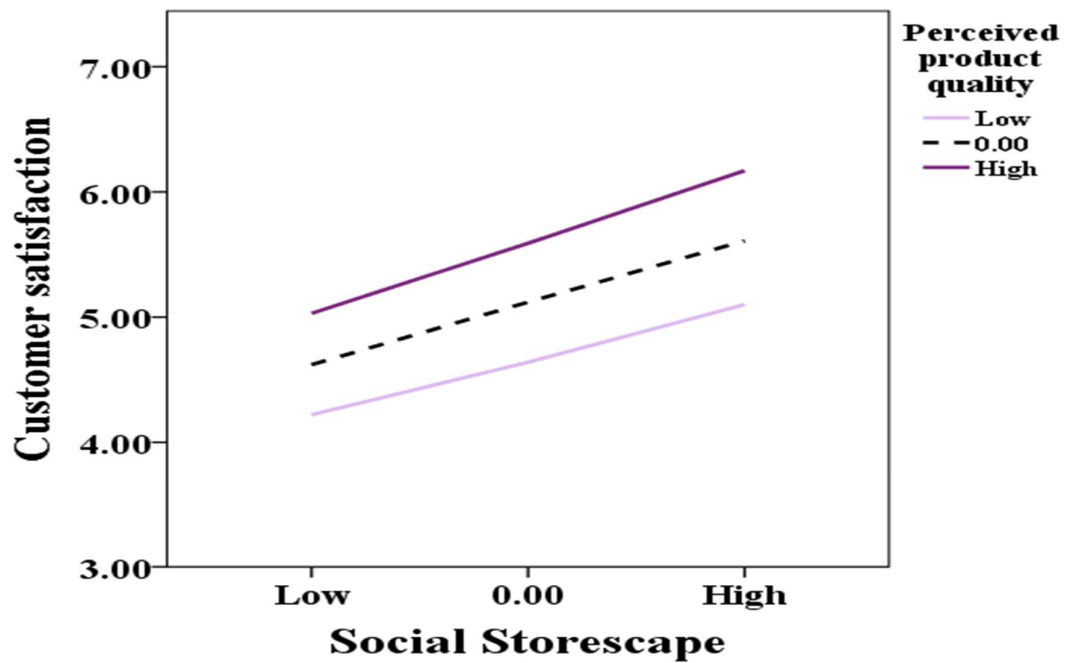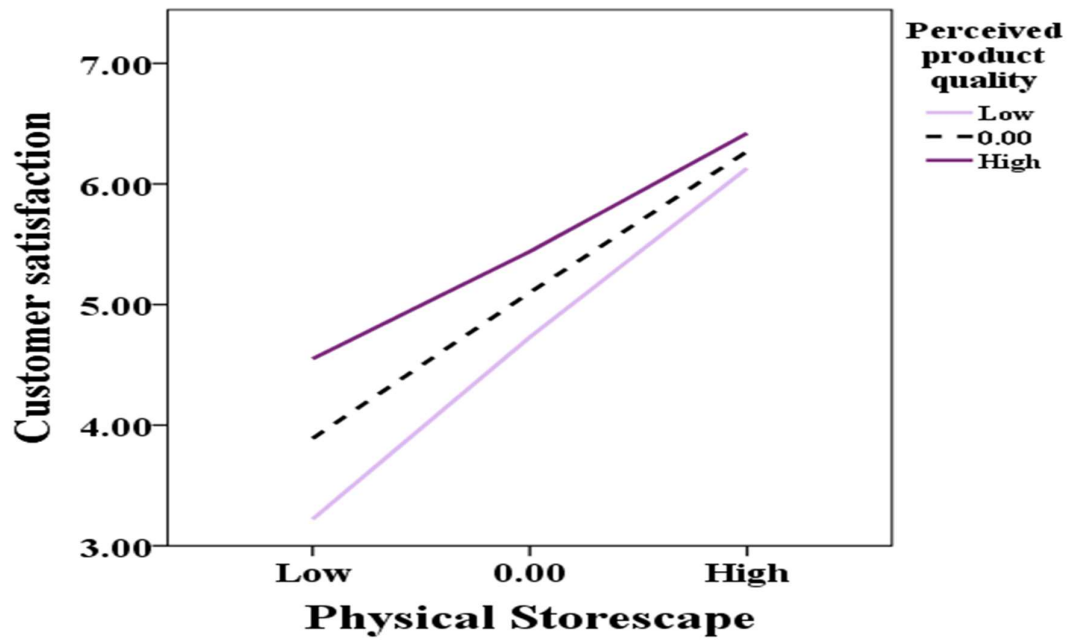
Table 4.7.

Results for interaction relationships related to hypothesis 14a&b.

(a) Interaction effects of PPF on the specified relationships.

Hyp.	Y	Interactions	β	SE	t-Value	Conclusion
		Constant	4.29	0.06	78.31	
H14a	**SA**	Physical storescape (X)	0.54	0.06	9.39	
		PPF (W)	0.42	0.06	7.26	
		X × W	0.19	0.04	4.32***	**Supported**
		Constant	4.31	0.05	90.38	
H14b	**SA**	Social storescape (X)	0.75	0.05	15.74	
		PPF (W)	0.28	0.05	5.59	
		X × W	0.14	0.04	3.83***	**Supported**

(b) Conditional effects of PPF and physical storescape on SA.

	M ± 1 SD	β	SE	95% CI	
				Lower	Upper
Store attachment	Low: −1SD (4.23)	0.35	0.08	0.2	0.5
	Moderate: W (5.23)	0.54	0.06	0.43	0.66
	High: +1SD (6.23)	0.74	0.07	0.59	0.87

(c) Conditional effects of PPF and social storescape on SA.

	M ± 1 SD	β	SE	95% CI	
				Lower	Upper
Store attachment	Low: −1SD (4.23)	0.59	0.06	0.47	0.73
	Moderate: W (5.23)	0.75	0.05	0.65	0.84
	High: +1SD (6.23)	0.89	0.06	0.78	1

Note: Store attachment = SA, Perceived price fairness = PPF, Confidence interval = CI, Coefficient = β, *** $p < 0.001$.

Figure 4.4. Conditional direct effects of physical and social storescape on store attachment at different PPF levels (H14a&b)

The tests of hypotheses H15a&b are shown in Table 4.8a. It was found that perceived price fairness had a significant moderating influence on the effect of physical

storescape on customer satisfaction ($R^{2\text{-change}}$ = 0.01; F (411) = 9.1, P<0.002). Similarly, it was found that perceived price fairness had a significant moderating influence on the effect of social storescape on customer satisfaction ($R^{2\text{-change}}$ = 0.01; F (411) = 11.2, P<0.000). Thus, H15a and H15b are supported: perceived price fairness moderates the relationship between the physical and social storescape and customer satisfaction. Consistent with H15a, Table 4.8b and Figure 4.5 reveal that the slope of the effect of physical storescape on customer satisfaction is steeper at higher levels of perceived price fairness (β = 0.74, boot SE = 0.05) than at lower levels (β = 0.54, boot SE = 0.06). Similarly, in line with H15b, Table 4.8c and Figure 4.5 show that the slope of the effect of social storescape on customer satisfaction is steeper at higher levels of perceived price fairness (β = 0.65, boot SE = 0.05) than at lower levels (β = 0.42, boot SE = 0.06). Steeper slopes of the conditional effects mean that at higher levels of perceived price fairness, the effects of physical and social storescape on customer satisfaction are stronger than at lower levels. As shown in Figure 4.5, when perceived price fairness increased, customer satisfaction increased at any level of physical and social storescape, but the effect was stronger at higher levels of both physical and social storescape.
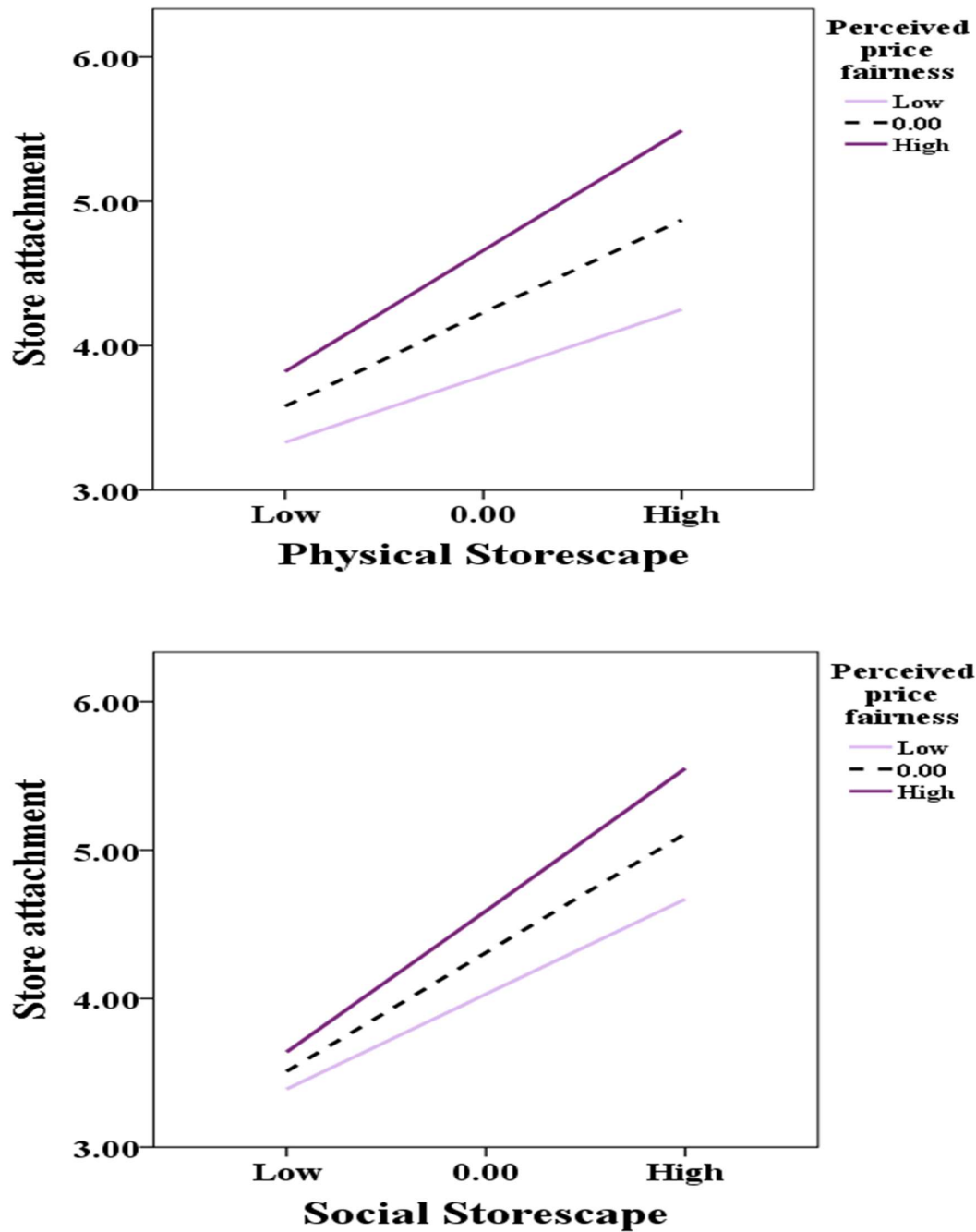
Table 4.8.

Results for interaction relationships related to hypothesis 15a&b.

(a) Interaction effects of PPF on the specified relationships.

Hyp.	Y	Interactions	β	SE	t-Value	Conclusion
		Constant	5.11	0.04	123.27	
H15a	CS	Physical storescape (X)	0.64	0.04	14.63	
		PPF (W)	0.23	0.04	5.25	
		X × W	0.1	0.03	3**	Supported
		Constant	5.1	0.04	117.91	
H15b	CS	Social storescape (X)	0.54	0.04	12.53	
		PPF (W)	0.26	0.05	5.81	
		X × W	0.11	0.03	3.35***	Supported

(b) Conditional effects of the physical storescape at value of the moderator of PPF on CS.

	M ± 1 SD	β	SE	95% CI	
				Lower	Upper
Customer satisfaction	Low: −1SD (4.23)	0.54	0.06	0.43	0.65
	moderator: W (5.23)	0.64	0.04	0.55	0.73
	High: +1SD (6.23)	0.74	0.05	0.64	0.85

(c) Conditional effects of the social storescape at value of the moderator of PPF on CS.

	M ± 1 SD	β	SE	95% CI	
				Lower	Upper
Customer satisfaction	Low: −1SD (4.23)	0.42	0.06	0.3	0.54
	moderator: W (5.23)	0.54	0.04	0.45	0.62
	High: +1SD (6.23)	0.65	0.05	0.56	0.75

Note: Customer satisfaction = CS, Perceived price fairness = PPF, Confidence interval = CI.
Coefficient = β, **p<0.01. ***p<0.001.
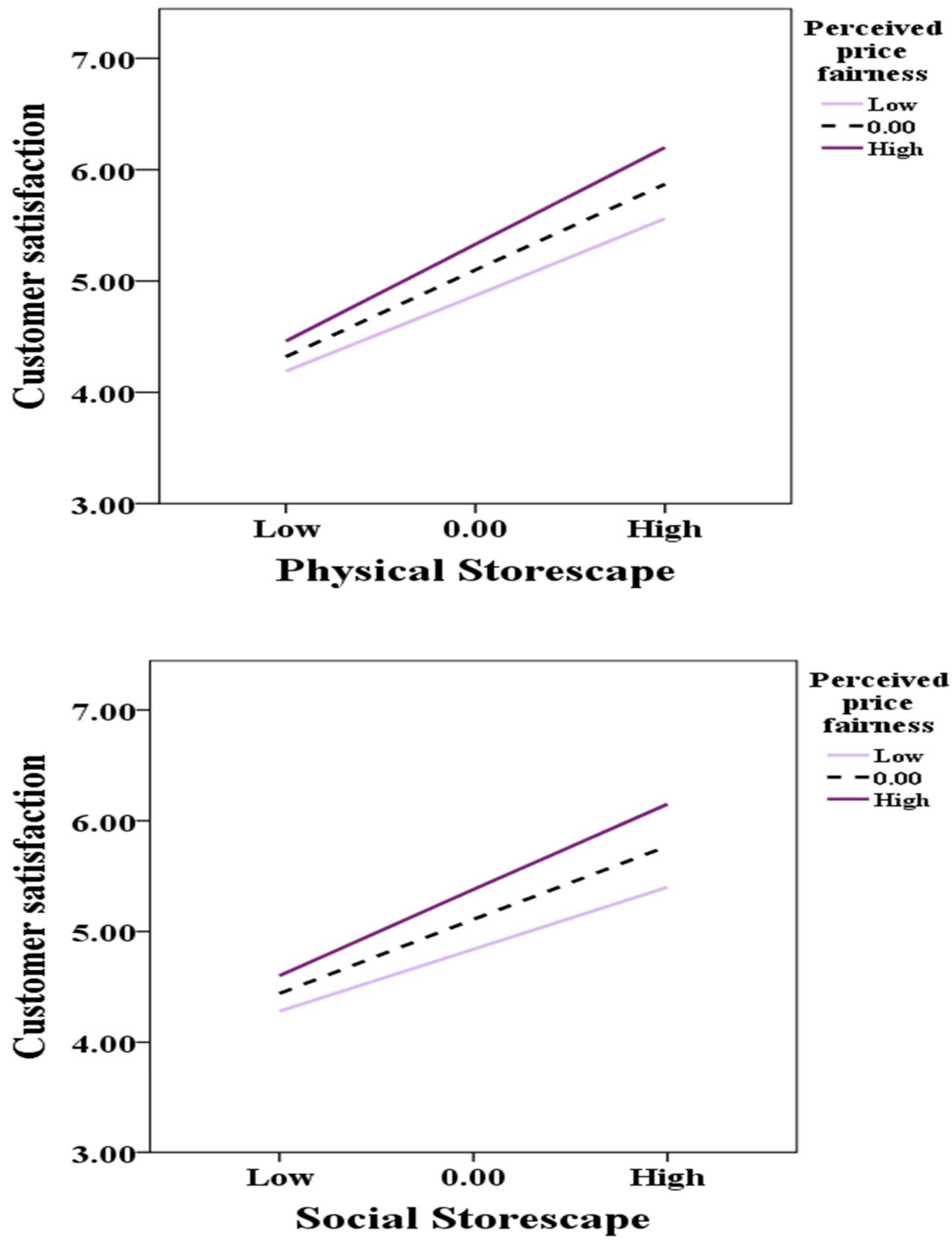
Figure 4.5. Conditional direct effects of physical and social storescape on customer satisfaction at different PPF levels (H15a&b)

4.3.2.2. Tests of the moderating role of employee CB-C

The test of hypothesis H16 is shown in Table 4.9a. It was found that employee customer citizenship behaviour towards customer had a significant moderating influence on the effect of customer loyalty on customer citizenship behaviour (R2-change = 0.01; F (411) = 8.2, P<0.004). Thus, H16 is supported: employee customer citizenship behaviour towards customer moderates the relationship between customer loyalty and customer citizenship behaviour. Consistent with H16, Table 4.9b and Figure 4.6 display that the slope of the effect of customer loyalty on customer citizenship behaviour is steeper at higher levels of employee CB-C (β = 0.52, boot SE = 0.06) than at lower levels (β = 0.27, boot SE = 0.06) meaning that at higher levels of employee customer citizenship behaviour towards customer, the effects of customer loyalty on customer citizenship behaviour are stronger than at lower levels. As shown in Figure 4.6, when employee customer citizenship behaviour towards customer increased, customer citizenship behaviour increased at any level of employee customer loyalty, but the effect was stronger at higher levels of both physical and social storescape.

Table 4.9.

Results for interaction relationships related to hypothesis 16.

(a) Interaction effects of the employee CB-C on the specified relationships.

Hyp.	Y	Interactions	β	SE	t-Value	Conclusion
		Constant	4.89	0.04	121.61	
H16	CCB	Customer loyalty (X)	0.39	0.05	8.79	
		Employee CB-C (W)	0.26	0.03	7.56	
		X × W	0.10	0.04	2.86**	**Supported**

(b) Conditional effects of the employee CB-C and physical storescape on CCB.

	M ± 1 SD	β	SE	95% CIs	
				Lower	Upper
CCB	Low: −1SD (4.13)	0.27	0.06	0.15	0.39
	moderator: W (5.13)	0.39	0.04	0.31	0.49
	High: +1SD (6.13)	0.52	0.06	0.38	0.56

Note: Customer citizenship behaviour = CCB, Employee citizenship behaviour towards customer = employee CB-C, Confidence interval = CI, Coefficient = **β**, ** $p < 0.01$.
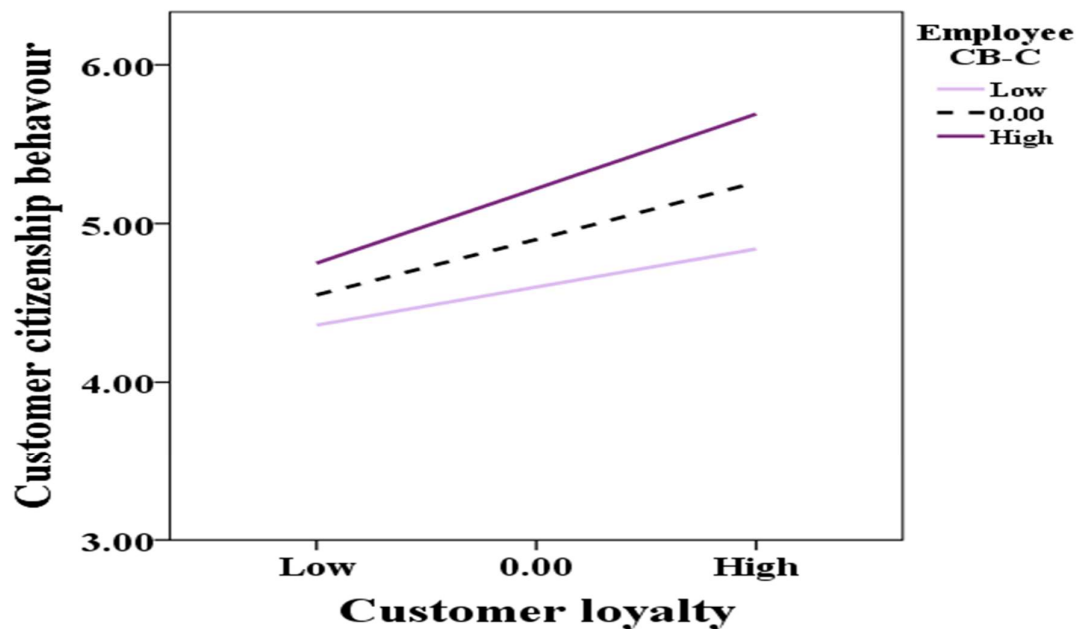
Figure 4.6. Conditional direct effects of customer loyalty on CCB at different employee CB-C levels (H16)

4.3.2.3. Tests of the moderating role of store type

The moderating effect of type of store (department store vs. discount department store) on the relationship between physical and social storescape on store attachment and customer satisfaction are examined in this section. The tests of hypotheses H17a&b and H18a&b are shown Tables 4.10a and 4.11a. It was found that type of store had a significant moderating influence on the effect of physical storescape on store attachment ($R^{2\text{-change}} = 0.01$; F (411) = 6.35, P<0.01). Similarly, it was found that type of store had a significant moderating influence on the effect of social storescape on store attachment ($R^{2\text{-change}} = 0.04$; F (411) = 3.6, P<0.05). Thus, H17a&b are supported. Consistent with H17a&b, Table 4.10 (b&c) and Figure 4.7 show that physical and social storescape have a significant effect on store attachment in both department stores and discount department store. However, comparing β coefficients in Table 4.10b and Figure 4.7, the effect of physical storescape factors on store attachment in discount department stores (0.89) is stronger than for department stores (0.62). The results of Table 4.10c and Figure 4.7 also show that the effect of social storescape on store attachment is stronger in discount department stores (β= 0.97) than department stores (β= 0.81). Figure 4.7 shows that at lower levels of physical and social storescape, store attachment in discount department stores was lower than for department stores; however, at higher levels of physical and social storescape, store attachment in discount department stores was higher than for department stores.

Table 4.10.

Results for the moderating role of store type related to hypothesis 17a&b.

(a) Interaction effects of type of store on the specified relationships.

Hyp.	Y	Interactions	β	SE	t-Value	Conclusion
		Constant	4.38	0.05	82.91	
H17a	SA	Physical storescape (X)	0.76	0.05	14.5	
		Type of store (W)	-0.05	0.1	-0.47	
		X × W	0.27	0.1	3**	Supported
		Constant	5.1	0.04	117.91	
H17b	SA	Social storescape (X)	0.54	0.04	12.53	
		Type of store (W)	0.26	0.05	5.81	
		X × W	0.11	0.03	3.35***	Supported

(b) Conditional effects of the physical storescape at value of the moderator of type of store on SA.

