Effect of Personality and Social Motive on Franchise Customers' Citizenship Behavior

Anesh Sthapit*, Min-Jung Oh**, Yoon-Yong Hwang***

Abstract

Purpose – This study focuses on the voluntary performance of franchise customers as a result of inherent social motives. It examines the interplay between traits and motives, and their influence on customer citizenship behavior (CCB).

Research design, data, and methodology – Empirical evidence from the responses of 288 university students, validates that individual traits are related to social motives, which provides a basis for CCB. The results suggest that social motives do influence an individual's intention to provide feedback, advocate, help, or tolerate. Structural Equation Modeling using AMOS 22 was employed to test the concept.

Results – This research illustrates that extraversion has a dominant influence on affiliation motive, and agreeableness is a strong predictor of the altruism motive among franchise customers.

Conclusion – All three traits have positive influence on the power motive. Power and altruism motives were found to be the main determinants of CCB in a social setting. The power motive was a better predictor of advocacy and tolerance. The altruism motive significantly predicted helping and tolerance. Feedback was only positively predicted by the affiliation motive.

Keywords: Customer Citizenship Behavior, Social Motives, Personality, Franchise.

JEL Classification: M10, M31.

1. Introduction

South Korean franchising industry has rapidly developed in recent years, led primarily by fast food restaurant chains

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* First Author, Doctoral Student, Department of Business Administration, Chosun University Korea.
** BKplus Postdoctoral Researcher, Chosun University, Korea.
*** Corresponding Author, Professor, Department of Business Administration, Chosun University, Korea. Email: yyhwang@chosun.ac.kr.

(Garcia, 2010).This growth has expanded to family restaurants, coffee shops, retailing and retail stores, hotels, clothing etc. Despite the ubiquitous presence of franchises little research has focused on the behavioral aspect of its customers. This study focuses on the voluntary performances of franchise customer as a result of inherent social motives. Current marketing literature focuses on managing customers as human resources (Groth, 2005; Bowen 1986). The extra-role behavior performed by customers, also known as customer citizenship behavior (CCB), makes customers be viewed as "partial employees. Customer's in-role behaviors are those required to perform the service delivery such as arriving on time for doctor's appointment, entering account information in an ATM or online banking, moving around a supermarket with cart to pick the groceries etc. In contrast, extra-role behavior are voluntary, helpful behaviors enacted towards the firm, service worker or other customers and generally help to create a desirable setting for the parties in a service encounter (Boveet al. 2009).

Researchers have performed various studies to predict such behaviors, their antecedents and consequences (Anaza, 2014; Boveet al. 2009; Ahearne, Bhattacharya and Gruen, 2005; Groth 2005 Bettencourt 1997). Some of the selected studies are presented in <Table 1>.

<Table 1> Identification of CCB

Type of CCB	Antecedent of CCB	Source
Recommending, Helping, Service firm facilitation	Perspective Taking, Empathy of Customer	Anaza (2014)
Helping, Suggesting	Influence of other customers	Yi et al. (2013)
Positive word-of-mouth, Suggesting, Policing other customer, Voice, Benevolence, Flexibility	Relationship with service worker	Bove et al. (2009)
Recommending	Customer Company identification	Ahearne et al. (2005)
Recommending, Helping, Feedback	Customer Satisfaction	Groth (2005)

The studies conducted so far explains CCB as a result of social interaction between firm and customer; service employee and customer; and customer and customer. The study conducted by Anaza (2014) appears to be the only published research which takes into account the personality dimension of consumers. She tried to explain such behavior as a result of perspective taking and empathy of customers. Present study extends this research theoretically and empirically. Unlike the study conducted by Anaza, this study takes into account the social motive that has been argued to be the fundamental human motivation (Baumeister and Leary, 1995) as the basic driver of CCB. Extant literature focuses on CCB as a result of customer satisfaction (Anaza 2014 Yi, Gong and Lee, 2013;Groth, 2005 Bettencourt, 1997), commitment (Bettencourt, 1997), service employee role (Boveet al. 2009 Yi and Gong,2008).Present study, though not denying the importance of such factors, tries to explain the CCB as a result of the interplay between personality traits and social motives inherent in individuals. More specifically, this study focuses on affiliation, altruism and power as the three basic social motives which lead individuals to CCB.

