

# The Influence of Perceived Value and Brand Image on Customer Citizenship Behavior is Mediated by Customer Loyalty

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## ABSTRACT

The dynamics of contemporary business competition require companies to understand consumer behavior, which is not only limited to purchasing activities, but also extends to active participation in supporting brands through customer citizenship behavior. Previous research has shown that perceived value and brand image play important antecedents in shaping customer loyalty, but the mechanism by which these two variables influence customer citizenship behavior through loyalty mediation still requires further investigation. This study aims to analyze the influence of perceived value and brand image on customer citizenship behavior with customer loyalty as a mediating variable. The research method used a quantitative design with an explanatory research approach and a purposive sampling technique on 35 respondents who met the research criteria. Data were collected through a structured questionnaire using a 5-point Likert scale and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 software. The results showed that perceived value had a positive and significant effect on customer citizenship behavior ( $\beta = 0.287$ ,  $p < 0.05$ ), while brand image had no significant effect ( $\beta = 0.231$ ,  $p > 0.05$ ). Both antecedent variables were shown to have a significant effect on customer loyalty, with perceived value showing a stronger influence ( $\beta = 0.456$ ) than brand image ( $\beta = 0.318$ ). Customer loyalty partially mediated the relationship between perceived value and customer citizenship behavior ( $\beta = 0.177$ ,  $p < 0.05$ ), but did not mediate the relationship between brand image and customer citizenship behavior. The research model was able to explain 65.1% of the variability in customer citizenship behavior. The study concluded that companies need to prioritize increasing perceived value through strategies that focus on superior product quality and excellent customer service to encourage customer citizenship behavior, as well as developing comprehensive loyalty programs to strengthen long-term relationships with consumers.

## 1. INTRODUCTION

The era of globalization and digital transformation has fundamentally changed the business landscape, creating increasingly complex and challenging competitive dynamics (Yang et al., 2023). This transformation is especially evident in the context of the Indonesian market, where internet penetration has reached 77.02% of the total population or around 212.9 million users in 2023, with an e-commerce adoption rate of 64% of internet users. This phenomenon reflects a shift in the behavior of Indonesian consumers who no longer only transact conventionally, but have adapted to the digital ecosystem that allows them to actively participate in shaping brand reputation and perception through various digital platforms (Abdou et al., 2022). The dynamics of contemporary business competition in Indonesia show that companies can no longer rely on traditional marketing strategies that focus solely on buying and selling transactions. This can be seen from the case of big brands such as Gojek, Tokopedia, and Shopee that have succeeded in building a loyal ecosystem not only through superior products or services, but also through the creation of a community of users who actively advocate for brands (Hamzah & Jantan, 2022). Modern Indonesian consumers, who are connected through various digital platforms such as WhatsApp, Instagram, TikTok, and Facebook, have the power to influence other consumer perceptions and decisions through electronic word-of-mouth and social media engagement. This phenomenon reflects the evolution of the relationship between companies and

consumers from a transactional orientation to a deeper and more sustainable relationship, where customer citizenship behavior becomes a tangible manifestation of consumers' emotional attachment to the brand.

Previous research has identified that perceived value and brand image play an important antecedent in shaping customer loyalty. Empirical studies show that high perceived value contributes significantly to the formation of customer loyalty up to 94% (Putra et al., 2020). Similar findings are also confirmed by research by Rastogi et al. (2024) which shows that consumers have a more positive perception of brand image when they feel value that matches expectations. In the context of the Indonesian market, research (Mabkhot & Piaralal, 2023) shows that brand image and perceived value have a positive influence on customer loyalty through satisfaction mediation. However, the mechanism of how these two variables affect customer citizenship behavior through loyalty mediation still requires more in-depth investigation, especially in the context of the unique characteristics of Indonesian consumers. The Indonesian market context shows a paradoxical characteristic where brand loyalty remains strong even though consumers are increasingly sensitive to price, and looking for optimal value in every transaction (Lee & Kim, 2022). This phenomenon is evident in the case of local fashion brands such as Erigo, 3Second, and This is April who are able to maintain the loyalty of young Indonesian consumers despite facing stiff competition from international and fast fashion brands. Indonesian consumers maintain loyalty to a particular brand while still evaluating the value proposition offered, reflecting the wisdom of consumers who are able to balance emotional and rational aspects in purchasing decision-making. A strong collective culture in Indonesian society also influences consumer behavior, where recommendations from family and friends have a significant influence on the decision-making process, while creating great potential for customer citizenship behavior.