	Type of store	β	SE	t-Value	95% CI	
					Lower	Upper
Store attachment	DS	0.62	0.07	8.58***	0.48	0.77
	DDS	0.89	0.07	11.84***	0.75	1.04

(c) Conditional effects of the social storescape at value of the moderator of type of store on SA.

	Type of store	β	SE	t-Value	95% CI	
					Lower	Upper
Store attachment	DS	0.81	0.06	13.89***	0.7	0.93
	DDS	0.97	0.06	16.31***	0.85	1.09

Note: SA= Store attachment, CI= Confidence interval, DS= Department store, DDS = Discount department store, β = Coefficient, *** $p < 0.001$.

Figure 4.7. Conditional direct effects of physical and social storescape on store attachment in DS and DDS (H17a&b)

Finally, the tests of hypotheses H18a&b are shown in Table 4.11a. It was found that type of store had a significant moderating influence on the effect of physical storescape on customer satisfaction ($R^{2\text{-change}} = 0.01$; F (411) = 13.3, P<0.000). Similarly, it was found that type of store had a significant moderating influence on the effect of social storescape on customer satisfaction ($R^{2\text{-change}} = 0.001$; F (411) = 6.15, P<0.01). Thus, H18a&b are supported. Consistent with H18a&b, Table 4.11(b&c) and Figure 4.8 show that physical and social storescape have a significant effect on customer satisfaction in both department stores and discount department stores. However, comparing β coefficients in Table 4.11b, the effect of physical storescape on customer satisfaction in discount department stores (0.90) is stronger than for department stores (0.62). The results of Table 4.11c and Figure 4.8 show that the effect of social storescape on customer satisfaction is stronger in discount department stores (β= 0.77) than department stores (β= 0.58). Figure 4.8 shows that at lower levels of physical and social storescape, customer satisfaction in discount department stores was lower than for department stores; however, at higher levels of physical and social storescape, customer satisfaction in discount department stores was higher than for department stores.

Table 4.11.

Results for the moderating role of store type related to hypothesis 18a&b.

(a) Interaction effects of type of store on the specified relationships.

Hyp.	Y	Interactions	β	SE	t-Value	Conclusion
		Constant	5.16	0.04	134.19	
H18a	**CS**	Physical storescape (X)	0.76	0.04	19.94	
		Type of store (W)	-0.01	0.08	-0.48	
		X × W	0.28	0.08	1.89***	**Supported**
		Constant	5.16	0.04	127.43	
H18b	**CS**	Social storescape (X)	0.68	0.04	17.89	
		Type of store (W)	0.03	0.08	0.43	
		X × W	0.19	0.08	2.48**	**Supported**

(b) Conditional effects of the physical storescape at value of the moderator of type of store on CS.

	Type of store	β	SE	t-Value	Bootstrap 95% CI	
					Lower	Upper
Customer satisfaction	DS	0.62	0.05	11.66***	0.48	0.77
	DDS	0.90	0.05	16.41***	0.75	1.04

(c) Conditional effects of the social storescape at value of the moderator of type of store on CS.

	Type of store	β	SE	t-Value	Bootstrap 95% CI	
					Lower	Upper
Customer satisfaction	DS	0.58	0.05	10.27***	0.47	0.68
	DDS	0.77	0.05	14.26***	0.66	0.88

Note: CS= Customer satisfaction, CI= Confidence interval, DS= Department store, DDS = Discount department store, β = Coefficient, **p<0.01. ***p<0.001.
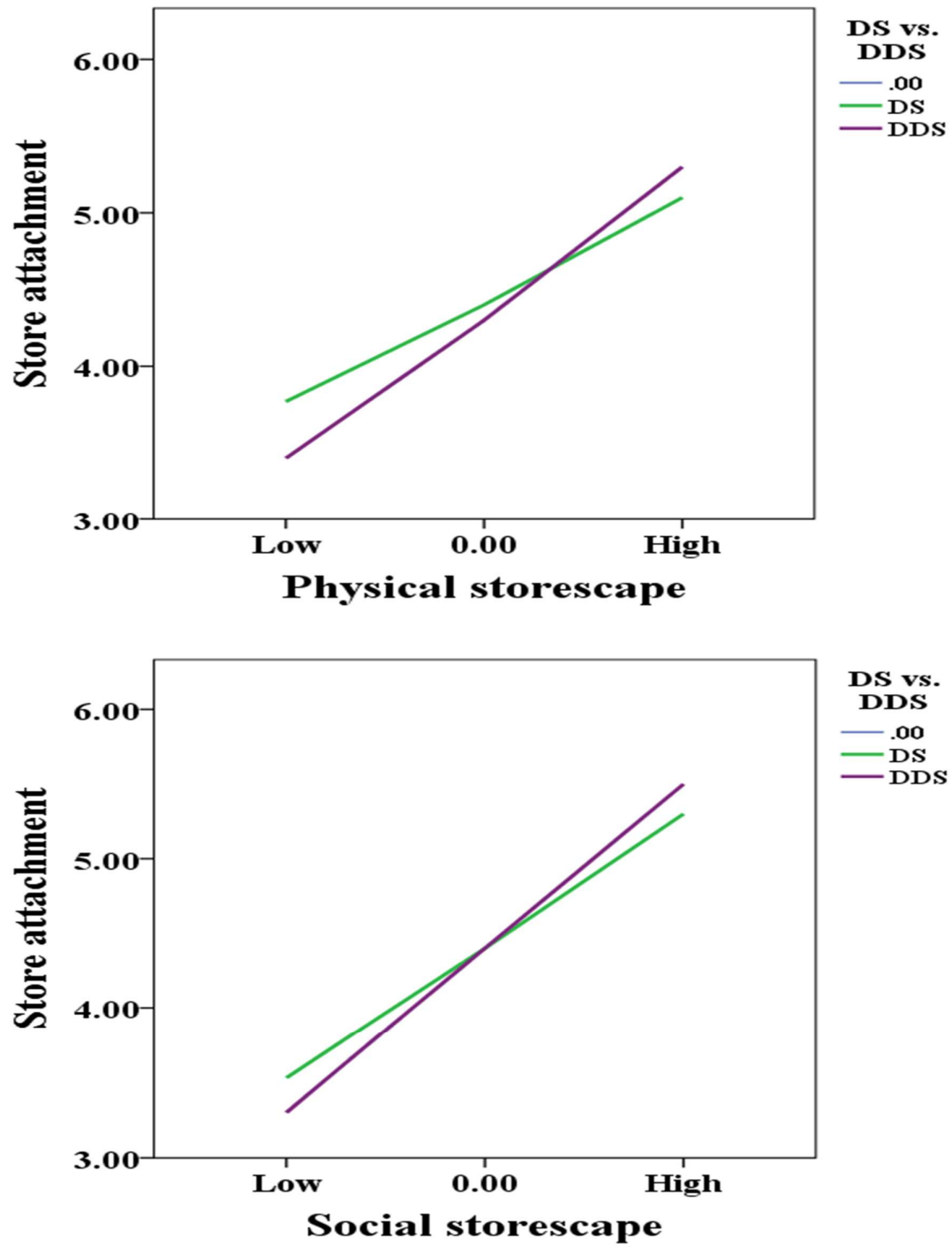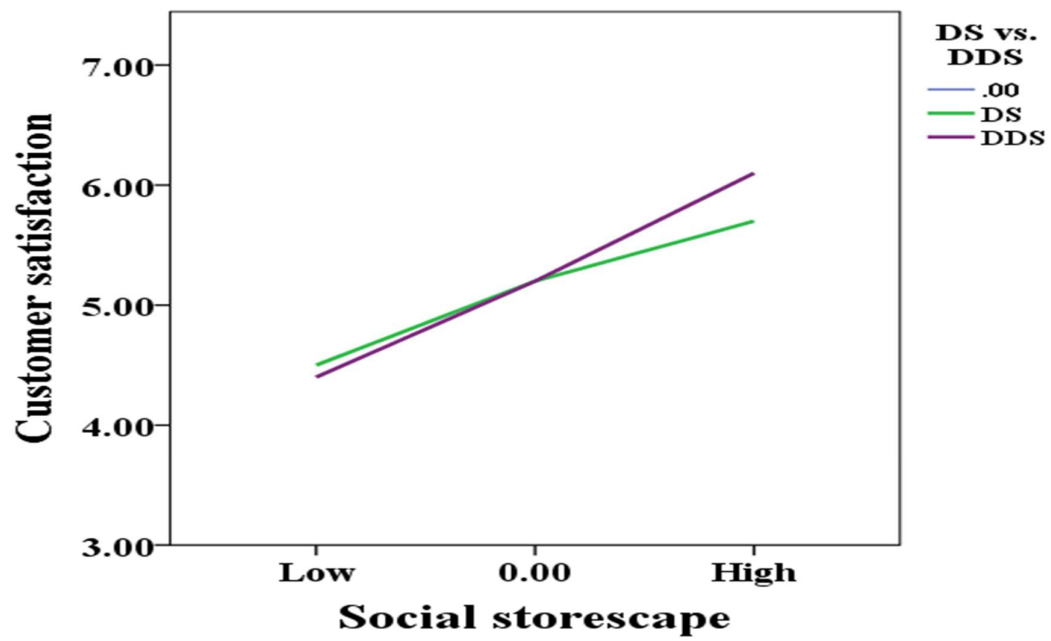
Figure 4.8. Conditional direct effects of physical and social storescape on customer satisfaction in DS and DDS (H18a&b)

4.4. Chapter summary

The results of the data analysis and hypothesis testing were presented in this chapter. The chapter started with preliminary analyses including of the reliability and validity of the measures. This was followed by hypothesis testing comprised of two subsections, tests of direct and indirect (mediation) hypotheses and tests of moderation hypotheses. A summary of the results against the hypotheses is provided in Table 4.12.

Table 4.12.

Summary of the hypotheses

Hypothesis		Coefficient	Findings
H1	Physical storescape positively affects CCB.	β=0.08	Not supported
H2	Social storescape positively affects CCB.	β=0.21***	Supported
H3	Physical storescape positively affect store attachment	β=0.45*	Supported
H4	Physical storescape positively affect customer satisfaction	β=0.44***	Supported
H5	Social storescape positively affect store attachment	β=0.36***	Supported
H6	Social storescape positively affect customer satisfaction	β=0.31***	Supported
H7	Store attachment influences positively customer loyalty.	β=0.54***	Supported
H8	Customer satisfaction influences positively customer loyalty.	β=0.32**	Supported
H9	Customer loyalty positively affects CCB.	β=0.58***	Supported
H10a&b	Store attachment and customer loyalty mediate the relationship between (a) physical storescape (b) social storescape and CCB.	(a) β=0.51*** (b) β=0.47***	Supported
H11a&b	Customer satisfaction and loyalty mediate the relationship between (a) physical storescape (b) social storescape and CCB.	(a) β=0.48*** (b) β=0.40***	Supported
H12a&b	PPQ moderates the effect of (a) physical storescape (b) Social storescape on store attachment.	(a) β=0.07* (b) β=0.12***	Supported
H13a&b	PPQ moderates the effect of (a) physical storescape (b) Social storescape on customer satisfaction.	(a) β=0.9*** (b) β=0.07*	Supported
H14a&b	PPF moderates the effect of (a) physical storescape (b) Social storescape on customer store attachment.	(a) β=0.19*** (b) β=0.14***	Supported
H15a&b	PPF moderates the effect of (a) physical storescape (b) Social storescape on customer satisfaction.	(a) β=0.1*** (b) β=0.11***	Supported
H16	Employee CB-C moderates the effect of customer loyalty on CCB.	β= 0.1***	Supported
H17a&b	Type of store moderates the relationship between (a) physical storescape (b) social storescape and customer store attachment.	(a) β=0.27** (b) β=0.11***	Supported
H18a&b	Type of store moderates the relationship between (a) physical storescape (b) social storescape and customer satisfaction.	(a) β=0.28*** (b) β=0.19**	Supported

Note: Employee CB-C = Employee citizenship behaviour towards customer, CCB = Customer citizenship behaviour, β= Coefficient, PPQ = Perceived product quality, PPF = Perceived price fairness
*p<.05. **p<.01. ***p<.001.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.1. Introduction

The main purpose of this chapter is to discuss the findings of the study and provide theoretical and practical implications of the research. The study explored the antecedent effect of storescape on customer citizenship behaviour. The study also investigated the mediating role of affective attitudes, specified as store attachment, customer satisfaction and customer loyalty, in the context of department stores and discount department stores. Further, the interaction between storescape and cognitive attitudes, specified as perceived product quality, perceived price fairness and store type (department stores versus discount department stores) on affective attitudes, was also examined. Lastly, the interaction effect of employee citizenship behaviour towards customers on the relationship between customer loyalty and customer citizenship behaviour was also explored.

To achieve the aims of the study, five research questions were posed, summarised as follows.

(i) What is the relationship between storescape and customer citizenship behaviour?

Hypotheses 1 to 9 were provided to answer this research question. The relationships presented in hypotheses 1 and 2 related to the effects of physical and social storescape on customer citizenship behaviour. The relationships presented in hypotheses 3 and 4 pertained to the extent that physical storescape influenced store attachment and customer satisfaction. The relationships presented in hypotheses 5 and 6 related to the effects of social storescape on store attachment and customer satisfaction. The

relationships presented in hypotheses 7 and 8 considered the effects of store attachment and customer satisfaction on customer loyalty. Hypothesis 9 related to the effect of customer loyalty on customer citizenship behaviour.

(ii) To what extent do affective attitudes (i.e., store attachment, customer satisfaction and loyalty) mediate the relationship between storescape and customer citizenship behaviour?

Hypotheses 10a, 10b, 11a and 11b were provided to answer this research question. The relationships presented in hypotheses 10a and 10b were relevant to the mediating roles of store attachment and customer loyalty on the effect of physical storescape and social storescape on customer citizenship behaviour. The relationships presented in hypotheses 11a and 11b were relevant to the mediating roles of customer satisfaction and customer loyalty on the effect of physical storescape and social storescape on customer citizenship behaviour.

(iii) To what extent do customer cognitive attitudes (i.e., perceived product quality, perceived price fairness) moderate the relationship between storescape and customer affective attitudes (i.e., store attachment and customer satisfaction)?

Hypotheses 12a and b to 15a and b were provided to answer this research question. Hypotheses 12a and 12b were relevant to the moderating role of perceived product quality in the effect of physical and social storescape on store attachment. Further, hypotheses 13a and 13b were relevant to the moderating roles of perceived product quality on the effect of physical and social storescape on customer satisfaction. Hypotheses 14a and 14b were relevant to the moderating roles of perceived price fairness on the effect of physical and social storescape on store attachment. Furthermore, Hypotheses 15a and 15b were relevant

to the moderating roles of perceived price fairness on the effect of physical and social storescape on customer satisfaction.

(iv) To what extent does employee citizenship behaviour towards customers moderate the relationship between customer loyalty and customer citizenship behaviour?

Hypothesis 16 was provided to answer this research question and was relevant to the moderating role of employee citizenship behaviour towards customers on the relationship between customer loyalty and customer citizenship behaviour.

(v) Does store type (department stores versus discount department stores) moderate the relationship between storescape and affective attitudes?

Hypotheses 17a, 17b, 18a and 18b were provided to answer to this research question. Hypotheses 17a and 17b and hypotheses 18a and 18b were relevant to the moderating role of store type on the effect of physical and social storescape on store attachment and customer satisfaction.

To address these specific research questions and test hypotheses, the theoretical framework of the study presents the relationship between the constructs for the research in the context of department stores and discount department stores. The theoretical model integrated the Stimulus-Organism-Response model, Resource Exchange Theory and Social Exchange Theory. The theoretical framework incorporated eighteen hypotheses including physical and social storescape as independent variables, four moderating variables (perceived product quality, perceived price fairness, store type and employee citizenship behaviour toward customers), three mediating variables (store attachment, customer satisfaction and customer loyalty), and a dependent variable (customer citizenship behaviour).

This chapter starts with a presentation of the results in the context of the study's hypotheses and follows with a discussion of the research questions, research contributions and implications. The chapter concludes with the limitations of the study and directions for future research.

5.2. Discussion of the research findings

5.2.1. *The effect of storescape on customer citizenship behaviour (H1 and H2)*

The literature highlights the significant effect that customer extra-role behaviours, such as customer citizenship behaviour, can have on the success of an organisation (Somech & Drach-Zahavy, 2000). Hence, several studies have investigated the antecedents of customer citizenship behaviour (Anaza, 2014; Groth, 2005; Yi & Gong, 2008). The present research explored the direct and indirect effects of store environment, referred to in this research as storescape, on customer citizenship behaviour in line with the SOR model and Resource Exchange Theory. In the research model, storescape, customer affective attitudes and customer citizenship behaviour are respectively considered as stimuli, organism and response. Drawing on the SOR model, stimuli affect the organism and subsequently the organism influences response.

Hypotheses 1 and 2 investigated the direct relationships of physical and social storescape on customer citizenship behaviour based on Resource Exchange Theory. Results indicate that social storescape (H2) is an important antecedent of customer citizenship behaviour; however, physical storescape (H1) is not. The relationship between social storescape and customer citizenship behaviour is consistent with Kumar and Kim (2014), Hanks and Line (2018) and Line et al. (2018), who found that social aspects of the consumption environment influence customers' cognitive and affective evaluations, and subsequently their behavioural intentions to the store/service such as whether to return,

word of mouth and loyalty. Contrary to that hypothesised, there was no direct effect of physical storescape on customer citizenship behaviour. Although this result is not in line with the findings of Hooper et al. (2013) and Jang and Namkung (2009), it is consistent with El-Adly and Eid (2016) and Harris and Ezeh (2008), who found that behavioural intentions, such as loyalty, were not driven directly by a mall environment and servicescape factors. Although the results, mainly the findings related to social storescape, are consistent with Resource Exchange Theory and earlier studies, the unexpected result regarding the effect of physical storescape might be due to the nature of customer citizenship behaviour, which includes voluntary and discretionary aspects and thus customers have greater latitude in exhibiting this behaviour (Jung & Yoo, 2017). Therefore, customers might need deeper motives to perform customer citizenship behaviour than just the satisfaction with the physical environment of a store.

5.2.2. *The effect of storescape on store attachment and customer satisfaction (H3 to H6)*

Hypotheses 3 to 6 examined the direct relationships of the research constructs based on the SOR model. Hypotheses 3 and 4, that physical storescape positively affects customer store attachment and customer satisfaction, were supported. The findings suggested that physical storescape is significantly related to store attachment (H3), and customer satisfaction (H4). The findings suggest that physical storescape is an important antecedent of store attachment and customer satisfaction, and enhances both customer attachment to the store, and satisfaction. These results confirm the findings of Hooper et al. (2013) and Jang and Namkung (2009), who demonstrated direct effects of physical environmental factors on behavioural and loyalty intentions. Furthermore, these findings are consistent with Lin and Liang (2011), Jayasankaraprasad and Kumar (2012) and Line et al. (2018), who found a relationship between servicescape stimuli and customer emotional reactions such as satisfaction and attachment. The findings of hypotheses 3 and 4 revealed that when

customers perceive store physical environment as valuable, they will feel more satisfied and attached to the store. Therefore, providing a high-quality physical environment in-store increases the level of customer satisfaction and attachment.

Hypotheses 5 and 6, that social storescape positively affects customer store attachment and customer satisfaction, were supported. Results indicate that social storescape is significantly related to store attachment (H5), and it is also significantly related to customer satisfaction (H6). The findings suggest that social storescape is an important antecedent of store attachment and customer satisfaction and enhances customer attachment to, and satisfaction with, the store. These results support the findings of Hooper et al. (2013) and Jang and Namkung (2009), which demonstrated the direct effects of both physical and social environmental factors on behavioural and loyalty intentions. Furthermore, the findings are consistent with the findings of Lin and Liang (2011) and Line et al. (2018), confirming the relationship between servicescape stimuli and customer emotional reactions such as satisfaction and attachment.

Results of hypotheses 5 and 6 showed that when customers perceive a valuable social storescape (e.g., friendly, helpful, well-dressed, and a neat appearance of store employees) they feel more satisfaction from the provided service. Further, customers who assess the quality of the store's social environment as high are more likely to be attached to the store. Therefore, high quality of social storescape is important in shaping customers' positive attitude towards the store.

5.2.3. The effect of store attachment and customer satisfaction on customer loyalty (H7 and H8)

Hypotheses 7 and 8 focused on the relationship between the various customer attitudes measured in the study, that is, store attachment, customer satisfaction and customer loyalty.

Results indicate that store attachment and customer satisfaction positively affect customer loyalty (H7 and H8). These results are in line with previous research findings that demonstrate the impact of place attachment on customer behaviour, and those which confirm that customers with higher levels of emotional attachment to an environment, display greater commitment to, and have a relatively ongoing relationship with, that environment (Brocato et al., 2015; Carroll & Ahuvia, 2006; Line et al., 2015; Thomson et al., 2005). Further, these results are consistent with the findings of Yoo and Park (2016) and Picón et al. (2014) who demonstrated direct and strong effects of customer satisfaction on customer loyalty in the luxury market in Korea and in Spanish insurance companies, respectively. The study results also are consistent with the findings of Han and Ryu (2009) in a service context, and El-Adly and Eid (2016) in the shopping mall environment, which revealed a significant and positive relationship between customer satisfaction and customer loyalty.

Therefore, the findings provide additional support to the direct effects of store attachment and customer satisfaction on customer loyalty. An explanation for these findings is in the logic mentioned in loyalty literature by Oliver (2014): that loyalty develops through a preference over brand attributes, and an affective attitude toward the product, service or company which results in a greater intention to purchase the product above and beyond that for competing product offerings. Accordingly, when customers experience a relaxing and pleasant environment as well as meaningful social interactions with sales employees within a particular store, they will be more satisfied and attached to the store. Attachment is a feeling of belonging resulting from an individual's pleasant perception of the store, and satisfaction is based on a positive evaluation of a store/service (Line et al., 2018). Thus, customers with a high level of satisfaction and attachment are more likely to stay loyal, and to establish a good relationship with the store. This confirms

that shoppers are more loyal to stores where they are more satisfied and perceive high value.

5.2.4. The effect of customer loyalty on customer citizenship behaviour (H9)

Hypothesis 9, that customer loyalty is positively related to customer citizenship behaviour, was supported. The results of hypothesis 9 confirmed several research findings that demonstrated loyal customers exhibit positive citizenship behaviours toward companies (Bove et al., 2009), extra-role behaviours (Keh & Xie, 2009; Reynolds & Arnold, 2000), and customer citizenship behaviour (Anaza & Zhao, 2013; Groth, 2005; Zoghbi-Manrique-de-Lara, Suárez-Acosta, & Aguiar-Quintana, 2014). According to Reynolds and Arnold (2000), customer loyalty to a store directly influenced store-level outcomes, such as word of mouth. Furthermore, Bartikowski and Walsh (2011) and Anaza & Zhao (2013) have confirmed the effect of customer loyalty on customer citizenship behaviour. Therefore, the present study's findings provide additional support to the direct effect of customer loyalty on customer citizenship behaviour. A main reason for this result is based on the idea that positive attitudes towards a company (store/service) are precisely that which encourage extra-role behaviours in the future. Moreover, according to Oliver (2014) emotional loyalty due to satisfaction with the service/store could cause customers to engage in customer citizenship behaviour. When customer loyalty results from satisfaction of perceived physical and social storescape benefits, customer will be more likely to show constructive responses in the form of citizenship behaviour towards the store.