In looking at dispositional characteristics that influence CCB, this study focuses on three personality traits extraversion, agreeableness and neuroticism. According to the five-factor model, Extraversion and Agreeableness both summarize traits that are interpersonal; that is, they capture what people do with each other and to each other. People who are high in extraversion tend to seek out social stimulation and opportunities to engage with others. Agreeableness is a personality trait manifesting itself in individual behavioral characteristics that are perceived as kind, sympathetic, cooperative, warm and considerate. Neuroticism contrasts emotional stability with a broad range of negative feelings, including anxiety, sadness, irritability, and nervous tension. Research suggests there is a positive relationship between extraversion and agreeableness and organizational citizenship behavior and a negative relationship between neuroticism and organizational citizenship behavior (Kumar et al. 2009). Furthermore there have been studies which suggest similar pattern of relationship between personality and CCB (Anaza 2014; Mooradian and Olver 1997). Building upon these findings, it is reasonable to deduce that these three traits would provide a basis for understanding social motives as drivers of citizenship behavior.

2. Conceptual Background

2.1. Customer Citizenship Behavior

Customer participation in service delivery can be categorized into customer coproduction behavior and customer citizenship behavior (Groth, 2005). Customer coproduction behavior is the required in-role behavior of consumers to carry out a service function. In contrast, customer citizenship behavior is the voluntary extra-role behavior exhibited by consumers toward the firm or other customers which are not typically expected of customers. CCBs are the voluntary behaviors outside of the

customer's required role for service delivery which aim to provide help and assistance and are conducive to effective organizational functioning. As shown in <Table 1>, citizenship behavior of customer has been conceptualized in various forms in the literature. For the purpose of this study, we take into account four distinct types of CCB which are adapted from Customer Value Co-creation Scale developed and validated by Yi and Gong (2013). They are namely, feedback, advocacy, helping and tolerance. We assume this conceptualization of CCB because it provides the most effective measures that would help the franchises in its current operations and future growth. Feedback refers to the suggestions provided by the customer. Advocacy is the positive word of mouth or affiliation to the organization displayed by consumers. Helping refers to customer behavior aimed at assisting other customers. Tolerance refers to the flexibility of customers towards the organization. It is the customers'willingness to be patient when the service delivery does not meet the customer's expectations of adequate service, as in the case of delays or equipment shortages (Lengnick-Hall et al., 2000). Because service encounter failure is the second largest cause of customer switching behavior, which damages market share and profitability of the firm, customer tolerance will plausibly help the firm in the aggregate overall (Keaveney, 1995).

2.2. Personality Traits and Social Motives

Traits and motives represent theoretically distinct concepts which researchers often use to describe and explain human behavior (Carlo et al. 2005; Winter et al. 1998). Traits and motives can be conceptualized as representing different levels of personality functioning. Traits are organized hierarchically from narrow to broad traits. At the broadest level, researchers have identified five basic traits: agreeableness, extraversion, openness, neuroticism, and conscientiousness (McCrae and John, 1992). Motives reflect the tendency to strive for a general class of incentives that are highly fused with affect (McClelland, 1985). Traits are stylistic and habitual patterns, irrespective of a person's preferred goals, and motives are preferred goal states, regardless of how these goal states are generally reached.

Drawing on extant research, the Five-Factor model of personality, often called the Big Five, has been studied for years and is a preferred method among researchers when assessing normal human traits within various contexts (Anaza 2014; Chiaburuet al. 2011; Olver and Mooradian 2003 Judge, Heller and Mount 2002; Mowen and Spears 1999). The five-factor model of personality is a hierarchical organization of personality in terms of five basic dimensions: Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness to Experience (McCrae and John, 1992). The Big Five are composed of fundamental human characteristics recognizable across cultural borders, gender groups, research methods, and rating participants (McCrae and John, 1992). Extraversion is characterized by positive emotions, surgency, and the tendency to seek out stimulation and the company of others. An agreeable person is fun-

damentally altruistic, sympathetic to others, eager to help others and in return believes that others will be equally helpful. Neuroticism is a dimension of normal personality indicating the general tendency to experience more negative affects such as fear, sadness, embarrassment, anger, guilt and disgust.

According to motivation theory (Kornadt, 2015),motives are complex functional systems. They comprise emotional responses and cognitive processes. A clear definition of "social motives" is difficult to find. With the exception of a few motives like hunger and thirst, nearly all motives are socially relevant or somehow directed toward social outcomes. Examples include affiliation, aggression, altruism, achievement, approval, power and so on. Though there are a range of social motives that have been studied in various areas of literature, of particular interest here are the ones which are most likely to generate citizenship behavior in customers.