However, there is a significant research gap in understanding how the interaction between perceived value and brand image can affect customer citizenship behavior through customer loyalty mediation. Previous research has focused more on the direct outcomes of perceived value and brand image on loyalty, without exploring the continued impact on citizenship behavior (Alhouz & Hasouneh, 2020). This limitation creates a high urgency for research considering that customer citizenship behavior has much broader strategic implications in the digital era, including in terms of brand advocacy, co-creation, and viral marketing. International research shows that customers who exhibit citizenship behavior tend to have higher lifetime value and act as effective brand ambassadors, but understanding of the antecedents of this behavior in the Indonesian context is still limited (Al Halbusi et al., 2020). The urgency of this research is further strengthened by the phenomenon that occurred in Indonesia where brands that succeeded in creating customer citizenship behavior showed superior performance in the face of market crises and volatility. An example is the case of local coffee brands such as Kopi Kenangan and Janji Jiwa that managed to survive and grow rapidly during the COVID-19 pandemic, largely due to the active support of the customer community who are not only loyal in transacting, but also actively promoting organically through social media and word-of-mouth. This phenomenon shows that customer citizenship behavior is not only a theoretical concept, but has a real impact on business sustainability, especially in the context of the dynamic and competitive Indonesian market.

Therefore, research that explores the relationship between perceived value, brand image, loyalty, and customer citizenship behavior has the potential to uncover the psychological mechanisms that encourage Indonesian consumers to actively participate in the brand ecosystem. This understanding has become increasingly important given the development of technology and social media that allow consumers to have greater influence in shaping brand perception and reputation. This research is expected to make a significant contribution to the development of more effective relational marketing strategies in the context of the Indonesian market, while enriching the literature on customer citizenship behavior in a unique collective cultural setting. Based on the identification of these problems, the formulation of the problem in this study includes how the influence of perceived value on customer citizenship behavior, how the influence of brand image on customer citizenship behavior, how the effect of perceived value on customer loyalty, how the influence of brand image on customer loyalty, how the influence of customer loyalty on customer citizenship behavior, how the role of customer loyalty mediation in the relationship between perceived value and customer citizenship behavior, as well as how the role of customer loyalty mediation in the relationship between brand image and customer citizenship behavior. The purpose of this study is to analyze the influence of perceived value on customer citizenship

behavior, analyze the influence of brand image on customer citizenship behavior, analyze the influence of perceived value on customer loyalty, analyze the influence of brand image on customer loyalty, analyze the influence of customer loyalty on customer citizenship behavior, analyze the role of customer loyalty mediation in the relationship between perceived value and customer citizenship behavior, and analyze the role of customer loyalty mediation in the relationship between brand image and customer citizenship behavior.

This research provides theoretical benefits in the form of contributing to the development of relational marketing theory and consumer behavior, especially in understanding the antecedents of customer citizenship behavior. Practically, the results of this study can assist marketing managers in developing effective strategies to increase customer loyalty and encourage civic behavior that benefits the company. For academics, this research provides a conceptual framework that can be used for further research in the field of relational marketing and consumer behavior, as well as opening up opportunities for further exploration in the context of emerging markets.

Based on the theoretical framework developed from Social Exchange Theory and Customer-Brand Relationship Theory, as well as empirical support from previous research, this study proposes seven research hypotheses. Customer experience and perceived value have been proven to mediate the relationship between hotel atmosphere and customer citizenship behavior (Amado et al., 2023), which indicates that perceived value has a fundamental role in shaping consumer citizenship behavior. The digital era has profoundly changed consumer behavior, with social media and e-commerce platforms revolutionizing the shopping experience, where consumer citizenship behavior (CCB) is influenced by consumer perceived value (CPV) and consumer perceived corporate social responsibility (Susanti et al., 2020).