5.2.5. The mediating effect of customer attitudes on customer citizenship behaviour (H10a&b and H11a&b)

Hypotheses 10a, 10b, 11a and 11b proposed that the relationship between physical/social storescape and customer citizenship behaviour may be mediated by customer affective attitudes. As discussed in Chapter Two, the current study aimed to measure the effect of

physical and social storescape (store environment) on customer citizenship behaviour in line with the SOR model and Resource Exchange Theory. Additional hypotheses were concerned with the relationship between physical and social storescape and customer citizenship behaviour through the mediating effects of store attachment, customer satisfaction and customer loyalty; these factors were grouped together as customer affective attitudes based on the SOR model.

Hypothesis 10a, that store attachment and customer loyalty positively mediate the relationship between physical storescape and customer citizenship behaviour, was supported. Hypothesis 10b, that store attachment and customer loyalty positively mediate the relationship between social storescape and customer citizenship behaviour, was also supported. The results empirically indicate that store attachment and customer loyalty mediate the relationship between physical and social storescape and customer citizenship behaviour. These results confirm prior findings of Yuksel et al. (2010) and Line et al. (2018), which found that when customers have a strong attachment to a store, they are more likely to show loyalty and extra-role behaviours to that store.

Hypothesis 11a, that customer satisfaction and customer loyalty positively mediate the relationship between physical storescape and customer citizenship behaviour, was supported. Hypothesis 11b, that customer satisfaction and customer loyalty positively mediate the relationship between social storescape and customer citizenship behaviour, was also supported. The results empirically indicate that customer satisfaction and customer loyalty mediate the relationship between physical and social storescape and customer citizenship behaviour. These results are consistent with the findings of Anaza and Zhao (2013) which indicated the mediating role of customer attitudes such as satisfaction and loyalty in the relationship between environmental factors and customer citizenship

behaviour. These results also confirm the findings of Ryu et al. (2012), Lin and Liang (2011) and Ryu and Han (2010) demonstrating indirect effects of physical and social environmental factors on customer behaviour through the mediating role of customer attitudes such as customer satisfaction and customer loyalty.

Therefore, the study findings provide support for the mediating effect of customer attitudes (i.e., customer satisfaction, store attachment and customer loyalty) on the relationship between physical/social storescape and customer citizenship behaviour. A main reason for this result is based on Resource Exchange and Social Exchange Theories, that when customers feel they receive better service or resource benefits from the store, positive attitudes will develop among them. Positive attitudes towards a store encourage customers to reciprocate the beneficial resources that they received from the store through showing extra-role behaviours. For example, when customer loyalty results from satisfaction of perceived physical and social storescape benefits, customer will be more likely to show constructive responses in the form of citizenship behaviour towards the store. In addition to Resource Exchange and Social Exchange Theories, the SOR model supports the mediating effect of attitudes as the 'organism' in the relationship between environmental factors and behaviour. As environmental factors are external to customers, they can shape both cognitive and affective attitudes (e.g., customer satisfaction, store attachment and customer loyalty) which can lead to the manifestation of a specific behaviour such as citizenship behaviour.

In conclusion, drawing on the SOR model and Resource Exchange theory, when stores directly or indirectly provide resources to customers through their physical and social environmental factors, this has been found to influence customer attitudes (e.g., store attachment and satisfaction). Then, customers who are satisfied or attached to the store,

display loyalty by showing more efforts towards the store as a reciprocal exchange for benefits which they have received.

5.2.6. The moderating effects of customer cognitive attitudes on customer affective attitudes (H12a&b to H15a&b)

The present study proposed that the relationship between physical and social storescape and store attachment and customer satisfaction can be moderated by two customer cognitive attitudes: perceived product quality and perceived price fairness. As discussed in Chapters One and Two, the current study aimed to measure the effect of physical and social storescape on customer citizenship behaviour. The hypotheses developed in Chapter Two focussed on the relationship between physical and social storescape and customer citizenship behaviour, and the moderating effects of customer cognitive attitudes such as perceived product quality and perceived price fairness on the relationship between storescape and customer affective attitudes including store attachment and customer satisfaction.

Hypothesis 12a, that perceived product quality moderates the relationship between physical storescape and store attachment, was supported. Results thus confirmed the effect of the interaction between perceived product quality and physical factors on store attachment. As discussed earlier, hypothesis 3 confirmed the direct effect of physical storescape on store attachment; however, the finding for hypothesis 12a shows that perceived product quality plays a moderating role in the relationship. Findings reveal that at any levels of perceived product quality, physical storescape had a significant effect on store attachment and this effect was stronger at higher levels of perceived product quality. Thus, perceived product quality enhances the effect of physical storescape on store attachment.

Furthermore, hypothesis 12b, that perceived product quality moderates the relationship between social storescape and store attachment, was supported. The results showed that the moderating effect of perceived product quality on the relationship between social storescape and store attachment was significant. Findings reveal that, that at higher levels of perceived product quality, social storescape had a stronger effect on store attachment than at lower levels of perceived product quality. Thus, perceived product quality enhances the effect of physical storescape on store attachment.

Hypothesis 13a, that perceived product quality moderates the relationship between physical storescape and customer satisfaction, was supported. Results thus demonstrated the effect of the interaction between perceived product quality and physical factors on customer satisfaction. As discussed earlier, hypothesis 4 confirmed the direct effect of physical storescape on customer satisfaction; however, the finding for hypothesis 13a shows that perceived product quality plays a moderating role in the relationship. Findings reveal that at any levels of perceived product quality, physical storescape had a significant effect on customer satisfaction, and this effect was stronger at higher levels of perceived product quality. Thus, perceived product quality increases the impact of physical storescape on customer satisfaction.

Moreover, Hypothesis 13b, that perceived product quality moderates the relationship between social storescape and customer satisfaction, were supported. Results revealed that the moderating effect of perceived product quality on the relationship between social storescape and customer satisfaction were significant. This means that at higher levels of perceived product quality, social storescape had a stronger effect on customer satisfaction than at lower levels of perceived product quality. In this regard, perceived product quality enhances the effect of social storescape on satisfaction.

These findings are in line with studies which examined the direct and indirect effects of perceived product quality on customer attitudes and behaviour. For instance, Gök et al. (2019) indicated the mediating role of perceived product quality in the relationship between user manual quality and customer satisfaction. Konuk (2019), also confirmed that perceived quality influences customer attitudes such as perceived price fairness, perceived value and customer satisfaction.

Hypotheses 14a and 14b that perceived price fairness moderates the relationship between physical and social storescape and store attachment were supported. This demonstrates that perceived price fairness acted as a moderator on the relationship between physical storescape and store attachment, as well as the relationship between social storescape and store attachment. Results confirmed that the effect of the interaction between perceived price fairness and physical and social storescape on store attachment were significant. These findings are in line with the findings of Han, Al-Ansi, Chi, Baek, and Lee (2020), who highlighted the moderating role of perceived price on customer attitudes and behavioural intentions. They demonstrated that the moderating effect of perceived price in the relationship between environmental social responsibility, service quality, emotional attachment, and word-of-mouth is significant. Consistent with hypotheses 14a and 14b, at higher levels of perceived price fairness, physical and social storescape have a stronger effect on store attachment than at lower levels of perceived price fairness. In this regard, perceived price fairness enhances the effect of physical and social storescape on store attachment.

Hypotheses 15a and 15b, that perceived price fairness moderates the relationship between physical and social storescape and customer satisfaction, were supported. This demonstrates that perceived price fairness acted as a moderator of the relationship between

physical storescape and customer satisfaction as well as the relationship between social storescape and customer satisfaction. Results confirmed that the effect of the interaction between perceived price fairness and physical and social storescape on customer satisfaction were significant. These results support findings of Ryu and Han (2010), that when customers have strong satisfaction from a service physical environment, they are more likely to show behavioural intentions such as spreading positive word of mouth, recommending the service to others and revisiting the place more frequently. Consistent with hypotheses 15a and 15b, at higher levels of perceived price fairness, physical and social storescape have a stronger effect on customer satisfaction than at lower levels of perceived price fairness. In this regard, perceived price fairness enhances the effect of physical and social storescape on customer satisfaction.

In conclusion, the findings of hypotheses 12a, 12b, 13a and 13b, demonstrate that when the storescape of stores results in positive affective attitudes among customers, and they consider the price of product as fair and reasonable, their attachment and satisfaction to the store increases. This is with the exception of the moderating effect of perceived product quality on the relationship between physical storescape and customer satisfaction where the reverse occurred; it appears here that perceived price quality impacts satisfaction more when the perception of the physical storescape is low. The findings of hypotheses 14a, 14b, 15a and 15b, demonstrate that when storescape of stores result in positive affective attitudes among customers, and they consider the product quality is acceptable, their attachment and satisfaction to the store increases. The present study, for the first time, proposed and confirmed the moderating role of customer cognitive attitudes, that is, perceived product quality and perceived price fairness in the relationship between physical/social storescape and customer affective attitudes, that is, store attachment and customer satisfaction.

5.2.7. The moderating effect of employee citizenship behaviour towards customer (H16)

Hypothesis 16, proposing employee citizenship behaviour towards customers moderates the relationship between customer loyalty and customer citizenship behaviour, was supported. The findings related to this hypothesis demonstrate that the moderating effect of employee citizenship behaviour towards customers was significant in the relationship between customer loyalty and customer citizenship behaviour. In addition, as presented in Chapter Four, at higher levels of employee citizenship behaviour towards customers, the effect customer loyalty in customer citizenship behaviour is stronger than at lower levels. This means when loyal customers perceive high levels of employee citizenship behaviour, they are more willing to show reciprocal behaviour, namely, citizenship behaviour, towards employees or the store.

Although it is expected that loyal customers visit the store more frequently and spend more, they may or may not display citizenship behaviours. Drawing on Social Exchange Theory, this finding demonstrates that employee citizenship behaviour toward customers indirectly influences customer citizenship behaviour. An explanation for this finding is that the presence of employees who display citizenship behaviours towards customers in-store, in line with Social Exchange Theory (Blau, 1964), can give loyal customers the incentive to show reciprocal customer citizenship behaviour. When customers perceive that employees help them beyond their formal roles, loyal customers are subsequently more likely to display reciprocal actions such as citizenship behaviour. As noted in Chapter Two, there are few studies examining the direct and indirect role of employee citizenship behaviour on customer behaviour, particularly citizenship behaviour. For example, Chan et al. (2017) and Jain et al. (2012) demonstrated the direct and indirect effects of employee citizenship behaviour on customer behaviour such as citizenship and loyalty. Therefore, the finding of the current study is important and notable given that it is

the first to confirm the moderating role of employee citizenship behaviour towards customers in the relationship between customer loyalty and customer citizenship behaviour.

5.2.8. The moderating effect of store type (H17a&b and H18a&b)

Hypotheses 17a, 17b, 18a and 18b, that store type moderates the relationship between physical and social storescape and customer affective attitudes (i.e., store attachment and customer satisfaction), were supported. The findings related to hypotheses 17a and 17b demonstrate that store type acted as a moderator in the relationship between physical and social storescape and store attachment. The findings show that physical and social storescape positively affect store attachment in both department stores and discount department stores; however, the effects of physical and social storescape on store attachment in discount department stores are stronger than in department stores. Similarly, the findings related to hypotheses 18a and 18b showed that physical and social storescape positively affected customer satisfaction in both department stores and discount department stores; however, the results indicate that the effect of physical and social storescape on customer satisfaction in discount department stores are stronger than in department stores.

These results may be due to different perceptions and expectations of customers from direct and indirect services which they received in department and discount department stores. Whilst it is generally assumed that discount department stores' environments provide less 'pleasant' shopping experience than that offered by department stores (Bailey, 2017; Sung & Huddleston, 2018), customers had more satisfaction and attachment to discount department store environments than department stores when the physical and social storescape was perceived as positive. In other words, department stores received higher scores on attachment and satisfaction when physical and social storescape

was low, but discount department stores received higher scores on attachment and satisfaction when storescape was high. Discount department store customers appear to be more impacted by a positive storescape than department store customers; the former are more likely to be delighted at such an occurrence, but the latter simply expect this and so do not experience such an effect. The results demonstrate that effort in improving storescape can help discount department stores to meet their customers' expectations about the store environment, which in turn, results in positive outcomes as specified in this study as terms of store attachment and satisfaction. Discount department stores are operating off a lower baseline here in terms of storescape. Therefore, based on the findings, investment in improving discount department store physical and social storescape can result in higher levels of store attachment and satisfaction among customers than the same investment in department store physical and social storescape.

5.3. Conclusions to the research questions

To provide the empirical evidence addressing the study's research questions, the findings of the study's hypotheses were discussed in the section above. This next section summarises the findings to answer the five research questions.

5.3.1. Research question one

What is the relationship between storescape and customer citizenship behaviour?

Hypotheses 1 to 9 were developed to answer research question one, with Resource Exchange Theory and the SOR model being the overarching theories used to explain how storescape influences customer citizenship behaviour. Resource Exchange Theory underpinned the hypothesised direct effects of storescape on customer citizenship behaviour (hypotheses 1 and 2). Among storescape dimensions, social storescape was found to relate to customer citizenship behaviour, but physical storescape was not.

According to Resource Exchange Theory, the acquisition of valuable and profitable resources from others commits individuals to direct their reciprocation efforts towards resource providers (Cook et al., 2013; Lee, Lee, et al., 2011; Yi et al., 2013). Given that, when customers receive valuable and profitable resources through social storescape factors such as the presence of helpful, friendly and knowledgeable employees, they are more likely to reciprocate by engaging in citizenship behaviour. On other hand, there was no direct effect of physical storescape on customer citizenship behaviour. This unexpected result might be due to the nature of customer citizenship behaviour. Customer citizenship behaviour includes voluntary and discretionary aspects and thus customers have greater latitude in exhibiting this behaviour (Jung & Yoo, 2017). Therefore, customers might need deeper motives to perform customer citizenship behaviour than just satisfaction with the physical environment of a store.

The SOR model also justifies the effects of physical and social storescape on customer affective attitudes and citizenship behaviour (hypotheses 3 and 9). Drawing on the SOR model, 'stimuli', specified in this study as physical and social storescape, affect the 'organism', specified here as customer affective attitudes including store attachment, customer satisfaction and customer loyalty. The relationship between physical and social storescape (Stimuli) and affective attitudes including store attachment and customer satisfaction (Organism) and subsequently the relationship between store attachment, customer satisfaction and customer loyalty were significant (hypotheses 3 to 8). Moreover, in accordance with the SOR model, the 'organism', specified here as affective attitudes (i.e., customer loyalty) affect the 'response', specified here as customer citizenship behaviour. Hypothesis 9 was developed to examine the effect of the 'organism' on the 'response', namely, customer loyalty on customer citizenship behaviour. Overall, the findings related to hypotheses 2 to 9 supported the positive relationships between the study

constructs, drawing on the SOR model and Resource Exchange Theory. However, no direct relationship was found between physical storescape and customer citizenship behaviour as predicted by hypothesis 1.

5.3.2. Research question two

To what extent do affective attitudes (i.e., store attachment, customer satisfaction and customer loyalty) mediate the relationship between storescape and customer citizenship behaviour?

Customer affective attitudes (i.e., store attachment, customer satisfaction and customer loyalty) were found to mediate the relationship between physical and social storescape and customer citizenship behaviour based on the SOR model. Hypotheses 10a, 10b, 11a and 11b were developed to answer research question two. The SOR model explains how customer affective attitudes mediate the effect of storescape on customer citizenship behaviour. According to the SOR model, various aspects of the environment (S) can influence behavioural reactions (R) while being mediated by individual's cognitive and affective states (O) (Cossío-Silva et al., 2016; Lin & Mattila, 2010). In other words, the model postulates that environmental characteristics (Stimuli) can have a noticeable impact on human behaviour (Response) as mediated by an individual's internal processes (Organism) (Cho et al., 2019; Lee & Yun, 2015; Lin & Liang, 2011). Therefore, in accordance with the SOR model, the study found that the 'organism', specified in this study as customer affective attitudes, did mediate the effect of store environment (i.e., physical and social storescape) as 'stimuli' on customer citizenship behaviour as the 'response' (hypotheses 10a, 10b and hypotheses 11a, 11b).

5.3.3. Research question three

To what extent do customer cognitive attitudes (i.e., perceived product quality and perceived price fairness) moderate the relationship between storescape and customer affective attitudes (store attachment and customer satisfaction)?

To answer research question three, hypotheses 12a and 12b to 15a and 15b were developed to investigate the moderating role of perceived product quality and perceived price fairness as customer cognitive attitudes in the relationship between physical and social storescape and the customer affective attitudes of store attachment and customer satisfaction. The literature confirms that variables such as perceived price (Ryu & Han, 2010) and perceived quality (Iranmanesh et al., 2017; Ryu & Han, 2010) are important antecedents of customer behaviour. On one hand, there is no doubt that perceived quality has an key impact on customer behaviour, and several studies have demonstrated the positive relationship between these constructs (Gök et al., 2019; Su et al., 2016). Furthermore, several studies have confirmed that high product quality increases the level of customer satisfaction (Bei & Chiao, 2001; Ryu & Han, 2010). A converging theory is that customers' experience and the resources that they receive from physical and social environment shape their perceptions of product or service quality.

In accordance with literature, the study found that perceived product quality as one of customer cognitive attitudes in this study, did moderate the effect of physical and social storescape on the customer affective attitudes of store attachment and customer satisfaction. It was found that the relationship between physical and social storescape and store attachment was stronger at higher levels of perceived product quality than at lower levels. Indeed, the findings indicated that when perceived product quality increased, at any level of physical and social storescape (i.e. low, middle and high) store attachment

increased, whilst the moderating effect of perceived product quality was stronger at higher levels of both physical and social storescape.

The importance of perceived value, which is strongly related to perceived product price in illustrating customer behaviour, is also underlined in marketing literature (Ryu & Han, 2010; Ryu et al., 2012). When customers consider the price of a product/service as fair and reasonable, their satisfaction will increase relative to product/service quality (Ryu & Han, 2010; Zietsman et al., 2019). For instance, Han and Ryu (2009) found that perceived price fairness significantly influences customers behavioural intentions and customer perception of reasonable price plays a moderating role in physical stimuli-customer attitudes links. Therefore, in accordance with literature, the study found that perceived price fairness, as one of the customer cognitive attitudes in this study, did moderate the effect of physical and social storescape on customer affective attitudes including store attachment and customer satisfaction. Furthermore, it was found that the relationship between physical and social storescape and store attachment and customer satisfaction was stronger when perceived price fairness was high than when it was low.

In overall, both perceived product quality and perceived price fairness play key roles in affecting customer attitudes and behaviour (Bei & Chiao, 2001; Su et al., 2016). Therefore, given the theoretical and empirical support, it can be deduced that perceived product quality and perceived price fairness do impact customer attitude and behaviour (Ryu & Han, 2010).

5.3.4. Research question four

Does employee citizenship behaviour towards customers (employee CB-C) moderate the relationship between customer loyalty and customer citizenship behaviour?

Employee citizenship behaviour towards customer moderated the effect of customer loyalty on customer citizenship behaviour, as predicted by hypothesis 16. Social Exchange Theory explains this moderation effect. According to Social Exchange Theory, the interaction between two parties is mostly considered as reciprocal and dependent on the action of the other party (Blau, 1964). Moreover, the Theory emphasises that reciprocal transactions can result in long-term quality relationships (Cropanzano & Mitchell, 2005). When there is a lack of a formal obligation to reciprocate, involved parties are more likely to repay the received benefits using norms of reciprocity (Gouldner, 1960) and show citizenship behaviours. Therefore, if loyal customers observe employees' citizenship behaviour, they may feel valued and helped and in accordance with the 'norms of reciprocation' try to repay the benefits or favourable treatment by exhibiting customer citizenship behaviour. A reason for this finding is that when customers understand that employees go beyond their job requirements to help them with problems (beyond what is expected or required), customers feel obligated to reciprocate this behaviour. Therefore, customers are more likely to display similar behaviour, namely citizenship behaviour, toward store employees or to the store in general.

5.3.5. Research question five

Does store type (i.e., department store versus discount department store) moderate the relationship between storescape and customer citizenship behaviour?

Given the importance of the retail industry in Australia, which is Australia's second largest employing industry (Parliament of Australia, 2019), and the extremely competitive conditions between department stores and discount department stores in retail trade and their differences mentioned in Chapter 1, an understanding of the factors that help department stores and discount department stores to acquire a competitive advantage is

important. These points highlight the contexts for recognising the factors that may help large retailers to acquire a competitive advantage. Therefore, research question five focused on the moderating role of store type (i.e., department store versus discount department store) on the relationship between storescape and customer affective attitudes (i.e., store attachment and customer satisfaction).

Physical and social storescape had a significant effect on store attachment in both department stores and discount department stores. But the results indicate that the effect of physical and social storescape on store attachment in discount departments store was stronger than in department stores. Physical and social storescape also had a significant effect on customer satisfaction in both department stores and discount department stores. But the results indicate that the effects of both physical and social storescape on customer satisfaction in discount department stores were stronger than department stores. Department stores were found to have higher attachment and satisfaction when storescape was perceived to be low; however, discount department stores were found to have higher attachment and satisfaction when storescape was perceived to be high. A reason for this finding may be that customers' perceptions and expectations of the physical and social storescape of these types of stores are different. As explained in Section 5.2.8, discount department store customers appear to be more impacted by a positive storescape than department store customers; the former are more likely to be delighted at such an occurrence, but the latter simply expect this and so do not experience such an effect.

5.4. Research contributions and implications

The findings of this research make a significant contribution to knowledge of the store environment, customer attitudes and extra-role behaviours in a retail context. Moreover,

this study provides valuable insights which may be of assistance to retailers. The theoretical contribution and practical implications are discussed in the following sections.

5.4.1. Theoretical contributions

This study makes several theoretical contributions. The overall aim of the study was to utilise the SOR model and Resource Exchange and Social Exchange Theories to provide a theoretical foundation for demonstrating the relationship between storescape (i.e., store physical and social environment) and customer extra-role behaviour, specified in this study as customer citizenship behaviour. This study highlights the effect of customer cognitive and affective attitudes, which mediate and moderate the link between physical and social storescape and customer citizenship behaviour. Furthermore, the research examines the moderating role of employee citizenship behaviour toward customers in the relationship between customer loyalty and citizenship behaviour in a retail context. In this regard, the current study makes a contribution to theory through advancing a multi-dimensional framework for modelling storescape. In this study, storescape refers to the combination of physical and social environment stimuli in a store which act as signs or heuristics for customers. The study's model makes several theoretical contributions that contribute to the marketing and retailing literature.