Several lines of theory and research suggest that affiliation and power may be the two most important human social motives. More precisely, these are two major dimensions of motivated behavior, with numerous more specific motives represented as various combinations of them (Winter et al. 1998).Ethno-psychology research also suggests that affiliation and power are nearly universal ways of understanding and arranging motivated behavior (Kornadt, Eckensberger and Emminghaus, 1980). Human beings are fundamentally and pervasively motivated by a need to belong, that is, by a strong desire to form and maintain enduring interpersonal attachments (Baumeister and Leary, 1995). In Self-Determination theory, basic psychological need satisfaction is assumed to represent the underlying motivational mechanism that energizes and directs people's behavior (Deci and Ryan, 2000). Psychological need satisfaction is regarded as the essential nutriment for individuals'optimal functioning and well-being. The three basic needs in this theory are autonomy, competence and relatedness. This theory postulates that all three needs should be satisfied for psychological well-being to occur. Need for affiliation is the "relatedness"facet of self-determination theory. The affiliation motive is conceptualized as the desire to establish, maintain, or restore warm relationships with other people. It entails the desire to be loved and accepted by interaction partners and people in general (Winter et al., 1998). Individuals ranking high in affiliation motive gain more satisfaction from their social encounters and engage more often and more readily in friendly conversations with others than individuals low in such motive (McClelland, 1985).

The power motive pushes people toward status and situations in which they can control the work or actions of others. It is the desire to have control over others and to be influential. There are evidences with show that motives such as influencing or controlling others do activate behaviors which result in promoting a brand. Findings from a study conducted by Wang and Griskevicius (2014) found that activating a motive to guard ones mate triggered women to seek and display lavish possessions. Similarly Wilcox et al. (2009) argued that prominently displayed logo enables consumers to acquire and display to others the brand's aspirational association, helping them to fulfill their self-presentation goal.

Altruism is a motive with ultimate goal of increasing the welfare of one or more individuals other than oneself. The most commonly proposed source of altruistic motivation is empathic emotion (Batson, 2002). Empathy means other-oriented feelings congruent with the perceived welfare of another person. If the other is perceived to be in need, then empathy includes feelings of sympathy, compassion, tenderness etc. Batson (2002) proposed altruism as one of the four motives for community involvement as it entails behavior targeted toward the welfare of others.

Given the characteristics of such motives, it can be argued that people inclined towards these needs would engage in CCB such as providing feedback, helping others, recommending, sharing information and experiences etc. in order to either socialize, influence or help others.

3. Model and Hypotheses

It has been proposed that traits and motives interact in the prediction of behavior (Winter et. al. 1998). Citizenship behaviors are voluntary actions that are not mandated as part of an individual's expected role responsibility. For this reason, these behaviors are less motivated by instrumental rewards and more by personality attributes; personal choices and emotional states in a social setting. Therefore there are reasons to believe that such behaviors could be the outcome of social motives of individuals who are in a situation where they can fulfill their social needs.

As discussed earlier, extraversion is a personality dimension closely related to positive affectivity. Research suggests positive relationship between this personality trait and maintaining positive relations (Anglim and Grant, 2014).It has been demonstrated that extroverts are more likely to be happier than introverts (Anglim and Grant 2014; Emmons and Diener, 1986). Emmons and Diener (1986) found that it was the sociability aspect of extraversion that correlated with Subjective Well-being. Also, a study conducted by Ashonet al. (2002) revealed that the real core of the extraversion factor is the tendency to behave in ways that attract social attention. So it can be assumed that extroverts would engage in CCB and the propensity of an extrovert to socialize with the service provider and/or other customers in the form of CCB is due to the need of social interaction. There are also evidences suggesting positive relationship between extraversion and volunteering (Carlo et al. 2005) where prosocial value motive was found to be the mediating factor. As altruism entails extensive amount of social interaction, extroverts can be altruistically motivated as well. Furthermore, previous research has demonstrated positive relationship between extraversion and power motive (Engeser and Langens, 2010) which suggests that these outgoing and highly sociable individuals can also be motivated to influence as well as dominate others. Simply putting it, there should be a positive relationship between extraversion and affiliation motive, altruism

motive and power motive.

<H1> The personality trait extraversion will have positive effect on (a) affiliation motive,(b) altruism motive and (c) power motive.

