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# Key Factors Affecting Customer Citizenship Behavior in Small and Medium-sized Enterprises

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## Abstract

**Research aims:** This research aims to analyze how customer satisfaction and customer citizenship behavior (CCB) are impacted by price justice and product quality.

**Design/Methodology/Approach:** A quantitative methodology was employed utilizing survey data from patrons at several rest stops along the Cipali Toll Road. To examine the relationship between variables, structural equation modeling was utilized. The research population consists of customers who utilized the Cipali Toll rest area facilities at least occasionally over the past year. The research sample was selected using a judgmental sampling method as an element of non-probability sampling according to the target population.

**Research findings:** The study findings indicate that CCB and customer satisfaction are positively and significantly impacted by price justice and product quality. While strong product quality boosts customer satisfaction and stimulates positive customer behavior, price justice has a substantial impact on both customer satisfaction and voluntary product promotion. Furthermore, customer satisfaction mediates the relationship between price justice and CCB, as well as between product quality and CCB.

**Theoretical Contribution/Originality:** This study emphasizes how crucial customer satisfaction is in enhancing the positive impact of fair prices and high-quality products on customers' voluntary behavior. It offers empirical support for the argument that fair prices and high-quality products are important in promoting positive behavior and customer loyalty.

**Practitioners/Policy Implications:** To gain the trust and loyalty of customers, businesses must maintain excellent product quality, comprehend and apply fair pricing strategies, and guarantee price justice. Emphasizing excellent customer service and delivering high-quality items should be the primary focus in boosting client loyalty and positive behavior.

**Research Limitations/Implications:** To determine whether the study results are applicable to other sectors and locations, more research is recommended in the rest areas along the Cipali Toll Road. Longitudinal studies are suggested to monitor changes in customer satisfaction and CCB over time to further understand the connection and spot patterns and shifts in customer perceptions.

**Keywords:** Price Justice; Product Quality; Customer Satisfaction; Customer Citizenship Behavior

## Introduction

One of the elements that can positively impact the performance of SMEs is customer satisfaction. However, customers may lead to a decline in business performance. Therefore, SME operators must thoroughly

understand the variables that influence fluctuations in company performance. Given that price is a key factor in consumer decisions, it directly affects customer satisfaction. Therefore, in setting prices, business operators must consider fairness. Buyers are more likely to be attracted to products with reasonable or acceptable prices that reflect price justice.

According to Xia et al. (2004), price justice refers to "consumer assessments and emotions related to whether the difference between the seller's price and the comparison party's price is considered fair, acceptable, or justifiable" (Lee et al., 2011). Furthermore, perceptions of price unfairness have been associated with customer dissatisfaction, the termination of trade relationships, the spread of negative rumors, and other actions detrimental to the seller's reputation or reliability. Yaqub et al. (2019) stated that customer satisfaction is not only influenced by customer loyalty but can also affect customer perceptions. Their study concluded that customer satisfaction is not only an impact factor but can empirically have a major influence on mediating interconnection between price justice and customer retention, suggesting that price justice has a significant influence on customer satisfaction (Cakici et al., 2019; Da Silva et al., 2019).

Customer-perceived price fairness is also interpreted as customer assessments of whether the price difference between a seller's set cost and the competitor's price is considered fair, appropriate, or justifiable (Xia et al., cited in Konuk, 2019). A study by Alzoubi et al. (2020) showed that customers' view of price fairness has a notable and meaningful impact on their satisfaction levels. This study emphasized that business operators must consider the principle of fairness when setting product prices. Studies by Octaviani et al. (2021) and Bernarto et al. (2022) found a strong and favorable connection between price fairness and customer satisfaction. However, these findings differ from those of Serrano and Bernarto (2023), who stated that price fairness has no significant impact on customer satisfaction. Based on these studies, companies should evaluate market prices and prioritize fairness.

A product is a good or service that can be marketed to attract consumer interest and can be obtained, utilized, or consumed to fulfill consumer needs (Kotler & Armstrong, 2013). This perspective highlights that consumers select goods or services based on their quality, indicating that both price and quality are key determinants of customer satisfaction or dissatisfaction. Research by Wantara and Tambrin (2019); Albari (2019); Sinurat and Dirgantara (2021); Diputra and Yasa (2021) indicates that the standard of a product plays a crucial role in shaping customer satisfaction. However, variations exist across studies in terms of research populations, methodologies, and the treatment of independent variables. While price and product quality are often beyond a company's direct control, both factors significantly influence customer satisfaction, behavior, and mindset. This implies that customers are capable of evaluating the results and methods of services provided by companies.

While previous studies have explored the connection between product excellence and customer fulfillment, there remains a gap in understanding how these factors contribute to customer citizenship behavior (CCB). This study offers a new contribution by examining

how price justice affects CCB, an area that has previously been examined in relation to customer satisfaction without a direct focus on CCB (Choi et al., 2019). Moreover, this study focuses on small and medium enterprises (SMEs) in toll road rest areas, a context rarely explored in previous research, which has primarily examined CCB in large industries or public services (Qiu et al., 2021; Huang et al., 2021; Akgunduz et al., 2023). By doing so, this study provides fresh insights into the factors shaping CCB within the SME sector, particularly in the Cipali Toll Road Rest Area. Furthermore, it highlights the function of customer satisfaction as an intermediary in the connection between price justice and product quality toward CCB. While earlier studies by Shafiee and Tabaeeian (2021) as well as Ulucayli and Cek (2023) have shown that product quality significantly affects CCB, these studies have not specifically examined quality of SME goods in the context of toll road rest areas. Additionally, although Ru and Jantan (2023) found that customer satisfaction influences both loyalty and CCB, studies highlighting the influence of customer satisfaction as a mediator between price justice, product quality, and CCB remain limited in Indonesia.