Customer-Brand Relationship Theory explains that when consumers feel high value from a brand, they tend to develop emotional bonds that encourage citizenship behaviors such as giving recommendations and helping other consumers. Brand image has a significant impact on shaping customer satisfaction and fostering brand loyalty, with factors such as product quality, price, and advertising reinforcing that influence (Hamzah & Jantan, 2022). In the context of mediation, customer loyalty acts as a psychological mechanism that connects antecedents (perceived value and brand image) with behavioral consequences (customer citizenship behavior).

Social Exchange Theory states that individuals engage in social exchange based on cost-benefit evaluation, where consumers will exhibit citizenship behavior when they feel the value gained outweighs the sacrifices made. Meanwhile, Customer-Brand Relationship Theory explains that the long-term relationship between consumers and brands is built through trust, commitment, and emotional attachment, which then facilitates voluntary behaviors such as positive word-of-mouth and brand advocacy.

### Research Hypothesis

Based on this theoretical foundation, the proposed research hypothesis is:

- H1:** Perceived value has a positive effect on customer citizenship behavior
- H2:** Brand image has a positive effect on customer citizenship behavior
- H3:** Perceived value has a positive effect on customer loyalty
- H4:** Brand image has a positive effect on customer loyalty
- H5:** Customer loyalty has a positive effect on customer citizenship behavior
- H6:** Customer loyalty mediates the relationship between perceived value and customer citizenship behavior
- H7:** Customer loyalty mediates the relationship between brand image and customer citizenship behavior.

## 2. METHOD

This study uses a quantitative design with an *explanatory research approach* that aims to explain the causal relationship between perceived value variables, *brand image*, *customer loyalty*, and *customer citizenship behavior*. This design was chosen because of its ability to test hypotheses and systematically identify causal relationships between variables (Lim, 2024). This study uses a *cross-sectional* approach

where data is collected at a specific point in time to avoid temporal bias and ensure consistency in the measurement of the variables studied. The population in this study is consumers who have experience purchasing products or services from a particular brand and have interacted with that brand in at least the last three months. The sampling technique used is *purposive sampling* with the criteria of respondents who are at least 18 years old, have repeated purchase experience, and actively provide *feedback* or recommendations about the brand. The number of samples used was 35 respondents, following the recommendation for exploratory research with *Structural Equation Modeling* which suggested a minimum of 30 respondents for a valid analysis (Hair et al., 2021). This sample size also conforms to the *rule of thumb principle* for PLS-SEM which requires the sample to be at least 10 times the number of structural pathways leading to the endogenous construct in the model.

The Research Preparation Stage begins with the development of a conceptual framework based on a comprehensive literature review to identify research gaps and formulate hypotheses to be tested. Furthermore, the adaptation and validation of the instrument was carried out through expert judgment by involving three academics who have expertise in the field of marketing and consumer behavior to ensure the validity of the content of each measurement indicator. Pre-testing was conducted on 10 respondents who had similar characteristics to the target population to evaluate the clarity, comprehensibility, and relevance of the question items. Based on the results of pre-testing, instrument refinement is carried out by revising items that are ambiguous or difficult to understand. Ethical clearance is obtained from the institution's ethics committee to ensure that research complies with applicable research ethics standards. The preparation stage ended with a pilot study of 15 respondents to test the reliability of the preliminary and make final adjustments to the instrument before the main data collection began.

Data was collected through a structured questionnaire that was disseminated online using a digital survey platform. The questionnaire was compiled based on a 5-point Likert scale that had been validated in previous studies. The *perceived value* variable is measured using a scale developed by (Zeithaml, 2014) and has been adapted by previous researchers, *brand image* is measured using the Keller scale (1993), *customer loyalty* using the scale (Oliver, 1999), and *customer citizenship behavior* using the scale (Groth, 2005). The data collection process was carried out for four weeks by involving *screening questions* to ensure that respondents met the criteria that had been set. Each respondent was provided with information about the research objectives and agreed to *informed consent* before filling out the questionnaire. Data analysis was carried out using *Partial Least Squares Structural Equation Modeling* (PLS-SEM) with the help of SmartPLS 4.0 software. The selection of PLS-SEM is based on the characteristics of the research that is exploratory in nature with a relatively small sample size and focuses on predicting the relationship between variables (Sarstedt et al., 2020).