Identified by traits of kindness, cooperation, sympathy and warmth (Saucier 1994), agreeable individuals are known to develop good interpersonal relationships with service providers, to the point of willingly engaging in positive attitudes that benefit the provider even when the encounter is negative (Harris and Mowen, 2001). Agreeable individuals have harmonious interpersonal environment due to their desire to get along. These individual who are sympathetic, co-operative and trusting are drawn towards quality social interactions and are better team players (Mount, Barrick and Stewart, 1998). They would thus engage in individual directed relationship to get along with others. Anaza(2014) found that similar to extraversion, agreeableness promotes empathic reaction through perspective taking which encourages CCB. Furthermore, research results suggest that there is a strong relationship between prosocial behavior and agreeableness (Carlo et al. 2005). However, there are also researches which link agreeableness to social desirability (Graziano and Tobbin, 2002) i.e. create a favorable self image for social acceptance. Engeser and Langens (2010) found a positive relationship between agreeableness and power motive. And also it cannot be denied that displaying kindness, cooperation, sympathy and warmth, might also be a strategy to obtain social dominance and favorable social standing. Based on these arguments, present study posits that agreeableness will have a positive effect on all the three motives.

<H2> The personality trait agreeableness will have a positive effect on (a) affiliation motive (b) altruism motive and (c) power motive.

Because of their essentially negative nature, neurotic individuals experience more negative life events than others (Magnus et. al., 1993) in part, because they select themselves into situations that foster negative affect (Emmons, Diener and Larsen, 1985). Mooradiann and Olver (1997) found that neuroticism was directly related to negative consumption based emotion. Those with high levels of neuroticism suffer from low self-esteem, tenseness, shyness, and feelings of guilt. On the other hand, a low neuroticism score indicates emotional stability. These people are calm, even-tempered, relaxed and able to face stressful situations without being upset. An inclination towards need for affiliation involves maintenance and restoration of relationships, seeking affection, being cooperative, positive affect, and liking the company of others, all of which are qualities associated with being low on neuroticism. An individual being low on neuroticism can then be said to have more of an inclination towards need for affiliation. Weaver (1998) found that individuals high in neuroticism endorsed an apparent indifference towards and frustration during interaction with others, marked by apprehensiveness and a lack of finesse when communication.

As social motives entail extensive social interaction, neurotics are likely to have inverse relationship with such motives. Mooradiann and Olver (1997) found that the more neurotic customers would appear to be less likely to repurchase or provide the dealership with useful feedback in the form of complaints, independent of their level of satisfaction. Given the negative attitude of neurotics, it can be argued that neuroticism will have negative effect on social motives.

<H3> The personality trait neuroticism will have a negative effect on (a) affiliation motive (b) altruism motive and (c) power motive

As CCB is enacted towards others, it can be viewed as an opportunity to associate, share views and interact with others. Advocating about a service firm, helping others in need, providing feedback to the firm or tolerating temporary service failure, all represents opportunities to interact and form social associations with people.
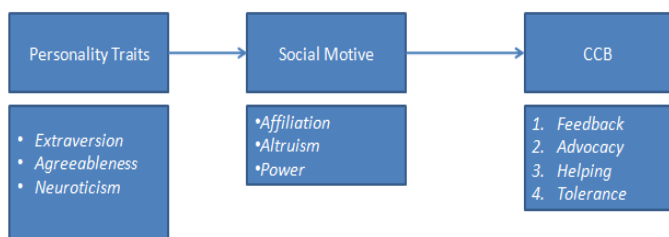
Citizenship behavior of employees has been studied as a result of impression management so as to acquire a favorable place for self and self serving (Bolino, 1999). Though there is no strong evidence to establish a relationship between power motive and CCB, however it can be argued that people with power motive would perform CCB in order to influence or control others. For example, displaying of affiliation with a brand or service provider might be an individual's act to exhibit his superiority among others or to influence others to follow him. Providing feedback can be one of the strategies of individuals to demonstrate their superior understanding of the transaction. Helping others or tolerating service failure can provide individuals with opportunity to exhibit behavior which helps them occupy a favorable place in society or among friends. Based on these discussions, it can be argued that consumers might perform CCB as a result of power motive to influence or control other customers or service employee as well.

Altruism is accounted as one of the significant antecedents of organizational citizenship behavior. Pare and Tremblay (2000) explains, such behaviors as helping a colleague who has been absent from work, helping others who have heavy workloads, being mindful of how one's own behavior affects others' jobs and providing help and support to new employees represent clear indications of an employee's interest for its work environment. Furthermore, Oyedele and Simpson (2011) found a positive relationship between altruism and intention to perform voluntary behavior such as returning a cart, filling up a survey form and returning tried on shirt to the shelf. Altruistic motive can be related to CCB such that individuals with such motive would be prone to help others by recommending the service to others, giving suggestions to the firm and most importantly helping other and tolerating when the service provider fails to keep up with the expectation. Based on these discussions the following hypotheses are proposed.