First, this study explored the effect of storescape on extra-role behaviour, namely customer citizenship behaviour. Studies in the field of sales and service environments have examined the impact of the service/store environment on customer purchase behaviour (Kumar & Kim, 2014; Mohan et al., 2013; Peng & Kim, 2014), behavioural intentions (Chang, 2016; Hooper et al., 2013; Ryu et al., 2012), and customer emotional responses (Jani & Han, 2015; Kumar & Kim, 2014; Lin & Worthley, 2012). To date, no research has studied the impact of environmental factors on extra-role behaviours such as customer

citizenship behaviour. Considering the importance of such behaviours for retail firms (Chen et al., 2019; van Tonder et al., 2018), the study provides new insights into how store environmental factors motivate customers to engage in citizenship behaviour. Customers who show citizenship behaviours through such activities as engaging in word-of-mouth, defending companies against negative reactions, making recommendations on service improvement or product quality, and providing feedback for improving the retail experience, can contribute to a company's success. Thus, this research provides a foundation for further studies of store/service environment and its influence on extra-role behaviours.

Given the important effect of environmental factors on human psychology and behaviour (Kumar & Kim, 2014; Lin & Liang, 2011; Ryu & Jang, 2007), and the role of extra-role behaviours (e.g., customer citizenship behaviour) in providing benefits and consequently creating competitive advantage for businesses (Anaza & Zhao, 2013; Bartikowski & Walsh, 2011; Nyadzayo et al., 2015), an investigation of storescape and its effect on customer citizenship behaviour is an important endeavour.

Second, the study extends the use of Resource Exchange Theory in the retailing literature. This research contributes to retailing studies by providing an application of Resource Exchange Theory, leading to a refinement of the types of resources that are most important for success in the retail sector, specifically for department and discount department stores. The findings of this study contribute to the literature by introducing a new mechanism to explain the direct effect of storescape stimuli on customer citizenship behaviour regardless of the SOR model which indicates these relationships indirectly. This is the first-known study which is based on Resource Exchange Theory that identifies storescape as both direct (social environment) and indirect (physical

environment) resources which influence customer citizenship behaviour. Thus, this research provides the foundation for future studies in marketing and management fields to investigate the direct relationships of different store/service factors on an individual's behaviour, particularly extra-role behaviours based on Resource Exchange Theory.

Third, the study extends the application of the SOR model. The SOR mechanism postulates that the organism (O) mediates the relationship between stimulus (S) and response (R). While many studies based on the SOR model have examined the impact of external stimuli with cognitive and affective attitudes as mediators (Baker et al., 2002; Hooper et al., 2013; Ryu et al., 2012), this study contributes to the SOR model by examining the moderating role of cognitive attitudes, including perceived product quality and perceived price fairness, which cannot be directly influenced by environmental stimuli. Therefore, the current research contributes to the body of knowledge on the SOR model by adding the moderating effect of variables in the mediation links of the SOR mechanism. The study proposes both mediating and moderating effects of customer attitudes in the relationship between storescape and customer citizenship behaviour. According to the theoretical model, affective attitudes mediate, and cognitive attitudes moderate, the links between environmental factors and responses. Therefore, this study extends the SOR model from a mediation model to a moderation-mediation model.

Fourth, an important contribution of the current study is its empirical demonstration of how employee citizenship behaviour toward customers moderates the relationship between customer loyalty and behaviour. Despite other studies examining the impact of employee citizenship behaviour towards the customer-on-customer outcomes (Chahal & Mehta, 2010; Chan et al., 2017; Jain et al., 2012), existing research does not provide an explanation of how employee citizenship behaviour towards customers can influence

customers' attitude-behaviour link. Thus, the current study makes an important contribution to the existing organisation citizenship behaviour literature, through examining the moderating role of employee citizenship behaviour towards the customer in the relationship between customer loyalty and customer citizenship behaviour. Social Exchange Theory explains when loyal customers witness the citizenship behaviour of employees, they are more likely to show citizenship behaviour towards the store and employees. Employee citizenship behaviour towards customers, along with attitudinal loyalty, can increase the possibility of customer citizenship behaviour.

Finally, this study integrates the SOR model and Exchange Theories (i.e., Social and Resource Exchange) to explain how the physical and social storescape of department and discount department stores can jointly influence customer extra-role behaviour such as customer citizenship behaviour. The conventional SOR model expresses the effect of external stimulus on internal customer behaviour in line with a mediation mechanism described as the organism (e.g., attitudes); however, this study suggests that there should be other pathways in this model. As mentioned above, the reciprocity norm of exchange can explain a direct relationship between stimuli and reaction. The moderating effects of cognitive attitudes which cannot be affected by the environmental factors (i.e., perceived product quality and perceived price fairness) are another extension to the SOR model. In addition to the relationships suggested by the SOR model, this extension illustrates how different customer cognitive and affective attitudes intervene in the effects of environmental factors on customer behaviours. Using Social Exchange Theory, the study incorporates the effect of employee citizenship toward customers in the SOR model in shaping customer citizenship behaviour. In this study, employee citizenship is shown to be an important factor which can increase the effect of storescape on customer citizenship behaviour.

5.4.2. Practical implications

Considering the competitive environment in which retailers operate, retail stores require additional resources and strategies which can help them to survive and grow. The findings of this study can help retailers, in particular department stores and discount department stores, to gain a better understanding of the factors which may help them to develop a competitive advantage. The proposed model in the study provides several significant practical implications for retail managers.

First, scholars demonstrated that customer extra-role behaviours such as citizenship behaviours are an important indicator of positive in-store experiences. These behaviours provide the company with extra resources (e.g., positive word-of-mouth, defending companies against negative reactions, making recommendations on service improvement or product quality, making recommendations to others, and providing feedback for improving the retail experience) to achieve success (Delpechitre et al., 2018; Eddleston et al., 2018; Somech & Drach-Zahavy, 2000). Thus, it is important for managers to be able to identify the factors which increase citizenship behaviours among customers.

The results of this study indicate the important and direct effect of social storescape on customer citizenship behaviour (although the direct effect of physical storescape on customer citizenship behaviour was not found to be significant). In this regard, retail managers could emphasise the factors that improve social storescape, including the retailer's policies and procedures and employees' social behaviours. To do so, in addition to enhancing job design, interviews or psychometric tests identifying personality types of job applicants and employing them based on job characteristics could be a suitable strategy to enhance interaction between employees and customers. Drawing on personality-job fit theory (O'Reilly III, 1977), the existence of intrinsic individual differences in personality

and work orientation, can explain the variations in worker responses to specific job dimensions.

In order to shape customer affective attitudes towards the store, managers can explain the importance of appearance to the employees as well as monitoring their appearance. Furthermore, continuous employee training programs can be considered so as to improve effective communication skills and social behaviours. Also, non-monetary incentives can be offered to encourage employees who have better communications and interactions with customers, because these employee behaviours influence customer attitudes and behaviours (McShane, Olekalns, Newman, & Travaglione, 2015). Based on Motivation-Hygiene theory, employing non-monetary strategies (e.g., job enhancement, participating in making decisions) can be important for shaping employees' behaviour (Herzberg, 2005).

Second, the study's results show that creating positive in-store customer experiences may generate a competitive advantage for retailers (Bustamante & Rubio, 2017; Terblanche, 2018; Triantafillidou et al., 2017). Many studies have investigated the effect of in-store environment stimuli on the customer experience which may subsequently shape their attitudes and behaviours (Chang, 2016; Line et al., 2018; Mahr, Stead, & Odekerken-Schröder, 2019; Terblanche, 2018). The study results clearly show that physical storescape indirectly, and social storescape directly and indirectly, increase customers' motivation to engage in customer citizenship behaviour through shaping positive affective attitudes, specified in this study as customer satisfaction, store attachment and loyalty. When customers rate the physical and social storescape of the retail store as high, the delight created by storescape can positively influence their affective attitudes (i.e., customer satisfaction, store attachment and customer loyalty).

Retail managers, therefore, could consider the important effect of physical and social storescape in creating favourable emotions, which in turn can enhance satisfaction, attachment and/or loyalty of customers. For example, physical aspects of the store can be improved through paying attention to cleanliness, attractiveness of the interior design, and the creation of a relaxing and pleasant environment, noting that this will likely be more impactful in discount department stores rather than department stores where these factors are often already in place. Social aspects of the store can be enhanced by training new employees to be helpful, friendly and presentable. When customers spend time shopping in large stores, in-store physical and social factors will affect their positive experience and subsequently attitudes. The quality of the physical environment enhances sensory pleasure, and the quality of the social environment enhances customers' feeling of being valued, which in turn shapes their positive experience (Bustamante & Rubio, 2017; Triantafillidou et al., 2017). Therefore, the presence of a relaxing and pleasant physical storescape and a helpful and friendly social storescape contribute to a positive customer experience and subsequently customer affective attitudes. Moreover, when customers go to a store, in addition to making a purchase, many also want to enjoy the environment and their shopping activity; hence, the presence of a pleasant environment can be a major reason for customers having a pleasing shopping experience in a store. Thus, the pleasant experience can then motivate customers to engage in citizenship behaviour, if it also increases satisfaction, attachment and loyalty.

Third, the moderating effects of customer cognitive attitudes (perceived price fairness and perceived product quality) are also important findings of this research. The study reveals that customer cognitive attitudes in the interaction with storescape are important for shaping customer affective attitudes. They indicate, for example, that when physical and social storescape are high, both perceived product quality and price fairness

have greater effects on attachment than when storescape is low. Similarly, when perceived product quality and price fairness are high, there are greater effects of social storescape on satisfaction than when perceived product quality and price fairness are low. In this regard, the implication for managers is that social storescape will have a greater effect on attachment and satisfaction when quality is high and the price is perceived as fair, so it is important to match levels of storescape with levels of product quality and price; for physical storescape, this conclusion holds only for attachment. Knowledge of the effect of price fairness and perceived quality experienced by customers, on store attachment and satisfaction, can help retail managers boost customer attachment and satisfaction with the store. Improved satisfaction and attachment will subsequently increase customer loyalty and thus extra-role behaviours.

Therefore, one managerial approach may be offering high or, at least, appropriate product quality and reasonable (or fair) prices in a well-prepared physical and social store environment for customers to create a positive shopping experience. For example, in a department or discount department store when customers perceive the price of a product as reasonable compared with other department stores, their satisfaction with, and attachment to, the store increases. Therefore, retail managers can enhance customer perception of price through providing comparison product prices with other stores' prices, sales promotion techniques and periodic product discounts. Offering guarantees and warranties for products can also improve customers' perception of product quality (Alqahtani & Gupta, 2017; Liu, Diallo, Chen, & Zhang, 2020). Thus, investments in the physical and social environment will be more effective in improving customer attitudes when they are accompanied by higher levels of perceived product quality and price fairness.

Fourth, the study proposed that to encourage customers to go 'the extra mile' and engage in customer citizenship behaviour, in addition to affective attitudes, employees' extra-role behaviour such as citizenship behaviour towards customers has a role. The results showed that when loyal customers perceive employees' extra effort to improve their shopping experience, customers are more likely to engage in citizenship behaviour. Therefore, from a managerial standpoint, retail managers are encouraged to not only focus on physical and social aspects of the store environment but to create a culture and climate in the store which motivates employees to be engaged in citizenship behaviours. For instance, when retail managers exhibit and therefore model citizenship behaviours towards customers and employees, employees may be encouraged to perform citizenship behaviours. Drawing on Social Learning Theory, behaviour can be learned by observing others. In many cases, through observation of other people's behaviour, individuals learn how they themselves should behave (Bandura & Walters, 1977). Therefore, when employees see managers' citizenship behaviour, they may be motived to display such behaviours. Moreover, through appreciating employees who show citizenship behaviours and, in this way, increase company benefits indirectly, managers can motivate other employees to be engaged in citizenship behaviours. For example, this may be done by providing supportive policies, and appreciating and encouraging employees who show citizenship behaviour towards customers.

Finally, the study was conducted in the context of department and discount department stores in Australia. Retailers are operating in a challenging environment with many factors creating uncertainty including a flat economy, sustained low wage growth, increasing levels of unemployment and underemployment, lower levels of household discretionary spending, and a volatile housing market, all of course now occurring within the context of a global pandemic. All of these factors can lead to a lack of consumer

confidence and many consumers are subsequently spending more conservatively, particularly in certain sectors of the retail market (The Retail Solution, 2020). To add to these ongoing challenges, online sales are growing rapidly, and large overseas retailers are continuing to open in Australia (Mortimer, Bowden, Pallant, Grimmer & Grimmer, 2020; Smart Company, 2020). The results of the current study show that both physical and social storescape affect customer affective attitudes (i.e., satisfaction and attachment); however, the effect of environmental factors on affective attitudes was stronger in discount department stores than it was in department stores. Given that, discount department store customers seem more impacted by a positive storescape than department store customers; the former are more likely to be delighted at such factors, but the latter simply expect this and so do not experience the same effect. This suggests that the impact of storescape on affective attitudes is particularly significant for discount department stores and is an important avenue for potential improvement.

5.5. Limitations and future research directions

It should be noted that the study had certain limitations. First, an online survey was used to collect self-report data. The online survey was thus limited by customer recall of their shopping experience. To attempt to diminish recall bias, participants were asked to answer questions regarding their most recent shopping experience (within the past month). Moreover, the study did use some procedural remedies to reduce common bias, as suggested by Podsakoff, MacKenzie, and Podsakoff (2012). For example, proximal (physical) separation between predictor and criterion variables was used in the survey to reduce the salience of the linkages. Different scale properties have been employed to reduce same source bias in the relationship between predictors and criteria. Further, the survey provided a random presentation of scale items within each construct.

Thus, the results should not have been greatly affected by recall bias. Future research could use an electronic or paper-based survey conducted in-store where customers are faced with environmental factors at the same time. Future studies may also use a temporal separation technique (a time delay between introducing surveys) to measure customers' perceptions of environmental factors and their subsequent reactions. Also, as a result of the online nature of the survey, there may be a limitation in the sampling, that is, only a certain demographic is likely to participate in an online research panel which limits the generalisability. However, the descriptive analysis of the current study's data showed a suitable distribution of the demographics in the final sample indicating an appropriate generalisability of the results.

Second, in the present research, customer characteristics were not considered as variables which may have affected the perception of store environment and subsequently behaviour. For instance, demographic variables such as level of education, gender, age, and individual personality traits may influence customer expectations and perceptions of storescape and store employee behaviour. Examining the moderating effect of these variables may be valuable for future research. In addition, in the present study, the sample were consumers who had shopped at least once in a department store during the month prior to data collection, and so included both new and frequent shoppers. Customers shopping habits including the frequency with which customers shop at a particular store could be explored in future research. In addition, future research could consider the presence of other shoppers, and their volume, as a moderator variable; this may have an impact in how social storescape, in particular, is perceived.

Third, the moderating role of employee citizenship behaviour towards customers was examined for the first time and was limited to the relationship between customer

loyalty and customer citizenship behaviour. Hence, it is suggested that future research may focus on the interaction effect of employee citizenship behaviour towards customers on other important constructs in marketing such as purchase, repurchase, customer satisfaction, and loyalty.

Fourth, the present research was focused on a retail context, specifically department stores and discount department stores. Because of the basic characteristics of the service context (e.g., the intangibility and inseparability of production and consumption and customer-based relationships), where customers are in a face-to-face contact with service staff, the environment itself can be considered as a vital component of service. Therefore, future researchers may find value in replicating the study model in different service contexts such as restaurants, hospitals and tourism.

Fifth, the study introduced the moderating role of cognitive attitudes such as perceived product quality and perceived price fairness for the first time, which was limited to the relationships between physical and social storescape, customer satisfaction and store attachment. Other scholars are therefore encouraged to investigate the interaction effect of such cognitive attitudes (i.e., perceived product quality and perceived price fairness) on other important constructs in marketing such as customer attitudes, behavioural intentions and extra-role behaviours.

Lastly, as the current study has presented new insight for justifying the direct effects of environmental stimuli on customer extra-role behaviour in the form of citizenship behaviour, other researchers could consider the impact of environmental stimuli on other specific customer extra-role behaviours such as word of mouth and customer engagement, as well as customer shopping intentions such as purchase, repurchase and

impulse shopping. Moreover, researchers could pay attention to whether higher levels of customer extra-role behaviours result in higher levels of purchase intention.

5.6. Conclusion

This study examined physical and social storescape, customer affective attitudes (i.e., store attachment, customer satisfaction and customer loyalty), customer cognitive attitudes (i.e., perceived product quality and perceived price fairness) and employee citizenship behaviour towards customers as an employee extra-role behaviour – crucial factors for enhancing customer citizenship behaviour in the retail industry, specifically department stores and discount department stores. Drawing on the SOR model and using the lens of Resource and Social Exchange Theoreies, this research revealed that when customers are exposed to direct and indirect services provided in a store, they feel more satisfied with, and attached to, and thus their loyalty is increased. Consequently, they are more likely to show extra-role behaviours such as customer citizenship behaviour towards the store.

The current research contributes to the marketing literature by, for the first time, employing Resource Exchange Theory to explain the direct effect of external factors of the store (i.e., physical and social storescape) on extra-role behaviour (i.e., customer citizenship behaviour). In addition, drawing on the SOR model, the study investigated the mediating and moderating effects of factors internal to customers, including cognitive (i.e., perceived product quality and price fairness) and affective attitudes (i.e., store attachment, customer satisfaction and loyalty) in the storescape-customer citizenship behaviour link. Further, drawing on Social Exchange Theory, the study confirmed the moderating effect of employee citizenship behaviour towards customers in the link between customer loyalty and customer citizenship behaviour. These findings have added to an understanding of the importance of store environment, customer cognitive and affective attitudes and

employees' extra-role behaviour on customer extra-role behaviour. Finally, the study contributes to the retailing literature by showing that store type moderated the effects of physical and social storescape on customer satisfaction and store attachment. The effects of both aspects of storescape on customer satisfaction and store attachment in discount department stores were stronger than in department stores.

Customer extra-role behaviours have been examined as indicators of positive in-store experiences. Customer citizenship behaviour, categorised under the umbrella of extra-role behaviours, can contribute to the success and effectiveness of retailers by providing additional resources. Therefore, it is important for retailers to identify the factors that encourage customers to engage in such behaviours. Because of the importance of the retail industry in Australia as the second largest employing sector, and increased competition and challenging trading conditions (especially for department stores and discount department stores), an understanding of the factors that help retailers to acquire competitive advantage is important. This study has clarified the important role of physical and social storescapes as antecedents of customer experience, which enhance customer citizenship behaviour. The study has also identified customer attitudinal (cognitive and affective) and environmental (employee extra-role behaviour and store type) factors as important factors to leverage storescape resources to enhance customer citizenship behaviour, specifically as mediators and moderators of the links between storescape and customer citizenship behaviour. Practically, the research findings demonstrate that when customers perceive direct and indirect value as provided by a store's physical and social environment, customers feel satisfied and valued, and then act to reciprocate by displaying citizenship behaviours. Therefore, the research findings provide important information to retail managers that in order to enhance their competitiveness they should focus on predictors of customer extra-role behaviour. Significantly, the findings of the study have

shown that physical and social storescape provide valuable direct and indirect resources for customers which affect attitudes and subsequently improve customer citizenship behaviour. The findings of the study provide evidence for retailers that, in addition to improving physical and social storescape quality, consideration of the quality of products, price fairness and improvement of employee citizenship behaviour towards customers can increase customer citizenship behaviour.

REFERENCES

Ahearne, M., Bhattacharya, C. B., & Gruen, T. (2005). Antecedents and consequences of customer-company identification: expanding the role of relationship marketing. *Journal of Applied Psychology*, 90(3), 574-585.

Ahmad, I., & Zafar, M. A. (2018). Impact of psychological contract fulfillment on organizational citizenship behavior. *International Journal of Contemporary Hospitality Management*, 30 (2), 1001-1015.

Ajzen, I., & Fishbein, M. (2000). Attitudes and the attitude-behavior relation: Reasoned and automatic processes. *European Review of Social Psychology*, 11(1), 1-33.

Alexandris, K., Kouthouris, C., & Meligdis, A. (2006). Increasing customers' loyalty in a skiing resort: The contribution of place attachment and service quality. *International Journal of Contemporary Hospitality Management*, 18(5), 414-425.

Alford, B. L., & Biswas, A. (2002). The effects of discount level, price consciousness and sale proneness on consumers' price perception and behavioral intention. *Journal of Business Research*, 55(9), 775-783.

Ali, F., Kim, W. G. & Ryu, K. (2016). The effect of physical environment on passenger delight and satisfaction: Moderating effect of national identity. *Tourism Management*, 57, 213-224.

Alqahtani, A. Y., & Gupta, S. M. (2017). Warranty as a marketing strategy for remanufactured products. *Journal of Cleaner Production*, 161, 1294-1307.

Anaza, N. A., & Zhao, J. (2013). Encounter-based antecedents of e-customer citizenship behaviors. *Journal of Services Marketing*, 27(2), 130-140.

Anaza, N. A. (2014). Personality antecedents of customer citizenship behaviors in online shopping situations. *Psychology & Marketing*, 31(4), 251-263.

Anderson, R. E., & Srinivasan, S. S. (2003). E-satisfaction and e-loyalty: A contingency framework. *Psychology & Marketing*, 20(2), 123-138.

Arnould, E. J., Price, L. L., & Tierney, P. (1998). Communicative staging of the wilderness servicescape. *Service Industries Journal*, 18(3), 90-115.

Assiouras, I., Skiurtis, G., Giannopulos, A., Buhalis, D., & Koniordos, M., (2019). Value co-creation and customer citizenship behavior. *Annals of Tourism Research*, 78, 1-11.

Augier, M., Shariq, S. Z., & Thanning Vendelø, M. (2001). Understanding context: Its emergence, transformation and role in tacit knowledge sharing. *Journal of Knowledge Management*, 5(2), 125-137.

Australian Bureau of Statistics (2019). *Retail Trade, Australia*. Accessed October 2019, https://www.abs.gov.au/ausstats/abs@.nsf/0/3DDA13ECDC094B1CCA257734002042F2?Opendocument.

Australian Bureau of Statistics (2020). *Retail Trade, Australia*. Accessed July 2020, https://www.abs.gov.au/ausstats/abs@.nsf/0/3DDA13ECDC094B1CCA257734002 042F2?Opendocument.

Babbie, E. R. (2013). *The basics of social research*. Fourth ed, Thomson Wadsworth, USA.

Babin, B. J., Darden, W. R., & Babin, L. A. (1998). Negative emotions in marketing research: affect or artifact?. *Journal of Business Research*, 42(3), 271-285.

Babin, B. J., Lee, Y. K., Kim, E. J., & Griffin, M. (2005). Modeling consumer satisfaction and word-of-mouth: restaurant patronage in Korea. *Journal of Services Marketing*, 19(3), 133-139.

Back, K. J. (2005). The effects of image congruence on customers' brand loyalty in the upper middle-class hotel industry. *Journal of Hospitality & Tourism Research*, 29(4), 448-467.

Badrinarayanan, V., & Becerra, E. P. (2019). Shoppers' attachment with retail stores: Antecedents and impact on patronage intentions. *Journal of Retailing and Consumer Services*, 50, 371-378.

Bagozzi, R. P. (1986). *Principles of marketing management: Science Research Associates*.