The analysis stage includes the evaluation of *the outer model* to test the validity and reliability of the instrument through *composite reliability*, *convergent validity*, and *discriminant validity*. Furthermore, an *internal model evaluation* was carried out to test the significance of the relationship between variables through *bootstrapping* with 5000 *subsamples*. Mediation testing was conducted using the Preacher and Hayes procedures by evaluating *the indirect effect* and *confidence interval*. The hypothesis acceptance criteria used a *t-value* > 1.96 and a *p-value* < 0.05 for a significance level of 5% (Rasoolimanesh et al., 2022).

### 3. RESULTS AND DISCUSSION

#### Results

This study successfully collected data from 35 respondents who met the established criteria. The respondents consisted of consumers with repeat purchasing experience and had interacted with the brand for at least the past three months. All respondents were at least 18 years old and actively provided feedback or recommendations regarding the brands they use.

#### *Outer Model Evaluation*

##### *Validity and Reliability Test*

An outer model evaluation was conducted to test the validity and reliability of the research instrument. The analysis results showed that all constructs had adequate Composite Reliability (CR) values.

**Table 1.** Reliability and Validity Test Results

Construct	Composite Reliability	Average Variance Extracted (AVE)	Cronbach's Alpha
Perceived Value	847	581	762
Brand Image	832	553	731
Customer Loyalty	891	673	843
Customer Citizenship Behavior	878	643	821

Based on the results of the outer model evaluation, all constructs have Composite Reliability values  $> 0.7$ , AVE  $> 0.5$ , and Cronbach's Alpha  $> 0.7$ , which indicates that the research instrument has good reliability and validity.

#### *Discriminant Validity*

Discriminant validity testing using the Fornell-Larcker criteria shows that the square root of the AVE of each construct is greater than the correlation between constructs, indicating that each construct has adequate uniqueness.

**Table 2.** Discriminant Validity Matrix (Fornell-Larcker)

Construct	PV	BI	CL	CCB
Perceived Value	762			
Brand Image	543	744		
Customer Loyalty	681	592	821	
Customer Citizenship Behavior	628	574	742	802

#### *Inner Model Evaluation*

##### *Hypothesis Testing Results*

An inner model evaluation was conducted to test the research hypotheses using bootstrapping with 5,000 subsamples. The analysis results showed varying levels of significance in the relationships between variables.

**Table 3.** Results of Direct Effect Hypothesis Testing

Hypothesis	Path	Path Coefficient	t-Statistics	p-Values	Decision
H1	PV $\rightarrow$ CCB	287	2,143	32	Accepted
H2	BI $\rightarrow$ CCB	231	1,876	61	Rejected
H3	PV $\rightarrow$ CL	456	3,821	0	Accepted
H4	BI $\rightarrow$ CL	318	2,654	8	Accepted
H5	CL $\rightarrow$ CCB	389	3,142	2	Accepted

The test results show that 4 of the 5 direct effect hypotheses are accepted. Perceived Value has a significant influence on Customer Citizenship Behavior ( $\beta = 0.287$ ,  $p < 0.05$ ), but Brand Image does not have a significant influence on Customer Citizenship Behavior ( $\beta = 0.231$ ,  $p > 0.05$ ).

##### *Testing the Mediation Effect*

Testing of the mediation effect was carried out using the Preacher and Hayes procedure by evaluating the indirect effect and confidence interval.

**Table 4.** Mediation Test Results

Mediation Path	Indirect Effect	t-Statistics	p-Values	95% CI Lower	95% CI Upper	Decision
PV → CL → CCB	177	2,234	26	21	334	Partial Mediation
BI → CL → CCB	124	1,943	52	-2	249	Not Significant

The results of the mediation test show that Customer Loyalty partially mediates the relationship between Perceived Value and Customer Citizenship Behavior ( $\beta = 0.177$ ,  $p < 0.05$ , CI does not contain 0). However, Customer Loyalty does not mediate the relationship between Brand Image and Customer Citizenship Behavior ( $\beta = 0.124$ ,  $p > 0.05$ ).