<H4> Affiliation motive will have a positive effect on CCB (a: feedback, b: advocacy, c: helping, d: tolerance)

<H5> Altruism motive will have a positive effect on CCB (a: feedback, b: advocacy, c: helping, d: tolerance)

<H6> Power motive will have a positive effect on CCB (a: feedback, b: advocacy, c: helping, d: tolerance)

<Figure 1> Proposed Model

4. Empirical Analysis

4.1. Design and Data Collection

Survey data were collected through questionnaires distributed to students of a large university in Gwangju. The questionnaire consisted of four parts. First part entailed questions about respondents'personality traits. Second part contained questions regarding the social motives. Third part asked the participants about their intention for CCB and final part consisted of demographics. Participants were asked to think about the most recent event within past 3 months they used some kind of service of franchises and then answer the question relating to CCB.

A sample of 294 participants filled the questionnaire. 3 questionnaires were removed from the analysis due to incomplete data and the other 3 for unqualified responses, resulting in a sample size of 288 (97%).

The sample composed of 48.6% male and 51.2% female who on average were 21.7 years old. All of the respondents were Koreans who on average visited their choice of store at least twice a month. Most of the stores chosen by respondents were related to coffee shops which included franchises such as Starbucks, Angel-in-Us etc. representing 37.8 percent of the total responses followed by restaurants such as VIPS, Outback etc which represents 28.1 percent of the total responses. Fast food chains represented 27.1 percent which included well known brands like McDonalds, Burger king etc and the final 6.9 percent constituted the ones related to other services such as entertainment (CGV, Megabox), bakery (Paris Baguette, TousLes Jours) etc.

4.2. Measures

Measures used in this study were all adapted from previously validated scales in the literature. The personality traits; extraversion, neuroticism and agreeableness were measured using Saucier's (1994) Five-Factor Mini Markers scale which represents a reduced adaptation of Goldberg's Unipolar Big-Five scale (Goldberg, 1992). The respondents were asked to identify to what extent eighteen human traits (six for each) represented them on a 7 point scale ranging from 1(not at all) to 7 (extremely well).For extraversion adjectives such as "talkative", "extroverted", "energetic" were used. Similarly for agreeableness adjectives such as "warm", "kind", "helpful"were utilized. And for neuroticism negative emotion adjectives such as "anxious", "fearful", "jealous"etc were used. Affiliation and power motives were measured using the scale developed by Sokolowski K. (1992,1987). Affiliation motive was measured through questions such as "I feel good communicating with others". Power motive was operationalized as "I like to acquire a good standing among others". Altruism was measured on a scale developed by Carlo G. and Randall B. A. (2002) through questions such as "It is most fulfilling to me when I can comfort someone who is very distressed". All the social motives were measured on 7 point Likert scale representing 1 for "not at all" and 7 for "definitely yes". CCB was measures as four separate constructs on a scale developed and validated by Yi and Gong (2013). Feedback was measured through questions such as "If I have a useful idea on how to improve service I let the employee know". Advocacy was measure as their likelihood to recommend the store to other and spreading positive word of mouth. Helping was measured through questions such as "I assist other customers if they seem to have problem". Finally tolerance was measured through questions such as "If service is not delivered as expected, I would be willing to put up with it".The scales for CCB were anchored with7 points such that 1 representing "strongly disagree" and 7 "strongly agree". All the measurement scales were translated into Korean.

4.3. Analysis and Results

To validate the fit of the model, confirmatory factor analysis was conducted on the initial 39 items. After removing few indicator items with lower and negative factor loadings, an acceptable fit was attained with 25 items ($\chi2$ = 417.20, df = 230, p < .000, $\chi2$/df = 1.81, CFI = .942, TLI = .924, SRMR= 0.05). The cronbachalpha co-efficient ranged from .72 to .89. To further validate the reliabilities, composite reliability scores were also calculated which ranged from 0.737 to .904. To check convergent validity, average variance extracted(AVE) was generated with all values being greater than.50, thus demonstrating convergent validity. Discriminant validity was also confirmed with AVE for each construct exceeding the squared correlations for paired variables. <Table 2> and <Table 3>show an overview of the psychometric properties for each construct.