Bagozzi, R. P., Gopinath, M., & Nyer, P. U. (1999). The role of emotions in marketing. *Journal of the Academy of Marketing Science*, 27(2), 184-206.

Bailey, M., (2017). Absorptive capacity, international business knowledge transfer, and local adaptation: establishing discount department stores in Australia. *Australian Economic History Review*, 57 (2), 194-216.

Baker, J. (1986). The role of the environment in marketing services: The consumer perspective. *The Services Challenge: Integrating for Competitive Advantage*, 1(1), 79-84.

Baker, J., Grewal, D., & Parasuraman, A. (1994). The influence of store environment on quality inferences and store image. *Journal of the Academy of Marketing Science*, 22(4), 328-339.

Baker, J., Parasuraman, A., Grewal, D., & Voss, G. B. (2002). The influence of multiple store environment cues on perceived merchandise value and patronage intentions. *Journal of Marketing*, 66(2), 120-141.

Balaji, M. S. (2014). Managing customer citizenship behavior: A relationship perspective. *Journal of Strategic Marketing*, 22(3), 222-239.

Ballantine, P. W., Jack, R., & Parsons, A. G. (2010). Atmospheric cues and their effect on the hedonic retail experience. *International Journal of Retail & Distribution Management*, 38(8), 641-653.

Bandura, A., & Walters, R. H. (1977). *Social learning theory* (Vol. 1). Englewood Cliffs, NJ: Prentice-hall.

Bansal, H. S., Irving, P. G., & Taylor, S. F. (2004). A three-component model of customer to service providers. *Journal of the Academy of Marketing Science*, 32(3), 234-250.

Barger, P. B., & Grandey, A. A. (2006). Service with a smile and encounter satisfaction: Emotional contagion and appraisal mechanisms. *Academy of Management Journal*, 49(6), 1229-1238.

Başarangil, İ. (2018). The relationships between the factors affecting perceived service quality, satisfaction and behavioral intentions among theme park visitors. *Tourism and Hospitality Research*, 18(4), 415-428.

Bartikowski, B., & Walsh, G. (2011). Investigating mediators between corporate reputation and customer citizenship behaviors. *Journal of Business Research*, 64(1), 39-44.

Beatson, A., Coote, L. V., & Rudd, J. M. (2006). Determining consumer satisfaction and commitment through self-service technology and personal service usage. *Journal of Marketing Management*, 22(7-8), 853-882.

Bei, L. T., & Chiao, Y. C. (2001). An integrated model for the effects of perceived product, perceived service quality, and perceived price fairness on consumer satisfaction and loyalty. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, 14, 125.

Bendapudi, N., & Berry, L. L. (1997). Customers' motivations for maintaining relationships with service providers. *Journal of Retailing*, 73(1), 15-37.

Bentler, P. M., & Chou, C. P. (1987). Practical issues in structural modeling. *Sociological Methods & Research*, 16(1), 78-117.

Bettencourt, L. A. (1997). Customer voluntary performance: Customers as partners in service delivery. *Journal of Retailing*, 73(3), 383-406.

Bettman, J. R. (1979). Memory factors in consumer choice: A review. *The Journal of Marketing*, 43(2), 37-53.

Bharadwaja, S., Lee, L., & Madera, J. M. (2018). Customer evaluations of service-oriented organizational citizenship behaviors: Agentic and communal differences. *International Journal of Hospitality Management*, 70, 120-129.

Bigne, E., Chatzipanagiotou, K., & Ruiz, C. (2020). Pictorial content, sequence of conflicting online reviews and consumer decision-making: The stimulus-organism-response model revisited. *Journal of Business Research*, 115, 403-416.

Bilro, R. G., Loureiro, S. M. C., & Ali, F. (2018). The role of website stimuli of experience on engagement and brand advocacy. *Journal of Hospitality and Tourism Technology*, 9(2), 204-222.

Bitner, M. J. (1992). Servicescapes: The impact of physical surroundings on customers and employees. *The Journal of Marketing*, 56(2), 57-71.

Blau, P. M. (1964). *Exchange and power in social life*: Transaction Publishers.

Bloemer, J., & De Ruyter, K. (1998). On the relationship between store image, store satisfaction and store loyalty. *European Journal of Marketing*, 32(5/6), 499-513.

Boland, W. A., Connell, P. M., & Erickson, L. M. (2012). Children's response to sales promotions and their impact on purchase behavior. *Journal of Consumer Psychology*, 22(2), 272-279.

Bolton, R. N., McColl-Kennedy, J. R., Cheung, L., Gallan, A., Orsingher, C., Witell, L., & Zaki, M. (2018). Customer experience challenges: bringing together digital, physical and social realms. *Journal of Service Management*, 29 (5)776-808.

Bohner, G., & Dickel, N. (2011). Attitudes and attitude change. *Annual Review of Psychology*, 62, 391-417.

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(7), 698-705.

Bowen, D. E., Gilliland, S. W., & Folger, R. (1999). HRM and service fairness: How being fair with employees spills over to customers. *Organizational Dynamics*, 27(3), 7-23.

Bowen, J. T., & Chen, S. L. (2001). The relationship between customer loyalty and customer satisfaction. *International Journal of Contemporary Hospitality Management*, 13(5), 213-217.

Brady, M. K., & Cronin Jr, J. J. (2001). Some new thoughts on conceptualizing perceived service quality: a hierarchical approach. *Journal of Marketing*, 65(3), 34-49.

Breckler, S. J. (1984). Empirical validation of affect, behavior, and cognition as distinct components of attitude. *Journal of Personality and Social Psychology*, 47(6), 1191.

Brinberg, D., & Wood, R. (1983). A resource exchange theory analysis of consumer behavior. *Journal of Consumer Research*, 10(3), 330-338.

Brocato, E. D., Baker, J., & Voorhees, C. M. (2015). Creating consumer attachment to retail service firms through sense of place. *Journal of the Academy of Marketing Science*, 43(2), 200-220.

Brunner, T. A., Stöcklin, M., & Opwis, K. (2008). Satisfaction, image and loyalty: new versus experienced customers. *European Journal of Marketing*, 42(9/10), 1095-1105.

Burns, D. J., & Neisner, L. (2006). Customer satisfaction in a retail setting: The contribution of emotion. *International Journal of Retail & Distribution Management*, 34(1), 49-66.

Bustamante, J. C., Rubip, N., (2017). Measuring customer experience in physical retail environments. *Journal of Service Management*, 28 (5), 884-913.

Buxbaum, O. (2016). *Key Insights Into Basic Mechanisms of Mental Activity*: Springer.

Cakici, A. C., Akgunduz, Y., & Yildirim, O. (2019). The impact of perceived price justice and satisfaction on loyalty: the mediating effect of revisit intention. *Tourism Review*, 74 (3),443-462.

Callegaro, M., Baker, R. P., Bethlehem, J., Göritz, A. S., Krosnick, J. A., & Lavrakas, P. J. (2014). *Online panel research: A data quality perspective*: John Wiley & Sons.

Camarero, C., & José Garrido, M. (2011). Incentives, organisational identification, and relationship quality among members of fine arts museums. *Journal of Service Management*, 22(2), 266-287.

Cao, Y., Ajjan, H., & Hong, P. (2018). Post-purchase shipping and customer service experiences in online shopping and their impact on customer satisfaction. *Asia Pacific Journal of Marketing and Logistics,* 30 (2), 400-416.

Carlson, J., Rahman, M., Voola, R., & De Vries, N. (2018). Customer engagement behaviours in social media: capturing innovation opportunities. *Journal of Services Marketing,* 32(1), 83-94.

Carlson, J., & O'Cass, A. (2010). Exploring the relationships between e-service quality, satisfaction, attitudes and behaviours in content-driven e-service web sites. *Journal of Services Marketing*, 24 (2), 112-127.

Carroll, B. A., & Ahuvia, A. C. (2006). Some antecedents and outcomes of brand love. *Marketing Letters*, 17(2), 79-89.

Carter, M. (2019). Competition and Profit Margins in the Retail Trade Sector. *RBA Bulletin*, 111-123.

Caruana, A. (2003). The impact of switching costs on customer loyalty: A study among corporate customers of mobile telephony. *Journal of Targeting, Measurement and Analysis for Marketing*, 12, 256-268.

Castañeda, J. A., Rodríguez, M. A., & Luque, T. (2009). Attitudes' hierarchy of effects in online user behaviour. *Online Information Review*, 33(1), 7-21.

Cavallo, A., Cruces, G., & Perez-Truglia, R. (2017). Inflation expectations, learning, and supermarket prices: Evidence from survey experiments. *American Economic Journal: Macroeconomics*, 9(3), 1-35.

Chahal, H., & Mehta, S. (2010). Antecedents and consequences of organisational citizenship behaviour (OCB): A conceptual framework in reference to health care sector. *Journal of Services Research*, 10(2), 25-44.

Chan, K. W., Gong, T., Zhang, R., & Zhou, M. (2017). Do employee citizenship behaviors lead to customer citizenship behaviors? The roles of dual identification and service climate. *Journal of Service Research*, 20(3), 259-274.

Chang, H. J., Eckman, M., & Yan, R. N. (2011). Application of the Stimulus-Organism-Response model to the retail environment: the role of hedonic motivation in impulse buying behavior. *The International Review of Retail, Distribution and Consumer Research*, 21(3), 233-249.

Chang, K. C. (2016). Effect of servicescape on customer behavioral intentions: Moderating roles of service climate and employee engagement. *International Journal of Hospitality Management*, 53, 116-128.

Chaudhuri, A., and Holbrook, M. B., (2001). The chain of effects from brand trust and brand affect to brand performance: the role of brand loyalty. *Journal of Marketing,* 65(2), 81–93.

Chauvenet, C., De Marco, M., Barnes, C., & Ammerman, A. S. (2019). WIC recipients in the retail environment: a qualitative study assessing customer experience and satisfaction. *Journal of the Academy of Nutrition and Dietetics*, 119(3), 416-424.

Chen, N., Dwyer, L., & Firth, T. (2014). Effect of dimensions of place attachment on residents' word-of-mouth behavior. *Tourism Geographies*, 16(5), 826-843.

Chen, I. J., Gupta, A., & Rom, W. (1994). A study of price and quality in service operations. *International Journal of Service Industry Management*, 5(2), 23-33.

Chen, X., Chen, Y. & Guo, S. (2019). Relationship between organizational legitimacy and customer citizenship behavior: A social network perspective. *Social Behavior and Personality: An International Journal,* 47(1), 1-12.

Chen, M. F., & Wang, L. H. (2009). The moderating role of switching barriers on customer loyalty in the life insurance industry. *The Service Industries Journal*, 29, 1105–1123.

Chen, C. C., & Yao, J. Y. (2018). What drives impulse buying behaviors in a mobile auction? The perspective of the Stimulus-Organism-Response model. *Telematics and Informatics*, 35(5), 1249-1262.

Cheung, G .W., & Lau, R. S. (2008). Testing mediation and suppression effects of latent variables: Bootstrapping with structural equation models. *Organizational Research Methods*, 11(2), 296-325.

Chiang, C. F., & Jang, S. S. (2007). The effects of perceived price and brand image on value and purchase intention: Leisure travelers' attitudes toward online hotel booking. *Journal of Hospitality & Leisure Marketing*, 15(3), 49-69.

Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern Methods for Business Research*, 295(2), 295-336.

Chiu, W., Kwag, M. S., & Bae, J. S. (2015). Customers as partial employees: The influences of satisfaction and commitment on customer citizenship behavior in fitness centers. *Journal of Physical Education and Sport*, 15(4), 627-633.

Cho, W. C., Lee, K. Y., & Yang, S. B. (2019). What makes you feel attached to smartwatches? The stimulus–organism–response (S–O–R) perspectives. *Information Technology & People,* 32 (2), 319-343.

Choi, J. N. (2007). Change-oriented organizational citizenship behavior: effects of work environment characteristics and intervening psychological processes. *Journal of Organizational Behavior*, 28(4), 467-484.

Chrisinger, B. W., DiSantis, K. I., Hillier, A. E., & Kumanyika, S. K. (2018). Family food purchases of high-and low-calorie foods in full-service supermarkets and other food retailers by Black women in an urban US setting. *Preventive Medicine Reports*, 10, 136-143.

Chung, J. Y., Kyle, G. T., Petrick, J. F., & Absher, J. D. (2011). Fairness of prices, user fee policy and willingness to pay among visitors to a national forest. *Tourism Management*, 32(5), 1038-1046.

Cobb, S. (1976). Social support as a moderator of life stress. *Psychosomatic Medicine*, 38(5), 300–314.

Cook, K. S. & Rice, E. (2013), *Social exchange theory*, Delamater, J., Handbook of social psychology, Springer, USA, pp. 61-88.

Cossío-Silva, F. J., Revilla-Camacho, M. Á., Vega-Vázquez, M., & Palacios-Florencio, B. (2016). Value co-creation and customer loyalty. *Journal of Business Research*, 69(5), 1621-1625.

Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. 4th edition, Sage.

Cronin, J. J., Brady, M. K., & Hult, G. T. M. (2000). Assessing the effects of quality, value, and customer satisfaction on consumer behavioral intentions in service environments. *Journal of Retailing*, 76(2), 193-218.

Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874-900.

Curras-Perez, R., & Sanchez-Garcia, I. (2016). Antecedents and consequences of consumer commitment in traditional and low-cost airlines. *Journal of Travel & Tourism Marketing*, 33(6), 899-911.

Curth, S., Uhrich, S., & Benkenstein, M. (2014). How commitment to fellow customers affects the customer-firm relationship and customer citizenship behavior. *Journal of Services Marketing*, 28 (2)147-158.

Dalmoro, M., Isabella, G., De Almeida, S. O. & Dos Santos Fleck, J. P. (2019). Developing a holistic understanding of consumers' experiences. *European Journal of Marketing*, 53(10), 2054-2079.

Dawi, N. M., Jusoh, A., Streimikis, J., & Mardani, A. (2018). The influence of service quality on customer satisfaction and customer behavioral intentions by moderating role of switching barriers in satellite pay TV market. *Economics & Sociology*, 11(4), 198-218.

De Cannière, M. H., De Pelsmacker, P., & Geuens, M. (2009). Relationship quality and the theory of planned behavior models of behavioral intentions and purchase behavior. *Journal of Business Research*, 62(1), 82-92.

De Nisco, A., & Warnaby, G. (2014). Urban design and tenant variety influences on consumers' emotions and approach behavior. *Journal of Business Research*, 67(2), 211-217.

Deckop, J. R., Cirka, C. C., & Andersson, L. M. (2003). Doing unto others: The reciprocity of helping behavior in organizations. *Journal of Business Ethics*, 47(2), 101-113.

Dedeoglu, B. B., Bilgihan, A., Ye, B. H., Buonincontri, P. & Okumus, F. (2018). The impact of servicescape on hedonic value and behavioral intentions: The importance of previous experience. *International Journal of Hospitality Management*, 72, 10-20.

Deloitte (2019). *Retail Forecasts* - August 2019, Accessed October 2019, https://www2.deloitte.com/au/en/pages/media-releases/articles/retail-forecasts.html.

Delpechitre, D., Beeler-Connelly, L. L., & Chaker, N. (2018). Customer value co-creation behavior: A dyadic exploration of the influence of salesperson emotional intelligence on customer participation and citizenship behavior. *Journal of Business Research*, 92, 9-24.

De Nisco, A., & Warnaby, G. (2014). Urban design and tenant variety influences on consumers' emotions and approach behavior. *Journal of Business Research*, 67(2), 211-217.

De Villiers, M. V., Chinomona, R., & Chuchu, T. (2018). The influence of store environment on brand attitude, brand experience and purchase intention. *South African Journal of Business Management*, 49(1), 1-8.

Deng, Z., Lu, Y., Wei, K. K., & Zhang, J. (2010). Understanding customer satisfaction and loyalty: An empirical study of mobile instant messages in China. *International Journal of Information Management*, 30(4), 289-300.

DeVellis, R. F. (2016). *Scale development: Theory and applications*. (Vol. 26). Sage publications

Dholakia, U. M., Blazevic, V., Wiertz, C., & Algesheimer, R. (2009). Communal service delivery: How customers benefit from participation in firm-hosted virtual P3 communities. *Journal of Service Research*, 12(2), 208-226.

Dick, A. S., & Basu, K. (1994). Customer loyalty: toward an integrated conceptual framework. *Journal of the Academy of Marketing Science*, 22(2), 99-113.

Dolan, R. J. (2002). Emotion, cognition, and behavior. *Science*, 298(5596), 1191-1194.

Dong, P., & Siu, N. Y. M. (2013). Servicescape elements, customer predispositions and service experience: The case of theme park visitors. *Tourism Management*, 36, 541-551.

Donovan, R. J., Rossiter, J. R., Marcoolyn, G., & Nesdale, A. (1994). Store atmosphere and purchasing behavior. *Journal of Retailing*, 70(3), 283-294.

Donvovan, R., & Rossiter, J. (1982). Store Atmosphere: An Environmental Psychology. *Journal of Retailing*, 58, 34-57.

Durna, U., Dedeoglu, B. B., & Balikçioglu, S. (2015). The role of servicescape and image perceptions of customers on behavioral intentions in the hotel industry. *International Journal of Contemporary Hospitality Management*, 27(7), 1728-1748.

Eddleston, K. A., Kellermanns, F. W., & Kidwell, R. E. (2018). Managing Family Members: How Monitoring and Collaboration Affect Extra-Role Behavior in Family Firms. *Human Resource Management*, 57(5), 957-977.

Eid, R. (2015). Integrating Muslim customer perceived value, satisfaction, loyalty and retention in the tourism industry: An empirical study. *International Journal of Tourism Research*, 17(3), 249-260.

Eisenhauer, B. W., Krannich, R. S., & Blahna, D. J. (2000). Attachments to special places on public lands: An analysis of activities, reason for attachments, and community connections. *Society & Natural Resources*, 13(5), 421-441.

El-Adly, M. I., & Eid, R. (2016). An empirical study of the relationship between shopping environment, customer perceived value, satisfaction, and loyalty in the UAE malls context. *Journal of Retailing and Consumer Services*, 31, 217-227.

El-Adly, M. I. (2019). Modelling the relationship between hotel perceived value, customer satisfaction, and customer loyalty. *Journal of Retailing and Consumer Services*, 50, 322-332.

Emerson, R. M. (1976). Social exchange theory. *Annual Review of Sociology*, 2(1), 335-362.

Emmerik, I. H. V., Jawahar, I., & Stone, T. H. (2005). Associations among altruism, burnout dimensions, and organizational citizenship behaviour. *Work & Stress*, 19(1), 93-100.

Engel, James F., & Blackwell D. R. (1982). *Consumer Behavior*. New York: Holt, Renehard, and Winston.

Esses, V. M., & Maio, G. R. (2002). Expanding the assessment of attitude components and structure: The benefits of open-ended measures. *European Review of Social Psychology*, 12(1), 71-101.

Ettis, S. A. (2017). Examining the relationships between online store atmospheric color, flow experience and consumer behavior. *Journal of Retailing and Consumer Services*, 37, 43-55.

Fazio, R. H., Powell, M. C., & Williams, C. J. (1989). The role of attitude accessibility in the attitude-to-behavior process. *Journal of Consumer Research*, 16(3), 280-288.

Fedorikhin, A., Park, C. W., & Thomson, M. (2008). Beyond fit and attitude: The effect of emotional attachment on consumer responses to brand extensions. *Journal of Consumer Psychology*, 18(4), 281-291.

Feng, T., Wang, D., Lawton, A., & Luo, B. N. (2019). Customer orientation and firm performance: The joint moderating effects of ethical leadership and competitive intensity. *Journal of Business Research*, 100, 111-121.

Fiore, A. M., Yah, X., & Yoh, E. (2000). Effects of a product display and environmental fragrancing on approach responses and pleasurable experiences. *Psychology and Marketing*, 17(1), 27-54.

Fiske, S. T. (2014). *Schema-triggered affect: Applications to social perception Affect and cognition* (pp. 65-88): Psychology Press.

Fiske, S. T., & Linville, P. W. (1980). What does the schema concept buy us?. *Personality and Social Psychology Bulletin*, 6(4), 543-557.

Foa, E. B., & Foa, U. G. (1980). *Resource theory Social exchange* (pp. 77-94): Springer.

Foa, E. B., & Foa, U. G. (2012). *Resource theory of social exchange.* Handbook of social resource theory (pp. 15-32): Springer.

Forgas, J. P. (2008). Affect and cognition. *Perspectives on Psychological Science*, 3(2), 94-101.

Forgas, J. P., Cooper, J., & Crano, W. D. (2011). *The psychology of attitudes and attitude change*, Psychology Press.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18, 39-50 .

Fowler Jr, F. J. (2013). *Survey research methods*: Sage publications.

Garaus, M. (2017). Atmospheric harmony in the retail environment: Its influence on store satisfaction and re‐patronage intention. *Journal of Consumer Behaviour*, 16, 265-278.

Garba, O. A., Babalola, M. T., & Guo, L. (2018). A social exchange perspective on why and when ethical leadership foster customer-oriented citizenship behavior. *International Journal of Hospitality Management*, 70, 1-8.

García-Fernández, J., Gálvez-Ruíz, P., Fernández-Gavira, J., Vélez-Colón, L., Pitts, B., & Bernal-García, A. (2018). The effects of service convenience and perceived quality on perceived value, satisfaction and loyalty in low-cost fitness centers. *Sport Management Review*, 21(3), 250-262.

Gibson, J. J. (2014). *The ecological approach to visual perception*: classic edition: Psychology Press.

Giese, J. L., & Cote, J. A. (2000). Defining consumer satisfaction. *Academy of Marketing Science Review*, 1(1), 1-22.

Goi, M. T., Kalidas, V. & Yunus, N. (2018). Mediating roles of emotion and experience in the stimulus-organism-response framework in higher education institutions. *Journal of Marketing for Higher Education*, 28, 90-112.

Gok, O., Ersoy, P. & Boruhan, G. (2019). The effect of user manual quality on customer satisfaction: the mediating effect of perceived product quality. *Journal of Product & Brand Management*, 28 (4), 475- 488.

Goo, W., Choi, Y., & Choi, W., (2019). Coworkers' organizational citizenship behaviors and employees' work attitudes: The moderating roles of perceptions of organizational politics and task interdependence. *Journal of Management & Organization*, 1-25.

Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 161-178.

Grace, D., Ross, M., & Shao, W. (2015). Examining the relationship between social media characteristics and psychological dispositions. *European Journal of Marketing*, 49(9/10), 1366-1390.

Graciola, A. P., De Toni, D., de Lima, V. Z., & Milan, G. S. (2018). Does price sensitivity and price level influence store price image and repurchase intention in retail markets?. *Journal of Retailing and Consumer Services*, 44, 201-213.

Grewal, D., Monroe, K. B., & Krishnan, R. (1998). The effects of price-comparison advertising on buyers' perceptions of acquisition value, transaction value, and behavioral intentions. *The Journal of Marketing*, 46-59.

Grimmer, E. L. (2015). *Retail matters: examining the relationship between resources and performance in small retail firms*. University of Tasmania.