*Coefficient of Determination (R<sup>2</sup>)*

The R<sup>2</sup> value indicates the ability of exogenous variables to explain the variability of endogenous variables. Customer Loyalty has an R<sup>2</sup> value of 0.542, meaning that 54.2% of the variability in Customer Loyalty can be explained by Perceived Value and Brand Image. Meanwhile, Customer Citizenship Behavior has an R<sup>2</sup> value of 0.651, indicating that 65.1% of the variability can be explained by Perceived Value, Brand Image, and Customer Loyalty.

The results of the study indicate that perceived value has a positive and significant effect on customer citizenship behavior with a path coefficient of 0.287 ( $p < 0.05$ ). This finding indicates that the higher the consumer's perception of the value received from a brand, the greater the consumer's tendency to demonstrate citizenship behavior that benefits the company. Consumers who perceive high value from a product or service tend to be more active in providing positive recommendations, helping other consumers, and participating in activities that support the brand. This study is in line with the findings of Handoko & Tunjungsari which show that perceived value has a significant influence on Uniqlo customer purchase intentions, where consumers who perceive high value show a stronger commitment to the brand.(Handoko & Tunjungsari, 2023). In addition, these results are also consistent with Maduwinarti's research, which proves that green perceived value has a significant influence on consumer satisfaction, which ultimately influences purchasing decisions.(Maduwinarti, 2025)This finding strengthens the argument that perceived value is a key driver in shaping consumer behavior that benefits the company, including in the context of customer citizenship behavior. The practical implication of this finding is that companies need to focus on increasing consumer-perceived value through product quality, excellent service, and satisfying shopping experiences to encourage consumer citizenship behavior.

In contrast to the proposed hypothesis, the results of the study showed that brand image did not significantly influence customer citizenship behavior with a path coefficient of 0.231 ( $p > 0.05$ ). This finding indicates that a positive brand image does not necessarily directly encourage consumers to demonstrate citizenship behavior. This result contradicts several previous studies that demonstrated the important role of brand image in shaping consumer behavior. Fadila & Meria found that brand image did not positively influence customer loyalty in ice cream and tea franchises, indicating that brand image may not always be a determining factor in consumer behavior.(Fadila & Meria, 2024)Similarly, research by Ardi Fadilah & Lista Meria shows that brand image has no effect on the purchase intention of Converse shoes.(Fadilah & Meria, 2024). The insignificance of this relationship can be explained by several factors, including that consumers may prioritize functional value and concrete benefits received over the symbolic aspects of brand image. Furthermore, in the context of customer citizenship behavior, consumers may be more motivated by direct experience and perceived satisfaction than by general perceptions of brand image. This suggests that although brand image is important for building awareness and differentiation, other factors such as perceived value and customer loyalty may play a more important role in driving consumer citizenship behavior.

The results of the study indicate that both perceived value ( $\beta = 0.456$ ,  $p < 0.001$ ) and brand image ( $\beta = 0.318$ ,  $p < 0.01$ ) have a positive and significant effect on customer loyalty. This finding confirms that both variables are important antecedents in the formation of customer loyalty. The stronger influence of perceived value compared to brand image indicates that consumers prioritize the value received directly over the symbolic aspects of the brand. This result is in line with Handoko & Tunjungsari's

research which shows that perceived value has a significant effect on customer satisfaction, which is an important component of loyalty. (Handoko & Tunjungsari, 2023) Wahyoedi et al.'s research also supports these findings by showing that perceived brand quality has a positive and significant influence on purchasing decisions for MS Glow cosmetic products. (Wahyoedi et al., 2022) The significance of brand image on customer loyalty shows that although it does not directly influence customer citizenship behavior, brand image still plays an important role in building long-term relationships with consumers. Adelina & Marsudi strengthen this finding by showing that corporate image influences life insurance purchase intentions. (Adelina & Marsudi, 2021) The combination of these two variables is able to explain 54.2% of the variability in customer loyalty, which indicates that an effective marketing strategy needs to integrate efforts to increase consumer-perceived value with the development of a positive brand image.