<Table 2> Correlations Estimates, Means and Standard Deviation

	Constructs	1	2	3	4	5	6	7	8	9	10	Mean	Std. Dev.
1	Extraversion	.605	0.018	0.235	0.434	0.143	0.105	0.029	0.0007	0.066	0.009	5.01	1.05
2	Neuroticism	-.134*	.572	0.031	0.118	0.0014	0.016	0.002	0.001	0.0009	0.00008	4.24	1.24
3	Agreeable	.485**	-.117*	.548	0.014	0.124	0.176	0.006	0.006	0.071	0.001	5.22	0.91
4	Affiliation	.659**	-.118*	.490**	.794	0.176	0.072	0.01	0.002	0.026	0.009	5.32	1.14
5	Power	.378**	0.037	.352**	.419**	.595	0.075	0.005	0.031	0.018	0.0007	5.7	0.98
6	Altruism	.324**	-.126*	.419**	.268**	.274**	.634	0.003	0.018	0.024	0.009	4.77	1.1
7	Feedback	.171**	-0.048	0.075	0.102	0.071	0.055	.588	0.057	0.332	0.024	3.05	1.38
8	Advocacy	0.028	0.033	0.08	0.043	.175**	.133*	.238**	.740	0.02	0.012	4.63	1.24
9	Helping	.256**	-0.031	.266**	.161**	.136*	.156**	.576**	.142*	.669	0.008	4.14	1.27
10	Tolerance	-.096*	0.009	0.034	-.094*	0.026	.093*	-.154**	-0.108	0.087	.627	4.37	1.28

*p<0.05, **p< 0.01
Bold numbers in the diagonal represent AVE. Numbers above the diagonal represent square of the inter-construct correlation.

<Table 3> Final Confirmatory assessment of constructs

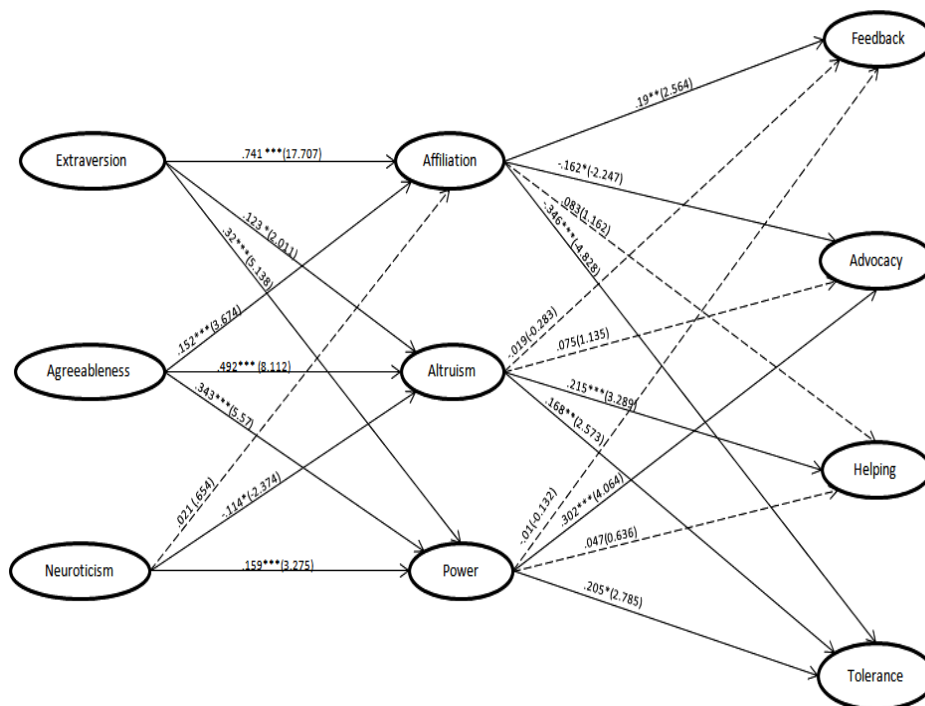| Construct	Number of Items	Composite Reliability	AVE	Alpha
Extraversion	3	0.820	0.605	.813
Neuroticism	3	0.796	0.572	.786
Agreeableness	3	0.778	0.548	.753
Affiliation	2	0.885	0.794	.885
Power	2	0.744	0.595	.727
Altruism	2	0.776	0.634	.775
Feedback	2	0.737	0.588	.720
Advocacy	3	0.895	0.740	.884
Helping	3	0.856	0.669	.839
Tolerance	3	0.766	0.627	.745