Grimmer, E. L. (2019). *Shopping in the City report; Understanding Drivers and Barriers to City Shopping in Launceston, Tasmania*, Accessed September 2020, https://www.launceston.tas.gov.au/News-Media/Shopping-in-the-City-report

Grimmer, L., Grimmer, M. & Mortimor, G. (2018). The more things change the more they stay the same: A replicated study of small retail firm resources. *Journal of Retailing and Consumer Services*, 44, 54-63.

Grimmer, L., Miles, M. P., Byrom, J., & Grimmer, M. (2017). The impact of resources and strategic orientation on small retail firm performance. *Journal of Small Business Management*, 55(sup1), 7-26.

Groth, M. (2005). Customers as good soldiers: Examining citizenship behaviors in internet service deliveries. *Journal of Management*, 31(1), 7-27.

Gross, M. J., & Brown, G. (2008). An empirical structural model of tourists and places: Progressing involvement and place attachment into tourism. *Tourism Management*, 29(6), 1141-1151.

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(1), 63-85.

Gruen, T. W. (1995). The outcome set of relationship marketing in consumer markets. *International Business Review*, 4(4), 447-469.

Gu, H., & Ryan, C. (2008). Place attachment, identity and community impacts of tourism—the case of a Beijing hutong. *Tourism Management*, 29(4), 637-647.

Gupta, M., Shaheen, M., & Reddy, P. K. (2017). Impact of psychological capital on organizational citizenship behavior: mediation by work engagement. *Journal of Management Development*, 36(7), 973-983.

Gupta, V., Agarwal, U. A., & Khatri, N. (2016). The relationships between perceived organizational support, affective commitment, psychological contract breach, organizational citizenship behaviour and work engagement. *Journal of Advanced Nursing*, 72(11), 2806-2817.

Guthrie, G. (2010). *Basic research methods: An entry to social science research*. SAGE, India.

Gwinner, K. P., Gremler, D. D., & Bitner, M. J. (1998). Relational benefits in services industries: the customer's perspective. *Journal of the Academy of Marketing Science*, 26(2), 101-114.

Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis. Uppersaddle River*: NJ: Pearson Prentice Hall.

Hair Jr, J., Black, W., Babin, B., & Anderson, R. (2010). *Multivariate Data Analysis; a global perspective* (ed.): Pearson Education Inc. New Jersey, USA, 5, 629-686.

Hallak, R., Assaker, G., & El-Haddad, R. (2018). Re-examining the relationships among perceived quality, value, satisfaction, and destination loyalty: A higher-order structural model. *Journal of Vacation Marketing*, 24(2), 118-135.

Halpenny, E. A. (2006). *Environmental behaviour, place attachment and park visitation: A case study of visitors to Point Pelee National Park*, Waterloo, Ontario, Canada.

Han, H., & Ryu, K. (2009). The roles of the physical environment, price perception, and customer satisfaction in determining customer loyalty in the restaurant industry. *Journal of Hospitality & Tourism Research*, 33(4), 487-510.

Han, H., Al-Ansi, A., Chi, X., Baek, H., & Lee, K. S. (2020). Impact of environmental CSR, service quality, emotional attachment, and price perception on word-of-mouth for full-service airlines. *Sustainability*, 12(10), 3974.

Hanks, L. & Line, N. D. (2018). The restaurant social servicescape: Establishing a nomological framework. *International Journal of Hospitality Management*, 74, 13-21.

Hanaysha, J. (2016). Testing the effects of food quality, price fairness, and physical environment on customer satisfaction in fast food restaurant industry. *Journal of Asian Business Strategy*, 6(2), 31-40.

Harris, L. C. & Ezeh, C. (2008). Servicescape and loyalty intentions: an empirical investigation. *European Journal of Marketing*, 42, 390-422.

Harrison-Walker, L. J. (2001). The measurement of word-of-mouth communication and an investigation of service quality and customer commitment as potential antecedents. *Journal of Service Research*, 4(1), 60-75.

Harrison, F., & Jones, A. P. (2012). A framework for understanding school based physical environmental influences on childhood obesity. *Health & Place*, 18(3), 639-648.

Hayes, A. (2013a). *Introduction to mediation, moderation, and conditional process analysis: a regression-based approach*, Guilford, New York.

Hayes, A. F. (2013b). *Mediation, moderation, and conditional process analysis. Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach*. Guilford Press, New York.

Helmefalk, M., & Hultén, B. (2017). Multi-sensory congruent cues in designing retail store atmosphere: Effects on shoppers' emotions and purchase behavior. *Journal of Retailing and Consumer Services*, 38, 1-11.

Helmefalk, M. (2016). Congruency as a mediator in an IKEA retail setting. *International Journal of Retail & Distribution Management*, 44 (9), 956-972.

Herzberg, F. (2005). *Motivation-hygiene theory. J. Miner, Organizational Behavior I: Essential Theories of Motivation and Leadership*, M.E. Sharpe, New York, 61-74.

Hidalgo, M. C., & Hernandez, B. (2001). Place attachment: Conceptual and empirical questions. *Journal of Environmental Psychology*, 21(3), 273-281.

Holmqvist, J., & Lunardo, R. (2015). The impact of an exciting store environment on consumer pleasure and shopping intentions. *International Journal of Research in Marketing*, 32(1), 117-119.

Homans, G. C. (1961). *Social behavior and its elementary forms*. New York: Harcourt, Brace and World.

Hooper, D., Coughlan, J., & Mullen, M. (2013). The servicescape as an antecedent to service quality and behavioral intentions. *Journal of Services Marketing*, 27(4), 271-280.

Hsin Chang, H., & Wang, H. W. (2011). The moderating effect of customer perceived value on online shopping behaviour. *Online Information Review*, 35(3), 333-359.

Hu, L. t., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal*, 6(1), 1-55.

Hu, H., & Jasper, C. R. (2006). Social cues in the store environment and their impact on store image. *International Journal of Retail & Distribution Management*, 34(1),25-48.

Huang, H. C., Cheng, T., Huang, W. F. & Teng, C. I. (2018). Impact of online gamers' personality traits on interdependence, network convergence, and continuance intention: Perspective of social exchange theory. *International Journal of Information Management*, 38(1), 232-242.

Huang, L., & Knight, A. P. (2017). Resources and relationships in entrepreneurship: an exchange theory of the development and effects of the entrepreneur-investor relationship. *Academy of Management Review*, 42(1), 80-102.

Huber, J., & McCann, J. (1982). The impact of inferential beliefs on product evaluations. *Journal of Marketing Research*, 324-333.

Hui, M. K., & Bateson, J. E. (1991). Perceived control and the effects of crowding and consumer choice on the service experience. *Journal of Consumer Research*, 18(2), 174-184.

Hummon, W. D., Balsamo, M., & Todaro, M. A. (1992). Italian marine Gastrotricha: I. Six new and one redescribed species of Chaetonotida. *Italian Journal of Zoology*, 59(4), 499-516.

Hur, W. M., Moon, T. W., & Kim, H. (2020). When does customer CSR perception lead to customer extra-role behaviors? The roles of customer spirituality and emotional brand attachment. *Journal of Brand Management*, 27 (4)421-437.

Hwang, K., & Lee, B. (2019). Pride, mindfulness, public self-awareness, affective satisfaction, and customer citizenship behaviour among green restaurant customers. *International Journal of Hospitality Management*, 83, 169-179.

Hwang, J., & Lyu, S. O. (2020). Relationships among green image, consumer attitudes, desire, and customer citizenship behavior in the airline industry. *International Journal of Sustainable Transportation*, 14(6), 437-447.

Hyun, S. S., & Kim, I. (2014). Identifying optimal rapport-building behaviors in inducing patrons' emotional attachment in luxury restaurants. *Journal of Hospitality & Tourism Research*, 38(2), 162-198.

IBISWorld (2019). *Discount Department Stores in Australia - Market Research Report*. Accessed July 2019, https://www.ibisworld.com.au/industry-trends/specialised-market-research-reports/consumer-goods-services/discount-department-stores.html.

IBISWorld (2019). *Department Stores in Australia - Market Research Report*. Accessed July 2019, https://www.ibisworld.com.au/industry-trends/market-research-reports/retail-trade/other-store-based-retailing/department-stores.html.

IBISWorld (2020). *Department Stores in Australia - Market Research Report*. Accessed September 2020, https://www.ibisworld.com/au/industry/department-stores/405/

Iglesias, O., Markovic, S., & Rialp, J. (2019). How does sensory brand experience influence brand equity? Considering the roles of customer satisfaction, customer affective commitment, and employee empathy. *Journal of Business Research*, 96, 343-354.

Iranmanesh, M., Jayaraman, K., Zailani, S., & Ghadiri, S. M. (2017). The effects of consumer perception of volume discount benefits on intention to purchase grocery products: deal proneness as a moderator. *Asia Pacific Journal of Marketing and Logistics*, 29(5), 1017-1035.

Izogo, E. E., & Ogba, I. E. (2015). Service quality, customer satisfaction and loyalty in automobile repair services sector. *International Journal of Quality & Reliability Management*, 32(3), 250-269.

Jacobs, S., Van Der Merwe, D., Lombard, E., & Kruger, N. (2010). Exploring consumers' preferences with regard to department and specialist food stores. *International Journal of Consumer Studies*, 34(2), 169-178.

Jain, A. K., Malhotra, N. K., & Guan, C. (2012). Positive and negative affectivity as mediators of volunteerism and service-oriented citizenship behavior and customer loyalty. *Psychology & Marketing*, 29(12), 1004-1017.

Jang, J. Y., Baek, E., & Choo, H. J. (2018). Managing the visual environment of a fashion store: effects of visual complexity and order on sensation-seeking consumers. *International Journal of Retail & Distribution Management*, 46(2), 210-226.

Jang, S. S., & Namkung, Y. (2009). Perceived quality, emotions, and behavioral intentions: Application of an extended Mehrabian–Russell model to restaurants. *Journal of Business Research*, 62(4), 451-460.

Jang, Y., RO, H. & Kim, T. H. (2015a). Social servicescape: The impact of social factors on restaurant image and behavioral intentions. *International Journal of Hospitality & Tourism Administration*, 16(3), 290-309.

Jang, Y. J., Kim, W. G., & Lee, H. Y. (2015b). Coffee shop consumers' emotional attachment and loyalty to green stores: The moderating role of green consciousness. *International Journal of Hospitality Management*, 44, 146-156.

Jani, D., & Han, H. (2015). Influence of environmental stimuli on hotel customer emotional loyalty response: Testing the moderating effect of the big five personality factors. *International Journal of Hospitality Management*, 44, 48-57.

Jayasankaraprasad, C., & Kumar, P .V. V. (2012). Antecedents and consequences of customer satisfaction in food & grocery retailing: An empirical analysis. *Decision*, 39(3), 101-140.

Jeng, S. P., & Lo, M. F. (2019). Lowest price guarantees on airline websites: Perceived believability, perceived value, and purchase intentions. *Journal of Air Transport Management*, 75, 85-91.

Jin, N., Line, N. D., & Goh, B. (2013). Experiential value, relationship quality, and customer loyalty in full-service restaurants: The moderating role of gender. *Journal of Hospitality Marketing & Management*, 22(7), 679-700.

Jin, D., DiPietro, R. B., & Fan, A. (2020). The impact of customer controllability and service recovery type on customer satisfaction and consequent behavior intentions. *Journal of Hospitality Marketing & Management*, 29(1), 65-87.

Johnson, J. W., & Rapp, A. (2010). A more comprehensive understanding and measure of customer helping behavior. *Journal of Business Research*, 63(8), 787-792.

Jones, T., Taylor, S. F., & Bansal, H. S. (2008). Commitment to a friend, a service provider, or a service company—are they distinctions worth making?. *Journal of the Academy of Marketing Science*, 36(4), 473-487.

Jung, J. H., & Yoo, J. J. (2017). Customer-to-customer interactions on customer citizenship behavior. *Service Business*, 11(1), 117-139.

Kaden, R. J. (2006), *Guerrilla marketing research: Marketing research techniques that can help any business make more money*, Kogan Page, USA, p. 252.

Kaltcheva, V., & Weitz, B. A. (2006a). The moderating influence of motivational orientation on the relationship between shopping environment arousal and behavior. *Journal of Marketing*, 70(1), 107-118.

Kaltcheva, V. D., & Weitz, B. A. (2006b). When should a retailer create an exciting store environment?. *Journal of Marketing*, 70(1), 107-118 .

Kamboj, S., Sarmah, B., Gupta, S., & Dwivedi, Y. (2018). Examining branding co-creation in brand communities on social media: Applying the paradigm of Stimulus-Organism-Response. *International Journal of Information Management*, 39, 169-185.

Kandampully, J., & Suhartanto, D. (2000). Customer loyalty in the hotel industry: The role of customer satisfaction and image. *International Journal of Contemporary Hospitality Management*, 12, 346-351.

Karaosmanoglu, E., Altinigne, N., & Isiksal, D. G. (2016). CSR motivation and customer extra-role behavior: Moderation of ethical corporate identity. *Journal of Business Research*, 69(10), 4161-4167.

Karjaluoto, H., Munnukka, J., & Kiuru, K. (2016). Brand love and positive word of mouth: the moderating effects of experience and price. *Journal of Product & Brand Management*, 25(6), 527-537.

Kark Smollan, R. (2006). Minds, hearts and deeds: Cognitive, affective and behavioural responses to change. *Journal of Change Management*, 6(2), 143-158.

Kassim, N., & Abdullah, N. A. (2010). The effect of perceived service quality dimensions on customer satisfaction, trust, and loyalty in e-commerce settings. *Asia Pacific Journal of Marketing andLogistics*, 22(3), 351- 371.

Kaura, V., Durga Prasad, C. S., & Sharma, S. (2015). Service quality, service convenience, price and fairness, customer loyalty, and the mediating role of customer satisfaction. *International Journal of Bank Marketing*, 33(4), 404-422.

Keh, H. T., & Xie, Y. (2009). Corporate reputation and customer behavioral intentions: The roles of trust, identification and commitment. *Industrial Marketing Management*, 38(7), 732-742.

Kelley, K., Clark, B., Brown, V., & Sitzia, J. (2003). Good practice in the conduct and reporting of survey research. *International Journal for Quality in Health Care*, 15(3), 261-266.

Kemp, E. A., Williams, K., Min, D. J., & Chen, H. (2019). Happy feelings: examining music in the service environment. *International Hospitality Review*, 33(1), 5-15.

Khan, N. A., Khan, A. N., & Gul, S. (2019). Relationship between perception of organizational politics and organizational citizenship behavior: testing a moderated mediation model. *Asian Business & Management*, 18(2), 122-141.

Kim, W. H., Cho, J. L., & Kim, K. S. (2019). The relationships of wine promotion, customer satisfaction, and behavioral intention: The moderating roles of customers' gender and age. *Journal of Hospitality and Tourism Management*, 39, 212-218.

Kim, S., Lee, Y. K., & Lee, C. K. (2017). The moderating effect of place attachment on the relationship between festival quality and behavioral intentions. *Asia Pacific Journal of Tourism Research*, 22(1), 49-63.

Kim, W. G., & Moon, Y. J. (2009). Customers' cognitive, emotional, and actionable response to the servicescape: A test of the moderating effect of the restaurant type. *International Journal of Hospitality Management*, 28(1), 144-156.

Klompmaker, A. A., Kelley, P. H., Chattopadhyay, D., Clements, J. C., Huntley, J. W., & Kowalewski, M. (2019). Predation in the marine fossil record: studies, data, recognition, environmental factors, and behavior. *Earth-Science Reviews*, 194, 472-520.

Knight, E. (2017). *Department stores face uncertain future as sales seen shrinking over coming years*. The Sydney Morning Herald. Accessed October 2018, https://www.smh.com.au/business/companies/department-stores-face-uncertain-future-as-sales-seen-shrinking-over-coming-years-20170301-gunxmh.html.

Konuk, F. A. (2018a). Price fairness, satisfaction, and trust as antecedents of purchase intentions towards organic food. *Journal of Consumer Behaviour*, 17, 141-148.

Konuk, F. A. (2018b). The role of store image, perceived quality, trust and perceived value in predicting consumers' purchase intentions towards organic private label food. *Journal of Retailing and Consumer Services*, 43, 304-310.

Konuk, F. A. (2019). The influence of perceived food quality, price fairness, perceived value and satisfaction on customers' revisit and word-of-mouth intentions towards organic food restaurants. *Journal of Retailing and Consumer Services*, 50, 103-110.

Ko, E., Phau, I., & Aiello, G. (2016). Luxury brand strategies and customer experiences: Contributions to theory and practice. *Journal of Business Research*, 69(12), 5749-5752.

Koo, W., & Kim, Y. K. (2013). Impacts of store environmental cues on store love and loyalty: single-brand apparel retailers. *Journal of International Consumer Marketing*, 25(2), 94-106.

Kotler, P. (1973). Atmospherics as a marketing tool. *Journal of Retailing*, 49(4), 48-64.

Kotler, P. (2009). *Marketing management: A south Asian perspective*: Pearson Education India.

Kotler, P., Keller, K. L., Ang, S. H., Tan, C. T., & Leong, S. M. (2018). *Marketing management: an Asian perspective* (5th edition): Pearson.

Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607-610.

Kueller, R., & Mikellides, B. (1993). *Simulated studies of color, arousal, and comfort Environmental Simulation* (pp. 163-190): Springer.

Kumar, A., & Kim, Y. K. (2014). The store-as-a-brand strategy: The effect of store environment on customer responses. *Journal of Retailing and Consumer Services*, 21(5), 685-695.

Kyle, G., Graefe, A., Manning, R., & Bacon, J. (2003). An examination of the relationship between leisure activity involvement and place attachment among hikers along the Appalachian Trail. *Journal of Leisure Research*, 35(3), 249-273.

Kyle, G., Graefe, A., Manning, R., & Bacon, J. (2004). Effect of activity involvement and place attachment on recreationists' perceptions of setting density. *Journal of Leisure Research*, 36(2), 209-231.

Kyle, G. T., & Mowen, A. J. (2005). An examination of the leisure involvement-agency commitment relationship. *Journal of Leisure Research*, 37(3), 342.

Ladhari, R., Brun, I., & Morales, M. (2008). Determinants of dining satisfaction and post-dining behavioral intentions. *International Journal of Hospitality Management*, 27(4), 563-573.

Law, D., Wong, C., & Yip, J. (2012). How does visual merchandising affect consumer affective response? An intimate apparel experience. *European Journal of Marketing*, 46(1/2), 112-133.

Lawton, R., Conner, M., & McEachan, R. (2009). Desire or reason: predicting health behaviors from affective and cognitive attitudes. *Health Psychology*, 28(1), 56-65.

Lee ,H. J., & Yun, Z. S. (2015). Consumers' perceptions of organic food attributes and cognitive and affective attitudes as determinants of their purchase intentions toward organic food. *Food Quality and Preference*, 39, 259-267.

Lee, J., Kyle, G., & Scott, D. (2012). The mediating effect of place attachment on the relationship between festival satisfaction and loyalty to the festival hosting destination. *Journal of Travel Research*, 51(6), 754-767.

Lee, J., & Kyle, G. T. (2014). Segmenting festival visitors using psychological commitment. *Journal of Travel Research*, 53(5), 656-669.

Lee, S., Jeon, S. & Kim, D. (2011). The impact of tour quality and tourist satisfaction on tourist loyalty: The case of Chinese tourists in Korea. *Tourism Management*, 32(5), 1115-1124.

Lee, T. H., & Shen, .Y. L. (2013). The influence of leisure involvement and place attachment on destination loyalty: Evidence from recreationists walking their dogs in urban parks. *Journal of Environmental Psychology*, 33, 76-85.

Lee, Y. K., Lee, C. K., Lee, S. K., & Babin, B. J. (2008). Festivalscapes and patrons' emotions, satisfaction, and loyalty. *Journal of Business Research*, 61(1), 56-64.

Lee, G., Lee, W. J., & Sanford, C. (2011). A motivational approach to information providing: A resource exchange perspective. *Computers in Human Behavior*, 27(1), 440-448.

Lee, H. J., & Yun, Z. S. (2015). Consumers' perceptions of organic food attributes and cognitive and affective attitudes as determinants of their purchase intentions toward organic food. *Food Quality and Preference*, 39, 259-267.

Leonidou, L. C., Leonidou, C. N., Fotiadis, T. A., & Zeriti, A. (2013). Resources and capabilities as drivers of hotel environmental marketing strategy: Implications for competitive advantage and performance. *Tourism Management*, 35, 94-110.

Leppäniemi, M., Karjaluoto, H., & Saarijärvi, H. (2017). Customer perceived value, satisfaction, and loyalty: the role of willingness to share information. *The International Review of Retail, Distribution and Consumer Research*, 27(2), 164-188.

Li, D. Y., & Liu, J. (2014). Dynamic capabilities, environmental dynamism, and competitive advantage: Evidence from China. *Journal of Business Research*, 67(1), 2793-2799.

Liao, H. (2007). Do it right this time: The role of employee service recovery performance in customer-perceived justice and customer loyalty after service failures. *Journal of Applied Psychology*, 92(2), 475.

Lin, I., & Mattila, A. S. (2010). Restaurant servicescape, service encounter, and perceived congruency on customers' emotions and satisfaction. *Journal of Hospitality Marketing & Management*, 19(8), 819-841.

Lin, I. Y. (2004). Evaluating a servicescape: the effect of cognition and emotion. *International Journal of Hospitality Management*, 23(2), 163-178.

Lin, M. Q., & Chiang, Y. F. (2010). The influence of store environment on perceived experiential value and behavior intention. *Asia Pacific Management Review,* 15(2), 281-299.

Lin, I. Y., & Worthley, R. (2012). Servicescape moderation on personality traits, emotions, satisfaction, and behaviors. *International Journal of Hospitality Management*, 31(1), 31-42.

Lin, J. S. C., & Liang, H. Y. (2011). The influence of service environments on customer emotion and service outcomes. *Managing Service Quality: An International Journal*, 21(4), 350-372.

Lin, Z., & Bennett, D. (2014). Examining retail customer experience and the moderation effect of loyalty programmes. *International Journal of Retail & Distribution Management*, 42 (10), 929-947.

Line, N. D., Hanks, L., & Kim, W. G. (2015). An expanded servicescape framework as the driver of place attachment and word of mouth. *Journal of Hospitality & Tourism Research*, 42 (3), 476-499.

Line, N. D., Hanks, L., & Kim, W. G. (2018). An expanded servicescape framework as the driver of place attachment and word of mouth. *Journal of Hospitality & Tourism Research*, 42(3), 476-499.

Liu, C. H. S., & Lee, T. (2016). Service quality and price perception of service: Influence on word-of-mouth and revisit intention. *Journal of Air Transport Management*, 52, 42-54.

Liu, H., Chu, H., Huang, Q., & Chen, X. (2016). Enhancing the flow experience of consumers in China through interpersonal interaction in social commerce. *Computers in Human Behavior*, 58, 306-314.

Liu, Z., Diallo, C., Chen, J., & Zhang, M. (2020). Optimal pricing and production strategies for new and remanufactured products under a non-renewing free replacement warranty. *International Journal of Production Economics*, 226, 107602.