The results of the study indicate that customer loyalty has a positive and significant effect on customer citizenship behavior with a path coefficient of 0.389 ( $p < 0.01$ ). This finding confirms that loyal customers tend to exhibit citizenship behavior that benefits the company, such as providing positive recommendations, helping other customers, and participating in brand promotional activities. These results are consistent with research by Raman et al., which shows that consumer loyalty has a strong relationship with a company's corporate social responsibility practices. (Raman et al., 2012) In the context of mediation, customer loyalty was shown to partially mediate the relationship between perceived value and customer citizenship behavior ( $\beta = 0.177$ ,  $p < 0.05$ ). This indicates that some of the influence of perceived value on customer citizenship behavior is channeled through customer loyalty. This finding aligns with research by Utama et al., which shows that customer citizenship behavior can act as a mediator in the relationship between customer experience and business performance. (Utama et al., 2025) However, customer loyalty was not shown to mediate the relationship between brand image and customer citizenship behavior ( $\beta = 0.124$ ,  $p > 0.05$ ), which is consistent with previous findings that brand image does not directly influence customer citizenship behavior. This insignificant mediation indicates that although brand image can build loyalty, the path from loyalty to citizenship behavior is not strong enough to create a significant mediation effect. The implication of this finding is that companies need to focus on strategies that can increase consumer perceived value to encourage loyalty and ultimately improve customer citizenship behavior.

## Discussion

The results showed that *perceived value* had a positive and significant effect on *customer citizenship behavior* with a path coefficient of 0.287 ( $p < 0.05$ ). These findings indicate that the higher the consumer's perception of the value received from a brand, the greater the tendency of consumers to exhibit civic behavior that benefits the company. Consumers who feel a high value in a product or service tend to be more active in providing positive recommendations, helping other consumers, and participating in activities that support the brand. This research is in line with the findings of Handoko & Tunjungsari which shows that *perceived value* has a significant influence on the purchase intention of Uniqlo customers, where consumers who feel high value show a stronger commitment to the brand (Handoko & Tunjungsari, 2023). In addition, these results are also consistent with Maduwinarti's research which proves that *green perceived value* has a significant effect on consumer satisfaction which ultimately influences purchase decisions (Maduwinarti, 2025). These findings strengthen the argument that *perceived value* is the main driver in shaping consumer behavior that benefits the company, including in the context of *customer citizenship behavior*. The practical implication of these findings is that companies need to focus on increasing consumer-perceived value through product quality, excellent service, and a satisfying shopping experience to drive consumer civic behavior.

In contrast to the hypothesis proposed, the results of the study showed that *brand image* did not have a significant effect on *customer citizenship behavior* with a path coefficient of 0.231 ( $p > 0.05$ ). These findings indicate that a positive brand image does not necessarily directly encourage consumers to exhibit civic behavior. These results contradict several previous studies that showed the important role of *brand image* in shaping consumer behavior. Fadila & Meria found that *brand image* does not have a positive effect on customer loyalty to ice cream and tea franchises, suggesting that brand image may not always be a determining factor in consumer behavior (Fadila & Meria, 2024). Demikian pula, penelitian Ardi Fadilah & Lista Meria menunjukkan bahwa *brand image* tidak berpengaruh terhadap *purchase intention* produk sepatu Converse (Ardi Fadilah & Lista Meria, 2024).

The insignificance of this relationship can be explained by several factors, among others that consumers may prioritize the functional value and concrete benefits received over the symbolic aspects of the brand image. Additionally, in the context of *customer citizenship behavior*, consumers may be more motivated by first-hand experiences and perceived satisfaction than general perceptions of brand image. This suggests that while *brand image* is important for building awareness and differentiation, to drive consumer civic behavior, other factors such as perceived value and customer loyalty may play a bigger role.

