

Do Employee Citizenship Behaviors Lead to Customer Citizenship Behaviors?

The Roles of Dual Identification and Service Climate

Online Appendix A: Two pretests to validate our manipulations in experimental Study 2

To validate our manipulations of service climate and employees' OCB-C, we conducted two pretests with the inclusion of control conditions (see Online Appendices A-1 and A-2 below for descriptions). In pretest 1 ($n = 120$), the findings confirmed that participants in the high service climate condition perceived the service climate as higher ($M = 5.93$) than those in either the control condition ($M = 4.27$; $t = 7.75$, $df = 116$, $p < .001$) or the low service climate condition ($M = 2.43$; $t = 16.28$, $df = 116$, $p < .001$). Moreover, participants in the control condition rated the service climate level higher than those in the low service climate condition ($p < .001$). In pretest 2 ($n = 120$), the results confirmed that participants in the high OCB-C condition perceived the level of employees' OCB-C as higher ($M = 6.08$) than those in the control condition ($M = 4.15$; $t = 9.95$, $df = 117$, $p < .001$) or the low OCB-C condition ($M = 2.43$; $t = 18.86$, $df = 117$, $p < .001$). Participants presented with the control condition perceived the level of employees' OCB-C as higher than those presented with the low OCB-C condition ($p < .001$). These findings indicate the success of our manipulation.

Online Appendix A-1: Pretest of the manipulation of service climate with the inclusion of control condition

Brief introduction: *“Please imagine that you are considering some fund investments and so you decide to approach the following bank for more details of such banking services. When you enter the bank,...”*:

[High service climate condition] you can see the clear message that customers are kings, as displayed by the bank. Receptionists have badges explaining that they give customer service top priority. Also, you see on the notice board that the employee who delivered the best customer services had been ranked first in this year’s annual performance award with a bonus and received acknowledgement from other employees. You also read further information on the notice board that this bank includes providing quality customer services as its mission. You are impressed by how the bank values its customers in doing its business.

[Low service climate condition] you can see the clear message that customers are not allowed to exhibit unacceptable behaviors toward employees. Receptionists have badges explaining that they aim to get their work done as their top priority. Also, you see on the notice board that the employee who delivered the best customer service had only been ranked third in this year’s annual performance award. You read further information on the notice board that this bank includes handing customers’ requests efficiently as its mission. You are impressed by how the bank does its business with its customers but not the way of how it valued its customers.

[Control condition] you can see the clear message that the bank is qualified to provide fund investments. Also, you can see a notice board displaying funds provided by the bank. You read further information on the notice board that there are some fund products that are on the top sales lists. You look around and find a receptionist sitting at the front desk. You approach the receptionist to ask how you can get advice on fund investments. Then you are guided to the manager’s office.

Online Appendix A-2: Pretest of the manipulation of employees' OCB-C with the inclusion of control condition

“Then once you are settled in an office,...”

[High OCB-C condition] a manager welcomes you and is very attentive to understanding your needs for financial products. The manager clearly explains the bank's investment products and recommends the most appropriate products. During the conversation, the manager is very willing to answer all your questions. The manager candidly let you know that you could suffer from potential losses from the investment and described recent unfortunate cases, though he did not necessarily have to reveal that information. In addition, the manager voluntarily spent considerable time in the meeting and even missed his lunch break. He also gives you his private phone number and encourages you to call at any time for any further questions.

[Low OCB-C condition] the manager welcomed you and politely answered your questions and recommended appropriate products. Because of his hectic schedule, he had to deal with other customers simultaneously as well as answer several phone calls. Nevertheless, he tried to minimize the disruptions caused to you and made an apology.

[Control OCB-C condition] you sat down and enquired of the manager about the kind of fund products that are available and their corresponding risks and returns. You also let the manager know about your product preference and risk tolerance level. The manager then comes up with a few fund investment portfolios for your consideration.

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Online Appendix B: Scenarios used in Study 2 (Experimental Study)

Brief introduction: *“Please imagine that you are considering some fund investments and so you decide to approach the following bank for more details of such banking services. When you enter the bank,...”*:

[High service climate condition] you can see the clear message that customers are kings, as displayed by the bank. Receptionists have badges explaining that they give customer service top priority. Also, you see on the notice board that the employee who delivered the best customer services had been ranked first in this year’s annual performance award with a bonus and received acknowledgement from other employees. You also read further information on the notice board that this bank includes providing quality customer services as its mission. You are impressed by how the bank values its customers in doing its business.

[Low service climate condition] you can see the clear message that customers are not allowed to exhibit unacceptable behaviors toward employees. Receptionists have badges explaining that they aim to get their work done as their top priority. Also, you see on the notice board that the employee who delivered the best customer service had only been ranked third in this year’s annual performance award. You read further information on the notice board that this bank includes handing customers’ requests efficiently as its mission. You are impressed by how the bank does its business with its customers but not the way of how it valued its customers.

“Then once you are settled in an office, ...”

[High OCB-C condition] a manager welcomes you and is very attentive to understanding your needs for financial products. The manager clearly explains the bank’s investment products and recommends the most appropriate products. During the conversation, the manager is very willing to answer all your questions. The manager candidly let you know that you could suffer from potential losses from the investment and described recent unfortunate cases, though he did not necessarily have to reveal that information. In addition, the manager voluntarily spent considerable time in the meeting and even missed his lunch break. He also gives you his private phone number and encourages you to call at any time for any further questions.

[Low OCB-C condition] the manager welcomed you and politely answered your questions and recommended appropriate products. Because of his hectic schedule, he had to deal with other customers simultaneously as well as answer several phone calls. Nevertheless, he tried to minimize the disruptions caused to you and made an apology.