Structural Equation Modeling (SEM) using AMOS 22.0 was employed to test the proposed hypotheses. Factor weighted composite score for each construct was calculated to test the hypothesized relationship. The model produced satisfactory fit (χ^2 = 71.96, df = 16, p < .000, CFI = .95, TLI = .87 and SRMR = 0.04). The results are reported in <Table 4>and <Figure 2>. All of the hypotheses relating to personality traits and social motives were fully supported with an exception of H3a and H3c. Interestingly, a significantly positive relationship between neuroticism and power (b = .111, p <.01) was detected which provides us with partial support for H3a and is consistent with Karen Horney's (1942) neurotic trends, where need for power is one of the strategy of anxious people to seek approval.

The second set of hypotheses, H4, H5 and H6, predicted positive relationship between social motives and CCB. Feedback was positively predicted only by affiliation motive. And affiliation motive had significant positive relationship only with feedback (b = 0.19, p = .01) i.e. only H4a was supported. There was significant negative relationship between affiliation motive and advocacy (b = -.16, p = .05) and tolerance (b = -.346, p = .001). This provides us with partial support for H4b and H4d and is consistent with the findings of Wu and Sukoco (2009) where they found affiliation motive negatively influenced the website member's intention to recommend and be loyal to the forum. H4c which examined the relationship between affiliation motive and helping behavior was not supported (b = .083, p> .05). In case of altruism motive, hypotheses relating to helping behavior(b = .215, p = .001) and tolerance (b = .168, p= .01) i.e. H5c and H5d were supported. The remaining two hypotheses were not supported. This suggests that altruism is only a predictor of prosocial values. H6 predicted positive and significant relationship between power motive and CCB. The results demonstrated that power motive positively and significantly influenced advocacy (b = .302, p = .000) and tolerance (b = .205, p< .01) providing support for H6b and H6d. The remaining two hypotheses H6a and H6c were not supported, feedback (b = -.01, p> .05) and helping(b = .047, p> .05). In sum, out of 21 hypotheses that were proposed, 12 significant relationships were found, six were rejected and 3 were partially supported. However, the results provide evidence that at least one form of CCB is positively and significantly predicted by one of the social motives.

<Table 4> Results of Structural Equation Model Analysis

			Unstandardized Estimate	t-value	p-value	Results
Extraversion	--->	Affiliation	0.739	17.707	.000	H1a: Supported
Extraversion	--->	Altruism	0.104	2.011	0.044	H1b: Supported
Extraversion	--->	Power	0.231	5.138	.000	H1c: Supported
Agreeableness	--->	Affiliation	0.18	3.674	.000	H2a: Supported
Agreeableness	--->	Altruism	0.491	8.112	.000	H2b: Supported
Agreeableness	--->	Power	0.294	5.57	.000	H2c: Supported
Neuroticism	--->	Affiliation	0.021	0.654	0.513	H3a: Not supported
Neuroticism	--->	Altruism	-0.092	-2.374	0.018	H3b: Supported
Neuroticism	--->	Power	0.111	3.275	0.001	H3c: Partially Supported
Affiliation	--->	Feedback	0.16	2.564	0.01	H4a: Supported
Affiliation	--->	Advocacy	-0.187	-2.247	0.025	H4b: Partially Supported
Affiliation	--->	Helping	0.075	1.162	0.245	H4c: Not Supported
Affiliation	--->	Tolerance	-0.39	-4.828	.000	H4d: Partially Supported
Altruism	--->	Feedback	-0.019	-0.283	0.777	H5a: Not Supported
Altruism	--->	Advocacy	0.102	1.135	0.256	H5b: Not Supported
Altruism	--->	Helping	0.231	3.289	0.001	H5c: Supported
Altruism	--->	Tolerance	0.225	2.573	0.01	H5d: Supported
Power	--->	Feedback	-0.012	-0.132	0.895	H6a: Not Supported
Power	--->	Advocacy	0.483	4.064	.000	H6b: Supported
Power	--->	Helping	0.059	0.636	0.525	H6c: Not Supported
Power	--->	Tolerance	0.32	2.785	0.005	H6d: Supported

*p < .05, **p < .01, p < .001

<Figure 2> Model with standardized parameters and t- value in the parentheses. Dotted lines represent insignificant relationship.