The results showed that both *perceived value* ( $\beta = 0.456, p < 0.001$ ) and *brand image* ( $\beta = 0.318, p < 0.01$ ) had a positive and significant effect on *customer loyalty*. These findings confirm that both variables are important antecedents in the formation of customer loyalty. The influence of *perceived value* is stronger than *brand image* indicates that consumers prioritize the value received directly over the symbolic aspect of the brand. These results are in line with Handoko & Tunjungsar's research which shows that *perceived value* has a significant effect on customer satisfaction, which is an important component of loyalty (Handoko & Tunjungsari, 2023). Wahyoedi et al's research also supports this finding by showing that *perceived brand quality* has a positive and significant effect on the purchase decision of MS Glow cosmetic products (Wahyoedi et al., 2022). The significance of *brand image* to customer loyalty shows that although it does not have a direct effect on *customer citizenship behavior*, brand image still has an important role in building long-term relationships with consumers. Adelina & Marsudi reinforce these findings by showing that *corporate image* affects the intention to purchase life insurance (Adelina & Marsudi, 2021). The combination of these two variables was able to explain the 54.2% variability of *customer loyalty*, which suggests that an effective marketing strategy needs to integrate efforts to increase the value perceived by consumers with the development of a positive brand image.

The results showed that *customer loyalty* had a positive and significant effect on *customer citizenship behavior* with a path coefficient of 0.389 ( $p < 0.01$ ). These findings confirm that loyal customers tend to exhibit civic behaviors that benefit the company, such as providing positive recommendations, helping other customers, and participating in brand promotion activities. These results are consistent with research by Raman et al. which shows that consumer loyalty has a strong relationship with corporate *social responsibility* practices (Raman et al., 2012). In the context of mediation, *customer loyalty* was shown to mediate the relationship between *perceived value* and *customer citizenship behavior* partially ( $\beta = 0.177, p < 0.05$ ). This shows that part of the influence of *perceived value* on *customer citizenship behavior* is channeled through customer loyalty. These findings are in line with research by Utama et al which shows that *customer citizenship behavior* can play a mediator in the relationship between *customer experience* and business performance (Utama et al., 2025). However, *customer loyalty* was not shown to mediate the relationship between *brand image* and *customer citizenship behavior* ( $\beta = 0.124, p > 0.05$ ), which is consistent with previous findings that *brand image* has no direct effect on *customer citizenship behavior*. The insignificance of this mediation suggests that although *brand image* can build loyalty, the path from loyalty to civic behavior is not strong enough to create a significant mediating effect. The implication of these findings is that companies need to focus on strategies that can increase the value perceived by consumers to encourage loyalty and ultimately improve *customer citizenship behavior*.

#### 4. CONCLUSION

This study analyzed the complex relationship between perceived value, brand image, customer loyalty, and customer citizenship behavior using data from 35 respondents through the PLS-SEM method. The results of the evaluation showed that all research instruments had good reliability and validity with a Composite Reliability value above 0.7, AVE above 0.5, and Cronbach's Alpha above 0.7. Of the five hypotheses tested, four were accepted and one was rejected. Perceived value was shown to have a significant positive effect on customer citizenship behavior ( $\beta = 0.287, p < 0.05$ ), showing that consumers who feel high value tend to be more active in recommending and supporting brands. In contrast, brand image had no significant effect on customer citizenship behavior ( $\beta = 0.231, p > 0.05$ ), indicating that positive brand image does not necessarily directly encourage consumer citizenship behavior. Both antecedent variables had a significant positive effect on customer loyalty, with perceived

value ( $\beta = 0.456$ ,  $p < 0.001$ ) showing a stronger influence than brand image ( $\beta = 0.318$ ,  $p < 0.01$ ). Customer loyalty itself had a significant positive effect on customer citizenship behavior ( $\beta = 0.389$ ,  $p < 0.01$ ). In the context of mediation, customer loyalty was shown to mediate the relationship between perceived value and customer citizenship behavior partially ( $\beta = 0.177$ ,  $p < 0.05$ ), but did not mediate the relationship between brand image and customer citizenship behavior. The research model was able to explain 54.2% of customer loyalty variability and 65.1% of customer citizenship behavior variability. Based on these findings, companies are advised to prioritize increasing perceived value through superior product quality and excellent service, developing a comprehensive loyalty program, and maintaining a positive brand image to build strong customer loyalty as a mediator in encouraging customer citizenship behavior.

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