López-Mosquera, N., García, T., & Barrena, R. (2014). An extension of the Theory of Planned Behavior to predict willingness to pay for the conservation of an urban park. *Journal of Environmental Management*, 135, 91-99.

López-Mosquera, N., & Sánchez, M. (2013). Direct and indirect effects of received benefits and place attachment in willingness to pay and loyalty in suburban natural areas. *Journal of Environmental Psychology*, 34, 27-35.

Loureiro, S. M. C. (2014). The role of the rural tourism experience economy in place attachment and behavioral intentions. *International Journal of Hospitality Management*, 40, 1-9 .

Lundkvist, A., & Yakhlef, A. (2004). Customer involvement in new service development: a conversational approach. *Managing Service Quality: An International Journal*, 14(2/3), 249-257.

Machleit, K. A., Eroglu, S. A., & Mantel, S. P. (2000). Perceived retail crowding and shopping satisfaction: what modifies this relationship?. *Journal of Consumer Psychology*, 9(1), 29-42.

McShane, S., Olekalns, M., Newman, A., & Travaglione, T. (2015). *Organisational Behaviour 5e; Emerging Knowledge*. Global Insights. McGraw-Hill Education Australia.

Malc, D., Mumel, D. & Pisnik, A. (2016). Exploring price fairness perceptions and their influence on consumer behavior. *Journal of Business Research*, 69, 3693-3697.

Maio, G., & Haddock, G. (2014). *The psychology of attitudes and attitude change*. Sage, https://doi.org/10.4135%2F9781446214299.

Mahr, D., Stead, S., & Odekerken-Schröder, G. (2019). Making sense of customer service experiences: a text mining review. *Journal of Services Marketing*, 33(1), 88-103.

Malc, D., Mumel, D. & Pisnik, A. (2016). Exploring price fairness perceptions and their influence on consumer behavior. *Journal of Business Research*, 69(9), 3693-3697.

Manzo, L. C. (2005). For better or worse: Exploring multiple dimensions of place meaning. *Journal of Environmental Psychology*, 25(1), 67-86.

Massara, F., Liu, S. S., & Melara, R. D. (2010). Adapting to a retail environment: Modeling consumer–environment interactions. *Journal of Business Research*, 63(7), 673-681.

McColl-Kennedy, J. R., Gustafsson, A., Jaakkola, E., Klaus, P., Radnor, Z. J., Perks, H., et al. (2015). Fresh perspectives on customer experience. *Journal of Services Marketing*, 29(6/7), 430-435.

McHugo, G. J., Lanzetta, J. T., Sullivan, D. G., Masters, R. D., & Englis, B. G. (1985). Emotional reactions to expressive displays of a political leader. *Journal of Personality and Social Psychology*, 49(6), 1513-1529.

Mehrabian, A., & Russell, J. A. (1974). *An approach to environmental psychology*. the MIT Press.

Menguc, B., & Boichuk, J. P. (2012). Customer orientation dissimilarity, sales unit identification, and customer-directed extra-role behaviors: Understanding the contingency role of coworker support. *Journal of Business Research*, 65(9), 1357-1363.

Michon, R., Chebat, J. C., & Turley, L. W. (2005). Mall atmospherics: the interaction effects of the mall environment on shopping behavior. *Journal of Business Research*, 58(5), 576-583.

Mir, S., Aloysius, J. A., & Eckerd, S. (2017). Understanding supplier switching behavior: The role of psychological contracts in a competitive setting. *Journal of Supply Chain Management*, 53(3), 3-18.

Mohan, G., Sivakumaran, B., & Sharma, P. (2013). Impact of store environment on impulse buying behavior. *European Journal of Marketing*, 47(10), 1711-1732.

Moon, K. S., Ko, Y. J., Connaughton, D. P., & Lee, J. H. (2013). A mediating role of destination image in the relationship between event quality, perceived value, and behavioral intention. *Journal of Sport & Tourism*, 18(1), 49-66.

Moore, R. L., & Graefe, A. R. (1994). Attachments to recreation settings: The case of rail-trail users. *Leisure Sciences*, 16(1), 17-31.

Morgan, R. (2018). Satisfaction up for discount department stores. Accssed December. 2018, http://www.roymorgan.com/findings/7649-satisfaction-up-for-discount-department-stores-201807060648

Morrison, M., & Beverland, M. (2003). In search of the right in-store music. *Business Horizons*, 46(6), 77-82.

Mortimer, G., Bowden, J., Pallant, J., Grimmer, L., & Grimmer, M. (2020). *COVID-19 has changed the future of retail: there's plenty more automation in store*. The Conversation. Accessed August 2020, https://theconversation.com/covid-19-has-changed-the-future-of-retail-theres-plenty-more-automation-in-store-139025

Muskat, B., Hörtnagl, T., Prayag, G., & Wagner, S. (2019). Perceived quality, authenticity, and price in tourists' dining experiences: Testing competing models of satisfaction and behavioral intentions. *Journal of Vacation Marketing*, 25(4), 480-498.

Murphy, G., Athanasou, J., & King, N. (2002). Job satisfaction and organizational citizenship behaviour: A study of Australian human-service professionals. *Journal of Managerial Psychology*, 17(4), 287-297.

Narayanan, V. K., Zane, L. J., & Kemmerer, B. (2011). The cognitive perspective in strategy: An integrative review. *Journal of Management*, 37(1), 305-351.

Netemeyer, R. G., Maxham III, J. G., & Pullig, C. (2005). Conflicts in the work–family interface: Links to job stress, customer service employee performance, and customer purchase intent. *Journal of Marketing*, 69(2), 130-143.

Neuman, L. W. (2014). *Basics of Social Research,* 7th Edition, Pearson, India.

Nguyen, N., & Leblanc, G. (2002). Contact personnel, physical environment and the perceived corporate image of intangible services by new clients. *International Journal of Service Industry Management*, 13(3), 242-262.

Nieswiadomy, R. M., & Bailey, C. (2017). *Foundations of nursing research*, 7th Edition Pearson.

Nilsson, E., & Ballantyne, D. (2014). Reexamining the place of servicescape in marketing: a service-dominant logic perspective. *Journal of Services Marketing*, 28(5), 374-379.

Nisbett, R. E., & Ross, L. (1980). *Human inference: Strategies and shortcomings of social judgment*. Englewood Cliffs, NJ: Prentice Hall.

Nyadzayo, M. W., Matanda, M. J., & Ewing, M. T. (2015). The impact of franchisor support, brand commitment, brand citizenship behavior, and franchisee experience on franchisee-perceived brand image. *Journal of Business Research*, 68(9), 1886-1894.

Oh, H. (2000). The effect of brand class, brand awareness, and price on customer value and behavioral intentions. *Journal of Hospitality & Tourism Research*, 24(2), 136-162.

Oliver, R. L. (1999). Whence consumer loyalty?. *Journal of Marketing*, 63(4_suppl1), 33-44.

Oliver, R. L. (2014). *Satisfaction: a behavioral perspective on the consumer*. New York: Irwin/McGraw-Hill.

Oly Ndubisi, N. (2006). Effect of gender on customer loyalty: a relationship marketing approach. *Marketing Intelligence & Planning*, 24(1), 48-61.

O'Reilly III, C. A. (1977). Personality—job fit: Implications for individual attitudes and performance. *Organizational Behavior and Human Performance*, 18(1), 36-46.

Organ, D. W. (1988). A restatement of the satisfaction-performance hypothesis. *Journal of Management*, 14(4), 547-557.

Organ, D. W. (1990). The motivational basis of organizational citizenship behavior. *Research in Organizational Behavior*, 12(1), 43-72.

Ozyilmaz, A., & Cicek, S. S. (2015). How does servant leadership affect employee attitudes, behaviors, and psychological climates in a for-profit organizational context?. *Journal of Management and Organization*, 21(3), 263.

Pallant, J. (2013). *SPSS survival manual*: McGraw-Hill Education (UK).

Pappas, I., G. Pateli, A., N. Giannakos, M., & Chrissikopoulos, V. (2014). Moderating effects of online shopping experience on customer satisfaction and repurchase intentions. *International Journal of Retail & Distribution Management*, 42(3), 187-204.

Park, J. Y., Back, R. M., Bufquin, D., & Shapoval, V. (2019). Servicescape, positive affect, satisfaction and behavioral intentions: The moderating role of familiarity. *International Journal of Hospitality Management*, 78, 102-111.

Park, C. W., MacInnis, D. J., & Priester, J. R. (2007). *Brand attachment and managementof a strategic brand exemplar*. In: Schmitt, B.H. (Ed.), Handbook of Brand andExperience Management. Edward Elgar, Cheltenham.

Park, J., Stoel, L., & Lennon, S. J. (2008). Cognitive, affective and conative responses to visual simulation: The effects of rotation in online product presentation. *Journal of Consumer Behaviour*, 7(1), 72-87.

Parliament of Australia. (2019). Snapshot of employment by industry. Accessed April 2019, https://www.aph.gov.au/About_Parliament/Parliamentary_Departments/Parliamentary_Library/FlagPost/2019/April/Employment-by-industry-2019

Parylo, O. (2012). Qualitative, quantitative, or mixed methods: An analysis of research design in articles on principal professional development. *International Journal of Multiple Research Approaches*, 6(3), 297-313.

Payne, S. C., & Webber, S. S. (2006). Effects of service provider attitudes and employment status on citizenship behaviors and customers' attitudes and loyalty behavior. *Journal of Applied Psychology*, 91(2), 365-378.

Peng, C., & Kim, Y. G. (2014). Application of the stimuli-organism-response (SOR) framework to online shopping behavior. *Journal of Internet Commerce*, 13(3-4), 159-176.

Perry-Jenkins, M., & Wadsworth, S. M. (2017). Work and Family Research and Theory: Review and Analysis From an Ecological Perspective. *Journal of Family Theory & Review*, 9(2), 219-237.

Petty, R. E., DeSteno, D., & Rucker, D. D. (2001). *The role of affect in attitude change*. Handbook of affect and social cognition, 212-233.

Pham, M. T., Cohen, J. B., Pracejus, J. W., & Hughes, G. D. (2001). Affect monitoring and the primacy of feelings in judgment. *Journal of Consumer Research*, 28(2), 167-188.

Phuong, N. N. D., & Dai Trang, T. T. (2018). Repurchase intention: The effect of service quality, system quality, information quality, and customer satisfaction as mediating role: a PLS approach of m-commerce ride hailing service in Vietnam. *Marketing and Branding Research*, 5(2), 78-79.

Picón, A., Castro, I., & Roldán, J. L. (2014). The relationship between satisfaction and loyalty: A mediator analysis. *Journal of Business Research*, 67(5), 746-751.

Plunkett, D., Fulthorp, K., & Paris, C. M. (2019). Examining the relationship between place attachment and behavioral loyalty in an urban park setting. *Journal of Outdoor Recreation and Tourism*, 25, 36-44.

Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63, 539-569.

Australia Post (2020). Inside Australian Online Shopping: 2020 eCommerce Industry Report. https://auspost.com.au/content/dam/auspost_corp/media/documents/2020-ecommerce-industry-report.pdf

Productivity Commission. (2014). *Relative Costs of Doing Business in Australia: Retail Trade*. Productivity Commission Research Report. https://www.pc.gov.au/inquiries/completed/retail-trade/report/retail-trade.pdf

Pugh, S. D. (2001). Service with a smile: Emotional contagion in the service encounter. *Academy of Management Journal*, 44(5), 1018-1027.

Raajpoot, N. A. (2002). TANGSERV: A multiple item scale for measuring tangible quality in foodservice industry. *Journal of Foodservice Business Research*, 5(2), 109-127.

Rajaguru, R. (2014). Motion picture-induced visual, vocal and celebrity effects on tourism motivation: Stimulus organism response model. *Asia Pacific Journal of Tourism Research*, 19(4), 375-388.

Rapoport, A. (1982). *The meaning of the built environment*: A nonverbal communication approach: University of Arizona Press.

Rapport, N. (1999). *Context as an act of personal externalization*. In R. Dilley (Ed.), The problem of context (pp. 187-211). New York: Berghahn Books.

Rather, R. A. (2020). Customer experience and engagement in tourism destinations: the experiential marketing perspective. *Journal of Travel & Tourism Marketing*, 37(1), 15-32.

Raza, M., Salleh, S., Tariq, B., Altayyar, R., & Shaari, H. (2020). Investigating the effects of customer-based brand equity on turnover intentions with mediating effect of customer citizenship behavior. *Management Science Letters*, 10(2), 279-286.

Reader, T. W., Mearns, K., Lopes, C., & Kuha, J. (2017). Organizational support for the workforce and employee safety citizenship behaviors: A social exchange relationship. *Human Relations*, 70(3), 362-385.

Reichheld, F. F., & Sasser, W. E. (1990). Zero defeofions: Quoliiy comes to services. *Harvard Business Review*, 68(5), 105-111.

Reimer, A., & Kuehn, R. (2005). The impact of servicescape on quality perception. European *Journal of Marketing*, 39(7/8), 785-808.

Revilla-Camacho, M. Á., Vega-Vázquez, M., & Cossío-Silva, F. J. (2015). Customer participation and citizenship behavior effects on turnover intention. *Journal of Business Research*, 68(7), 1607-1611.

Reynolds, K. E., & Arnold, M. J. (2000). Customer loyalty to the salesperson and the store: examining relationship customers in an upscale retail context. *Journal of Personal Selling & Sales Management*, 20(2), 89-98.

Rita, M., Payangan, O. R., Rante, Y., Tuhumena, R., & Erari, A. (2018). Moderating effect of organizational citizenship behavior on the effect of organizational commitment, transformational leadership and work motivation on employee performance. *International Journal of Law and Management*, 60 (4), 953-964.

Robbins, S. P., & Judge, T. (2009). *Organizational Behavior*. Pearson/Prentice-Hall: Upper Saddle River, NJ.

Robbins, S. P., Judge, T., & Breward, K. (2003). *Essentials of organizational behavior* (Vol. 7): Prentice Hall Upper Saddle River.

Robbins, S. P., & Judge, T. A. (2013). *Organizational Behavior*. 15th edition, Pearson Education.

Roschk, H., & Gelbrich, K. (2017). Compensation Revisited: A Social Resource Theory Perspective on Offering a Monetary Resource After a Service Failure. *Journal of Service Research*, 20(4), 393-408.

Rosenbaum, M. S., Kelleher, C., Friman, M., Kristensson, P., & Scherer, A. (2017). Re-placing place in marketing: A resource-exchange place perspective. *Journal of Business Research*, 79, 281-289.

Rosenbaum, M. S., & Massiah, C. (2011). An expanded servicescape perspective. *Journal of Service Management*, 22(4), 471-490.

Rosenbaum, M. S., & Montoya, D. Y. (2007). Am I welcome here? Exploring how ethnic consumers assess their place identity. *Journal of Business Research*, 60(3), 206-214.

Rosenbaum, M. S., & Walsh, G. (2012). Service nepotism in the marketplace. *British Journal of Management*, 23(2), 241-256.

Rotundo, M., & Sackett, P. R. (2002). The relative importance of task, citizenship, and counterproductive performance to global ratings of job performance: A policy-capturing approach. *Journal of Applied Psychology*, 87(1), 66.

Roy, S. (2018). Effects of customer experience across service types, customer types and time. *Journal of Services Marketing*, 32 (4), 400-413.

Royce, J. R. (1967). Metaphoric knowledge and humanistic psychology. C*hallenges of Humanistic Psychology*, 21-28.

Rubinstein, R. I., & Parmelee, P. A. (1992). *Attachment to place and the representation of the life course by the elderly Place attachment* (pp. 139-163): Springer.

Rurkkhum, S., & Bartlett, K. R. (2012). The relationship between employee engagement and organizational citizenship behaviour in Thailand. *Human Resource Development International*, 15(2), 157-174.

Russell, J. A., & Snodgrass, J. (1987). *Emotion and the environment*. Handbook of environmental psychology, 1(1), 245-281.

Ryu, K. (2005). *DINESCAPE, emotions, and behavioral intentions in upscale restaurants*. Kansas State, University KS.

Ryu, K., & Han, H. (2010). Influence of the quality of food, service, and physical environment on customer satisfaction and behavioral intention in quick-casual restaurants: Moderating role of perceived price. *Journal of Hospitality & Tourism Research*, 34(3), 310-329.

Ryu, K., & Jang, S. S. (2007). The effect of environmental perceptions on behavioral intentions through emotions: The case of upscale restaurants. *Journal of Hospitality & Tourism Research*, 31(1), 56-72.

Ryu, K., Lee, H. R., & Gon Kim, W. (2012). The influence of the quality of the physical environment, food, and service on restaurant image, customer perceived value, customer satisfaction, and behavioral intentions. *International Journal of Contemporary Hospitality Management*, 24(2), 200-223.

Sabatelli, R. M., & Shehan, C. L. (2009). *Exchange and resource theories*. Sourcebook of family theories and methods, Springer, Boston, 385-417.

Sabbagh, C., & Levy, S. (2012). *Toward an expansion of resource exchange theory: A facet approach*. Handbook of social resource theory, Springer, New York, 67-80.

Sachdeva, I., & Goel, S. (2015). Retail store environment and customer experience: a paradigm. *Journal of Fashion Marketing and Management*, 19(3), 290-298.

Schall, M. (2003). Best practices in the assessment of hotel-guest attitudes. *Cornell Hotel and Restaurant Administration Quarterly*, 44(2), 51-65.

Schellinck, T. (1980). An exploratory analysis of change in industrial buyer behavior and flam characteristcs in the early stages of the product life cycle. *Marketing in the 80's: Changes & Challenges*, (46), 195.

Schreiber, J. B., Nora, A., Stage, F. K., Barlow, E. A., & King, J. (2006). Reporting structural equation modeling and confirmatory factor analysis results: A review. *The Journal of Educational Research*, 99(6), 323-338.

Şen, A. (2008). The US fashion industry: A supply chain review. *International Journal of Production Economics*, 114(2), 571-593.

Shah, M., & Amasiatu, C. V. (2018). First Party fraud management: A framework for the retails industry. *International Journal of Retail & Distribution Management*, 46(4), 350-363.

Shahid Iqbal, M. S., Hassan, M. U., & Habibah, U. (2018). Impact of self-service technology (SST) service quality on customer loyalty and behavioral intention: The mediating role of customer satisfaction. *Cogent Business & Management*, 5(1), 1-23.

Sherman, E., Mathur, A., & Smith, R. B. (1997). Store environment and consumer purchase behavior: mediating role of consumer emotions. *Psychology and Marketing*, 14(4), 361-378.

Shumaker, S. A., & Taylor, R. B. (1983). Toward a clarification of people-place relationships: A model of attachment to place. *Environmental Psychology: Directions and Perspectives*, 2, 19-25.

Smart Company (2020), Is retail in recession, or are department stores dead?, Accessed July. 2020, https://www.smartcompany.com.au/industries/retail/department-stores-retail/

Snape, E., & Redman, T. (2010). HRM practices, organizational citizenship behaviour, and performance: A multi-level analysis. *Journal of Management Studies*, 47(7), 1219-1247.

Söderlund, M. (2016). Employee mere presence and its impact on customer satisfaction. *Psychology & Marketing*, 33(6), 449-464.

Somech, A., & Drach-Zahavy, A. (2000). Understanding extra-role behavior in schools: The relationships between job satisfaction, sense of efficacy, and teachers' extra-role behavior. *Teaching and Teacher Education*, 16(5), 649-659.

Song, C., Brown, H. T., & Tameez, R. R. (2020). The effectiveness of perceived social support in discount stores in Korea. *Asia Pacific Journal of Marketing and Logistics*. ahead-of-print, https://doi.org/10.1108%2Fapjml-09-2019-0554

Spake, D. F., Beatty, S. E., Brockman, B. K., & Crutchfield, T. N. (2003). Consumer comfort in service relationships: measurement and importance. *Journal of Service Research*, 5(4), 316-332.

Spena, T. R., Caridà, A., Colurcio, M., & Melia, M. (2012). Store experience and co-creation: the case of temporary shop. *International Journal of Retail & Distribution Management*, 40(1), 21-40.

Spence, C., Puccinelli, N. M., Grewal, D., & Roggeveen, A. L. (2014). Store atmospherics: A multisensory perspective. *Psychology & Marketing*, 31(7), 472-488.

Stathopoulou, A., & Balabanis, G. (2016). The effects of loyalty programs on customer satisfaction, trust, and loyalty toward high-and low-end fashion retailers. *Journal of Business Research*, 69(12), 5801-5808.

Su, C. S. & Lu, P. H. (2018). A study of the factors influencing customers' impulse buying behavior in restaurants. *Advances in Hospitality and Tourism Research*, 6(1), 47-67.

Su, L., Swanson, S. R., & Chen, X. (2016). The impact of perceived service fairness and quality on the behavioral intentions of chinese hotel guests: the mediating role of consumption emotions. *Journal of Travel & Tourism Marketing*, 33(1), 88-102.

Sung, E. C., & Huddleston, P., (2018). Department vs discount retail store patronage: effects of self-image congruence. *Journal of Consumer Marketing*, 35 (1), 64-78.

Swinyard, W. R. (1993). The effects of mood, involvement, and quality of store experience on shopping intentions. *Journal of Consumer Research*, 20(2), 271-280.

Tandon, A., Gupta, A., & Tripathi, V. (2016). Managing shopping experience through mall attractiveness dimensions. *Asia Pacific Journal of Marketing and Logistics*, 28(4), 634-649.

Teck Weng, J., & Cyril de Run, E. (2013). Consumers' personal values and sales promotion preferences effect on behavioural intention and purchase satisfaction for consumer product. *Asia Pacific Journal of Marketing and Logistics*, 25(1), 70-101.

Terblanche, N. S. (2018). Revisiting the supermarket in-store customer shopping experience. *Journal of Retailing and Consumer Services*, 40, 48-59.

Thaichon, P., & Quach, T. N. (2015). The relationship between service quality, satisfaction, trust, value, commitment and loyalty of Internet service providers' customers. *Journal of Global Scholars of Marketing Science*, 25(4), 295-313.

Thakur, R. (2018). The role of self-efficacy and customer satisfaction in driving loyalty to the mobile shopping application. *International Journal of Retail & Distribution Management*, 46, 283-303.

The retail solution (2020), The Current Challenges Facing Retail In Australia And The US, Accessed July. 2020, https://theretailsolution.com.au/the-current-challenges-facing-retail-in-australia-and-the-us/.

Thomson, M., & Johnson, A. R. (2006). Marketplace and personal space: Investigating the differential effects of attachment style across relationship contexts. *Psychology & Marketing*, 23(8), 711-726.

Thomson, M., MacInnis, D. J., & Park, C. W. (2005). The ties that bind: Measuring the strength of consumers' emotional attachments to brands. *Journal of Consumer Psychology*, 15(1), 77-91.

Tomazelli, J., Broilo, P. L., Espartel, L. B., & Basso, K. (2017). The effects of store environment elements on customer-to-customer interactions involving older shoppers. *Journal of Services Marketing*, 31(4/5), 339-350.

Tombs, A., & McColl-Kennedy, J. R. (2003). Social-servicescape conceptual model. *Marketing Theory*, 3(4), 447-475.