5. Discussion of Findings

This study represents an empirical attempt to formulate and test a framework examining the influences of elemental traits on social motives as a motivation for CCB of franchise customers. Empirical evidence validates that the individual traits are related to social motives which provides a base for CCB. At least one type of CCB is positively predicted by social motives. Social motives do influence an individual's intention to provide feedback, advocate, help or tolerate.

Findings from this research illustrate that extraversion has a most dominant influence on affiliation motive and agreeableness is a strong predictor of altruism motive. These findings are consistent with the current literature and conceptualization of such traits which emphasizes that extraversion is a trait of being socially active while agreeableness is more related to prosocial values. Furthermore a similar kind of association between extraversion and power and altruism and power suggests that individuals are more or less similar when it comes to being socially desirable or influential. The significant positive relationship between neuroticism and power motive further illustrates this point. The negative relationship between neuroticism and altruism supports the hypothesized relationship that more the individuals are anxious, fearful and emotional less they will be motivated towards prosocial behavior.

In case of CCB, power and altruism motives were found to be the two main determinants of CCB in social setting. Power motive was a better predictor of advocacy and tolerance. Similarly, individuals high on altruism motive were more likely to help others and tolerate service failures. Interestingly, power motive predicted tolerance more strongly than did altruism motive. Affiliation motive which is only positively related to providing feedback was inversely related to advocacy and tolerance. This suggests that, in this study, individuals ranking high on affiliation motive were less likely to recommend the firm to others and tolerate inconsistent services. This result might have occurred because as the respondents were mostly young students (average age 21.7 years old) and the kind of service they chose were mostly local coffee shops and restaurants which everyone was aware of, advocating about those restaurants might present themselves as boring person which might hinder their need to affiliate with others. Also, in case of tolerance, people with affiliation motives who might fear of being portrayed as incompetent or shy if they accept service failures, would not tolerate such service failures as it deviate them from their motives. Therefore, these results should be carefully interpreted before generalizing it to other industries or even to different age-group in the same industry.

Altruism motive significantly predicted helping and tolerance which supports the notion that altruism entails prosocial behavior. It can be deduced that individuals with such a motive are more likely to help others as well as understand and tolerate service failures. Power motive positively and strongly predicted advocacy and tolerance which suggests that individuals actually do recommend or talk about service firms as well as

patiently tolerate service failures as a way to influence others or to enhance their social standing.

6. Conclusion

Recent years has seen franchising as a popular strategy in Korean market. With the popularity of the international brands, domestic businesses are also increasingly adopting franchising as a way of market expansion. There are many examples of successful businesses which expanded their customer base through franchising. As franchising entails mass adoption of a brand and easy accessibility to its customers, understanding the motives of customers for performing loyalty behaviors, which promote the brand, is crucial. A growing body of research focuses on CCB as a result of customer satisfaction, commitment, employee role etc (Anaza 2014; Yi, Gong and Lee, 2013;Boveet al. 2009 Groth, 2005; Yi and Gong 2008 Bettencourt, 1997). This study takes a different perspective in explaining CCB. It takes into account traits-motives-behavior model to explain CCB. The results suggest that behavioral outcomes in service transaction are typically influenced by social motive and these motives are directly derived from specific human state-based traits.

6.1. Implication

Given the importance of social motive as a direct predictor of CCB, franchises must find ways to stimulate these motives. One way this can be accomplished is to capitalize on relational aspect of service encounter. Especially in case of local coffee shops where customers are more or less regular, building relationships with them and understanding individual qualities and motives might provide helpful insights for promoting loyalty behavior. More importantly, the power motive, one of the most prominent motives in individuals which even neurotics demonstrated and which significantly predicted advocacy and tolerance can be strategically utilized. For example providing consumers with something to make them feel influential or enhance their social standing might boost up their motive for spreading positive words. Also, using prominent logos of franchises on various related products might give opportunity to the customers to display the iraffiliation with the brand to influence others. This would result in the franchise being more well known and can enhance brand identity as well as association.

A key limitation of this study relates to generaliz ability. The context tested here provides a view of customers who based their responses on the service of their choice; results are expected to vary if the domain is changed. Moreover, it would be beneficial for the firms if they examine the influence of social motives on behavioral outcomes of their own specific group of customers. This research is conducted on the perspective of franchise consumers accommodating their attitude toward the whole franchise. Further research could examine the relationships by taking into account the specific products offered and the perception towards franchise heterogeneity. Also as this

study is based on low involvement products, further research could find some important outcomes in high involvement products, as in buying such products CCB could be one of the main determinants for purchase intention in consumers.

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