Tremblay, M., Chênevert, D., Vandenberghe, C., & Parent-Rocheleau, X. (2018). Beyond individual justice facets: How (Mis) alignment between justice climates affects customer satisfaction through frontline customer extra-role service behavior. *European Journal of Work and Organizational Psychology*, 27(6), 719-735.

Triantafillidou, A., Siomkos, G., & Papafilippaki, E. (2017). The effects of retail store characteristics on in-store leisure shopping experience. *International Journal of Retail & Distribution Management*, 45(10), 1034-1060.

Tripathi, G. (2017). Customer satisfaction and word of mouth intentions: testing the mediating effect of customer loyalty. *Journal of Services Research*, 17(2), 1-16.

Tsai, W. C., & Huang, Y. M. (2002). Mechanisms linking employee affective delivery and customer behavioral intentions. *Journal of Applied Psychology*, 87(5), 1001.

Tsiotsou, R. (2006). The role of perceived product quality and overall satisfaction on purchase intentions. *International Journal of Consumer Studies*, 30(2), 207-217.

Tung, V. W. S., Chen, P. J., & Schuckert, M. (2017). Managing customer citizenship behaviour: The moderating roles of employee responsiveness and organizational reassurance. *Tourism Management*, 59, 23-35.

Turley, L. W., & Milliman, R. E. (2000). Atmospheric effects on shopping behavior: a review of the experimental evidence. *Journal of Business Research*, 49(2), 193-211.

Valdez, P., & Mehrabian, A. (1994). Effects of color on emotions. *Journal of Experimental Psychology: General*, 123(4), 394.

Van Tonder, E., Saunders, S. G., Lisita, I. T., & de Beer, L. T. (2018). The importance of customer citizenship behaviour in the modern retail environment: Introducing and testing a social exchange model. *Journal of Retailing and Consumer Services*, 45, 92-102.

Verhoef, P. C., Lemon, K. N., Parasuraman, A., Roggeveen, A., Tsiros, M., & Schlesinger, L. A. (2009). Customer experience creation: Determinants, dynamics and management strategies. *Journal of Retailing*, 85(1), 31-41.

Verleye, K., Gemmel, P., & Rangarajan, D. (2014). Managing engagement behaviors in a network of customers and stakeholders: Evidence from the nursing home sector. *Journal of Service Research*, 17(1), 68-84.

Verleye, K., Gemmel, P., & Rangarajan, D. (2016). Engaged customers as job resources or demands for frontline employees?. *Journal of Service Theory and Practice*, 26(3), 363-383.

Vieira, V. A. (2013). Stimuli–organism-response framework: A meta-analytic review in the store environment. *Journal of Business Research*, 66(9), 1420-1426.

Vieira, V. A., & Torres, C. V. (2014). The effect of motivational orientation over arousal-shopping response relationship. *Journal of Retailing and Consumer Services*, 21(2), 158-167.

Vitorino, M. A. (2012). Empirical entry games with complementarities: An application to the shopping center industry. *Journal of Marketing Research*, 49(2), 175-191.

Vlachos, P. A., Theotokis, A., Pramatari, K., & Vrechopoulos, A. (2010). Consumer-retailer emotional attachment: Some antecedents and the moderating role of attachment anxiety. *European Journal of Marketing*, 44(9/10), 1478-1499.

Wakefield, K. L., & Baker, J. (1998). Excitement at the mall: determinants and effects on shopping response. *Journal of Retailing*, 74(4), 515-539.

Wall, E. A., & Berry, L. L. (2007). The combined effects of the physical environment and employee behavior on customer perception of restaurant service quality. *Cornell Hotel and Restaurant Administration Quarterly*, 48(1), 59-69.

Waluya, A. I, Iqbal, M. A., & Indradewa, R. (2019). How product quality, brand image, and customer satisfaction affect the purchase decisions of Indonesian automotive

customers. *International Journal of Services, Economics and Management*, 10(2), 177-193.

Watson, G. F., Beck, J. T., Henderson, C. M., & Palmatier, R. W. (2015). Building, measuring, and profiting from customer loyalty. *Journal of the Academy of Marketing Science*, 43(6), 790-825.

William, N. (2007). *Research methods: The basics*. Routledge, Taylor & Francis Group, London and New York.

Williams, C. (2007). Research methods. *Journal of Business & Economic Research*, 5(3), 65-72.

Wilson, A., Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2016). *Services marketing: Integrating customer focus across the firm*: McGraw Hill.

Woo, M. (2019). Assessing customer citizenship behaviors in the airline industry: Investigation of service quality and value. *Journal of Air Transport Management*, 76, 40-47.

Wu, J., Won Ju, H., Kim, J., Damminga, C., Kim, H. Y., & KP Johnson, K. (2013). Fashion product display: An experiment with Mockshop investigating colour, visual texture, and style coordination. *International Journal of Retail & Distribution Management*, 41(10), 765-789.

Wu, H. C., Cheng, C. C., & Ai, C. H. (2018). A study of experiential quality, experiential value, trust, corporate reputation, experiential satisfaction and behavioral intentions for cruise tourists: The case of Hong Kong. *Tourism Management*, 66, 200-220.

Xiang, L., Zheng, X., Lee, M. K., & Zhao, D. (2016). Exploring consumers' impulse buying behavior on social commerce platform: The role of parasocial interaction. *International Journal of Information Management*, 36(3), 333-347.

Xie, L., Poon, P., & Zhang, W. (2017). Brand experience and customer citizenship behavior: the role of brand relationship quality. *Journal of Consumer Marketing*, 34(3), 268-280.

Yang, Y., Asaad, Y., & Dwivedi, Y. (2017). Examining the impact of gamification on intention of engagement and brand attitude in the marketing context. *Computers in Human Behavior*, 73, 459-469.

Yi, Y., & Gong, T. (2008). The effects of customer justice perception and affect on customer citizenship behavior and customer dysfunctional behavior. *Industrial Marketing Management*, 37(7), 767-783.

Yi, Y., Gong, T., & Lee, H. (2013). The impact of other customers on customer citizenship behavior. *Psychology & Marketing*, 30(4), 341-356.

Yi, Y., Nataraajan, 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.

Yoo, J. (2017). Customer power and frontline employee voice behavior. *European Journal of Marketing,* 51(1),238-256.

Yoo, J., & Park, M. (2014). The Effects of On-Offline Cross-selling and Level of Multi-channel Shopping Experience on Consumer Responses. *The e-Business Studies*, 15(5), 153-172.

Yoo, J., & Park, M. (2016). The effects of e-mass customization on consumer perceived value, satisfaction, and loyalty toward luxury brands. *Journal of Business Research*, 69(12), 5775-5784.

Yuan, J., & Jang, S. (2008). The effects of quality and satisfaction on awareness and behavioral intentions: Exploring the role of a wine festival. *Journal of Travel Research*, 46(3), 279-288.

Yuksel, A., Yuksel, F., & Bilim, Y. (2010). Destination attachment: Effects on customer satisfaction and cognitive, affective and conative loyalty. *Tourism Management*, 31(2), 274-284.

Zeithaml, V. A. (1988). Consumer perceptions of price, quality, and value: a means-end model and synthesis of evidence. *The Journal of Marketing*, 52(3), 2-22.

Zeithaml, V. A., Bitner, M. J., Gremler, D. D., & Pandit, A. (2013). *Services marketing: Integrating customer focus across the firm*. 6th edition, McGraw Hill Higher Education.

Zellars, K. L., Tepper, B. J., & Duffy, M. K. (2002). Abusive supervision and subordinates' organizational citizenship behavior. *Journal of Applied Psychology*, 87(6), 1068-1076.

Zenker, S., & Rütter, N. (2014). Is satisfaction the key? The role of citizen satisfaction, place attachment and place brand attitude on positive citizenship behavior. *Cities*, 38, 11-17.

Zhang, C. X., Fong, L. H. N. & Li, S. (2019a). Co-creation experience and place attachment: Festival evaluation. *International Journal of Hospitality Management*, 81, 193-204.

Zhang, M., Kim, P. B., & Goodsir, W. (2019b). Effects of service experience attributes on customer attitudes and behaviours: The case of New Zealand café industry. *Journal of Hospitality Marketing & Management*, 28(1), 28-50.

Zhao, L., Lu, Y., Zhang, L., & Chau, P. Y. (2012). Assessing the effects of service quality and justice on customer satisfaction and the continuance intention of mobile value-added services: An empirical test of a multidimensional model. *Decision Support Systems*, 52(3), 645-656.

Zhao, Y., Wang, A., & Sun, Y. (2020). Technological environment, virtual experience, and MOOC continuance: A stimulus–organism–response perspective. *Computers & Education*, 144, 103721.

Zhao, Z., & Renard, D. (2018). Viral promotional advergames: How intrinsic playfulness and the extrinsic value of prizes elicit behavioral responses. *Journal of Interactive Marketing*, 41, 94-103.

Zietsman, M. L., Mostert, P., & Svensson, G. (2019). Perceived price and service quality as mediators between price fairness and perceived value in business banking relationships. *International Journal of Bank Marketing*, 37 (1), 2-19.

Zoghbi-Manrique-de-Lara, P., Suárez-Acosta, M. A., & Aguiar-Quintana, T. (2014). Hotel guests' responses to service recovery: How loyalty influences guest behavior. *Cornell Hospitality Quarterly*, 55(2), 152-164.

Appendix A: Table for determining sample size from a given population.

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—N is population size.
S is sample size

192

Appendix B: Information sheet for participants

Customer attitudes, store environment and customer behaviour

Invitation

You are invited to participate in a study of customers' attitudes towards store environment and service within department stores.

The researcher, Mohammadbagher Gorji, is a PhD candidate in the Tasmanian School of Business and Economics at the University of Tasmania. The project is being conducted to fulfil the requirements of a PhD and is supervised by Professor Martin Grimmer and Dr Louise Grimmer from the Marketing Discipline.

What is the purpose of this study?

The purpose of the study is to understand how department store environment is related to customers' attitudes and behaviour. A 'department store' includes stores such as Big W, Kmart, Target, Myer, David Jones, etc.

Why have I been invited to participate?

You have been invited to participate in this study because you are a member of SSI Australia's consumer online panel and have agreed to receive invitations to complete surveys.

What will I be asked to do?

You will be asked a series of questions. There are no 'right' or 'wrong' answers. Please answer according to what is true for you with regard to your opinions and behaviour. Your participation in the study is entirely voluntary and you may withdraw (that is, leave the online survey) at any time when completing it without providing an explanation. You may also refuse to answer any question by leaving it blank on the survey form. If you leave the survey without completing it, your data will not be saved and will be deleted automatically.

All questionnaires and responses are anonymous and non-identifiable and will be kept confidential by the researchers.

The survey will take approximately 10 minutes to complete.

Are there any possible benefits from participation in this study?

This study, through publication of the results in marketing and/or management journals, may improve department stores manager awareness about the importance of store environment for enhancing customer satisfaction and customer extra-role behaviours.

Are there any possible risks from participation in this study?

There are no specific risks anticipated with participation in this study. The survey data will be aggregated and supplied to the researchers in an electronic format such that it will be completely anonymous and impossible to identify individual participants.

What if I change my mind during or after the study?

Your participation in the study is entirely voluntary and you may withdraw (that is, leave the online survey) at any time without providing an explanation. You may also refuse to answer any question by leaving it blank on the survey form. Due to the anonymous nature of the survey, it will not be possible to withdraw from the study once you have completed and submitted the survey. As the data will be supplied to the researchers in electronic format, no hard copies will be kept of your survey responses. Completion and submission of the survey will be taken as evidence of your consent to participate in the study.

What will happen to the information when this study is over?

As the data will be collected with an online survey, no hard copies of the survey will be retained. Data will be kept on password protected university computer, for a minimum of 5 years following publication of the results of the research. The computer will be kept in a safe, secure, locked office in the Tasmanian School of Business and Economics at the University of Tasmania, Australia. At the expiration of the five-year minimum data storage requirement, the supervisors will review the need for continued storage of the data, and will

ensure that any further storage continues to be on password protected University of Tasmania computers, or in an appropriate password protected electronic data repository within the University of Tasmania. The data may, for example, provide important longitudinal insights for further studies in the future.

At any point after the initial five-year minimum, should the supervisors decide that the data will no longer be usefully retained, the electronic data will then be destroyed, consistent with the University secure archives destruction protocols.

How will the results of the study be published?

The results of the study will be published in academic journals. No individual or department store will be identified in the articles.

What if I have questions about this study?

If you have any questions about this study, please contact Mohammadbagher Gorji via email mohammadbagher.gorji@utas.edu.au in the first instance or Professor Martin Grimmer at martin.grimmer@utas.edu.au

This study has been approved by the Tasmanian Social Sciences Human Research Ethics Committee. For any concerns or complaints about the conduct of this study, participants can contact the Executive Officer of the HREC (Tasmania) Network on +61 3 6226 6254 or email human.ethics@utas.edu.au. The Executive Officer is the person nominated to receive complaints from research participants. Please quote ethics reference number [H0017423].

Survey

Please think about a single department store where you frequently shop, for example Myer, Kmart, Target, BigW, David Jones, etc. Please answer the following questions with that department store in mind.

Which department store have you selected? _____

Please answer the following questions by indicating your level of agreement or disagreement for each question using the scale supplied. Please circle one of the options from 1 to 7, where 1 equals strongly disagree, and 7 equals strongly agree.

Appendix C: Storescape

	Physical Factors	Strongly disagree						Strongly agree
1	This store is a pleasant place for shopping	1	2	3	4	5	6	7
2	This store is a relaxing place for shopping	1	2	3	4	5	6	7
3	This store is clean	1	2	3	4	5	6	7
4	This store has an attractive interior design	1	2	3	4	5	6	7
5	The lighting in this this store is pleasant	1	2	3	4	5	6	7
	Social Factors							
6	There are enough employees in the store to serve customers	1	2	3	4	5	6	7
7	The employees are friendly	1	2	3	4	5	6	7
8	The employees are well-dressed and appear neat	1	2	3	4	5	6	7
9	The employees are knowledgeable	1	2	3	4	5	6	7
10	The employees are helpful	1	2	3	4	5	6	7

Appendix D: Customer affective attitudes

	Store Attachment							
1	Shopping in this store is more important to me than shopping in any other store	1	2	3	4	5	6	7
2	I get more satisfaction out of shopping in this store than any other store	1	2	3	4	5	6	7
3	I would not substitute other stores for the type of experience I have in this store	1	2	3	4	5	6	7
4	I enjoy shopping in this store more than any other store	1	2	3	4	5	6	7
5	I feel emotionally attached to this store	1	2	3	4	5	6	7
6	I identify strongly with this store	1	2	3	4	5	6	7
7	Shopping in this store says a lot about who I am	1	2	3	4	5	6	7
8	This store means a lot to me	1	2	3	4	5	6	7
9	I feel a strong sense of belonging to this store	1	2	3	4	5	6	7

	Customer Satisfaction							
1	I am very satisfied with my overall experience at this store	1	2	3	4	5	6	7
2	Overall this store puts me in a good mood	1	2	3	4	5	6	7
3	I really enjoy shopping in this store	1	2	3	4	5	6	7

	Customer Loyalty	Strongly disagree						Strongly agree
1	I am a loyal customer of this store	1	2	3	4	5	6	7
2	I have a very good relationship with this store	1	2	3	4	5	6	7
3	I will certainly remain a customer of this store	1	2	3	4	5	6	7

Appendix E: Extra-role behaviour

	Customer Citizenship Behaviour	Strongly disagree					Strongly agree	
1	I say positive things about this store and its employees to others	1	2	3	4	5	6	7
2	I recommend this store and its employees to others	1	2	3	4	5	6	7
3	I encourage friends and relatives to shop in this store	1	2	3	4	5	6	7
4	If I have a useful idea on how to improve the service I let the employees know	1	2	3	4	5	6	7
5	When I receive good service from the employees I comment on it to them	1	2	3	4	5	6	7
6	When I experience a problem in the store I let the employees know about it	1	2	3	4	5	6	7
7	If service is not delivered as expected I am willing to put up with it	1	2	3	4	5	6	7
8	If an employee makes a mistake during service delivery I am willing to be patient	1	2	3	4	5	6	7
9	If I have to wait longer than I normally expect to receive service, I am willing to wait	1	2	3	4	5	6	7

	Employee Citizenship Behaviour towards Customer	Strongly disagree					Strongly agree	
1	Employees of this store often go above and beyond the call of duty when serving me	1	2	3	4	5	6	7
2	Employees of this store help me with problems beyond what is expected or required	1	2	3	4	5	6	7
3	If necessary, employees of this store go beyond their job requirements to assist me	1	2	3	4	5	6	7

Appendix F: Customer cognitive attitudes

Perceived Product Quality								
1 - The product quality in this store is (please circle):								
Poor	1	2	3	4	5	6	7	Excellent
Inferior	1	2	3	4	5	6	7	Superior
Unfavourable	1	2	3	4	5	6	7	Favourable

Perceived Price Fairness								
1 - Product prices in this store are (please circle):								
Unfair	1	2	3	4	5	6	7	Fair
Unreasonable	1	2	3	4	5	6	7	Reasonable
Not logical	1	2	3	4	5	6	7	Logical
Inappropriate	1	2	3	4	5	6	7	Appropriate
Irrational	1	2	3	4	5	6	7	Rational

Appendix G: Demographics

PLEASE TELL US A LITTLE ABOUT YOURSELF

In this section, you will be asked to tell us a little about yourself to ensure a range of people have participated in this study and to allow us to make comparisons. Please provide the following information:

S1. Please indicate your gender:
1. Male   2. Female   3. Other

S2. Please indicate your age:
…………….. Years

S3. What state or Territory do you live in:
1. ACT
2. New South Wales
3. Northern Territory
4. Queensland
5. South Australia
6. Tasmania
7. Victoria
8. Western Australia

D1. What is your current marital status?
1. Single; never married
2. Married
3. In a de-facto relationship
4. Separated, but not divorced
5. Divorced
6. Widowed

D2. Please indicate your current household (pre-tax) annual income:
1. AU$24,999 and under
2. AU$25,000- AU$49,999
3. AU$50,000- AU$74,999
4. AU$75,000- AU$99,999
5. AU$100,000- AU$124,999
6. AU$125,000- AU$149,999
7. AU$150,000 and over
8- Do not wish to disclose

D3. Do you have children living at home?
1. Yes   2. No

D4. Please indicate the highest level of education you have completed:
1. Did not complete high school to year 10
2. Completed high school to year 10
3. Completed high school to year 12
4. Trade qualifications or apprenticeship or TAFE Certificate/Diploma
5. Bachelor's Degree (incl. Honours)
6. Coursework Postgraduate Certificate, Diploma or Master's Degree
7. Research Master's Degree or PhD

D5. Are you currently in paid employment?
1. Yes   Average hours per week………….
2. No

D6. Please specify your occupation (please select which one best applies):
1. Manager or Administrator
2. Professional
3. Tradesperson or Related Worker
4. Clerical, Sales or Service Worker
5. Production or Transport Worker
6. Labourer or Related Worker
8. Self Employed or Small business Owner
9. Full-time Student
9. Retired
10. Other (please specify):
…………………………………………………………

THANK YOU FOR PARTICIPATING IN THE SURVEY. WE APPRECIATE YOUR TIME. IF YOU HAVE ANY QUESTIONS, PLEASE DO NOT HESITATE TO CONTACT US.

Appendix H: Ethics approval documentation
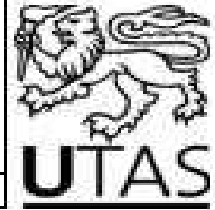
HUMAN RESEARCH ETHICS COMMITTEE (TASMANIA) NETWORK

UTAS

25 June 2018

Professor Martin Grimmer
College Office - CBE
Private Bag 84

Dear Professor Grimmer

Re: MINIMAL RISK ETHICS APPLICATION APPROVAL
Ethics Ref: H0017423 – Storescape and customer citizenship behaviour: the mediating and moderating roles of customer attitudes

We are pleased to advise that acting on a mandate from the Tasmania Social Sciences HREC, the Chair of the committee considered and approved the above project on 25 June 2018.

This approval constitutes ethical clearance by the Tasmania Social Sciences Human Research Ethics Committee. The decision and authority to commence the associated research may be dependent on factors beyond the remit of the ethics review process. For example, your research may need ethics clearance from other organisations or review by your research governance coordinator or Head of Department. It is your responsibility to find out if the approval of other bodies or authorities is required. It is recommended that the proposed research should not commence until you have satisfied these requirements.

Please note that this approval is for four years and is conditional upon receipt of an annual Progress Report. Ethics approval for this project will lapse if a Progress Report is not submitted.

The following conditions apply to this approval. Failure to abide by these conditions may result in suspension or discontinuation of approval.

1. It is the responsibility of the Chief Investigator to ensure that all investigators are aware of the terms of approval, to ensure the project is conducted as approved by the Ethics Committee, and to notify the Committee if any investigators are added to, or cease involvement with, the project.

A PARTNERSHIP PROGRAM IN CONJUNCTION WITH THE DEPARTMENT OF HEALTH AND HUMAN SERVICES

2. Complaints: If any complaints are received or ethical issues arise during the course of the project, investigators should advise the Executive Officer of the Ethics Committee on 03 6226 7479 or human.ethics@utas.edu.au.

3. Incidents or adverse effects: Investigators should notify the Ethics Committee immediately of any serious or unexpected adverse effects on participants or unforeseen events affecting the ethical acceptability of the project.

4. Amendments to Project: Modifications to the project must not proceed until approval is obtained from the Ethics Committee. Please submit an Amendment Form (available on our website) to notify the Ethics Committee of the proposed modifications.

5. Annual Report: Continued approval for this project is dependent on the submission of a Progress Report by the anniversary date of your approval. You will be sent a courtesy reminder closer to this date. Failure to submit a Progress Report will mean that ethics approval for this project will lapse.

6. Final Report: A Final Report and a copy of any published material arising from the project, either in full or abstract, must be provided at the end of the project.

Yours sincerely

Ethics Officer
Tasmania Social Sciences HREC

Appendix I

Gorji, M., Grimmer, L., Grimmer, M. & Siami, S. (2021), Retail store environment, store attachment and customer citizenship behaviour, *International Journal of Retail & Distribution Management*. Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/ijrdm-10-2020-0438 (Q1 and ranked A by ABDC).

This article has been removed for copyright or proprietary reasons.

Appendix J

Gorji, M., Siami, S., Grimmer, L. & Grimmer, M. (2021). Storescape and customer loyalty: Employee citizenship behaviour towards customer as a catalyst. *Asia Pacific Journal of Marketing and Logistics*, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/apjml-02-2020-0100 , (Q1 and ranked A by ABDC).

This article has been removed for copyright or proprietary reasons.

Appendix K

Gorji, M., & Siami, S. (2020). How sales promotion display affects customer shopping intentions in retails. *International Journal of Retail & Distribution Management*, 48 (12), 1337-1355. https://doi.org/10.1108/ijrdm-12-2019-0407 (Q1 and ranked A by ABDC).

This article has been removed for copyright or proprietary reasons.