In the Indonesian context, research discussing CCB in pricing strategies and product quality remains scarce, with most existing studies conducted abroad and focused on large industries or the service sector. This study addresses this gap by exploring the factors influencing CCB among SMEs in the Cipali Toll Road Rest Area, which face significant challenges due to high rental price policies and negative customer perceptions of high prices. In fact, these policies have led several SMEs to close their businesses in 2023, as high rental costs forced businesses to increase food and beverage prices (Naibaho, 2023). Additionally, frequent customer complaints regarding high menu prices and unsatisfactory service indicate that price fairness and product quality play a vital role in shaping customer satisfaction and CCB. This study also carries significant social implications for both consumers and business operators in toll road rest areas. By understanding how price justice, product quality, and customer satisfaction influence CCB, this research aims to raise customer awareness of business operators' conditions and encourage more positive customer citizenship behaviors. These behaviors may include refraining from spreading negative perceptions about business operators and continuing to support SME products despite price increases. Ultimately, this study fills a critical gap in the existing literature by presenting a new perspective on the relationship between price fairness, product quality, customer satisfaction, and CCB within the unique context of SMEs in Indonesian toll road rest areas.

## **Literature Review and Hypotheses Development**

### **Customer Citizenship Behavior (CCB)**

In essence, voluntary conduct or action is an individual's desire to support one another, both inside and outside of their organization. The concept of organizational citizenship behavior (OCB) was first introduced by Barnard (1938), who stated that "... in order for organizational goals to be achieved, employees must be willing to make efforts to contribute to the corporate system" (Prakoso, 2022). According Kim (2012), OCB involves

significant actions that go beyond established job criteria and are often not driven by established incentive schemes for exceptional individual achievement (Prakoso, 2022). These voluntary actions, though not mandatory, are essential for organizational success. Similarly, voluntary behavior can extend to customers, known as customer citizenship behavior (CCB). According to Gruen (1995), CCB refers discretionary actions by customers that fall outside their formal role expectations (Mitrega et al., 2022). CCB is characterized by its voluntary nature, lack of expectation for rewards, and its ability to support the organization in various ways (Bove et al., 2009). As outlined by Yi and Gong 2013 as well as Kim and Jang (2022), CCB can be classified into four main aspects: (1) sharing opinions, (2) supporting the brand, (3) extending help, and (4) showing patience. The antecedents of CCB involve several factors that influence customers to voluntarily support a company. Customer satisfaction with products or services, as well as the ease of providing feedback, encourages customers to offer useful information for service improvement or feedback. Loyalty and satisfaction also drive customers to advocate for the company by recommending its products or services to others. Empathy toward fellow customers fosters helping behavior, where customers support others in need. Additionally, customers who demonstrate understanding and tolerance in less-than-ideal situations, such as service delays, tend to remain patient while the company resolves the issues. Factors such as satisfaction, loyalty, empathy, and perceptions of the company play a crucial role in influencing CCB. Feedback refers to information provided by customers, whether favorable or unfavorable, aimed at helping employees and companies enhance service delivery. Advocacy involves customers recommending the company to others, often through word-of-mouth. Helping refers to the behavior of customers providing assistance to others facing challenges. Lastly, tolerance reflects a customer's willingness to remain patient in situations where service does not meet their anticipated standards.

#### Customer Satisfaction

A customer's feelings of joy or disappointment that arise from comparing the perceived performance (or results) of a product with their expectations represent an emotional situation related to satisfaction (Kotler & Keller, 2016). The contentment of customers is determined by how well the product or service meets their expectations. When the outcome does not align with expectations, customers experience dissatisfaction. Conversely, if the outcome meets expectations, customers feel satisfied. However, if the product or service exceeds expectations, customers experience a high level of satisfaction. Leninkumar (2017) defined customer satisfaction as "customer's feeling of pleasure or disappointment resulted from the evaluation of their prior expectation and perceived performance." Based on various studies (Budur & Poturak, 2022), researchers have identified key determinants that lead to customer satisfaction, including good customer relationships, conflict resolution methods, service quality, and positive brand experience. Meanwhile, the impacts of customer satisfaction are evident in the form of customer loyalty, attraction of new customers, competitive advantages, and increased financial performance. Indicators of customer satisfaction can also be defined through aspects such as performance, experience, and benefits. Satisfaction refers to a customer's feedback based on the comparison between their expectations prior to and after using a product (Taufik et al., 2022).

### Price Justice (Fairness)

Price justice, or fairness, refers to customer's interpretation of whether the price of a product is reasonable. These perceptions can be grouped into two types: the actual price and the perceived price (Da Silva et al., 2019). According to Da Silva et al. (2019), price fairness involves customers' assessment of the fee paid in exchange for the goods they purchase. Consumers base their purchasing decisions and determine the price they are willing to pay for each product based on its cost. In addition, product quality and image are dictated by its price. Perceived price justice consists of two main aspects: (1) monetary sacrifice, which refers to the nominal cash spent on goods and services, including maintenance costs, and (2) non-monetary sacrifice, which includes the time and effort expended in purchasing and using a product or service.

### Product Quality

Kotler and Keller (2016) defined product quality as the ability of a product to perform its functions, including attributes such as durability, reliability, accuracy, ease of operation, and ease of repair. According to Weenas (2013), product quality influences customer satisfaction, particularly when the product is consistent and free from defects. The quality of these products is usually controlled by quality management. According to Kotler and Keller (2016), indicators of product quality include performance, features, reliability, compliance, durability, serviceability, aesthetics, and perceived quality. Similarly, (Hoe, 2018) categorizes quality into four aspects: excellence, value for money, conformity to requirements, and meeting customer expectations.

### Price Justice and Customer Satisfaction

The relationship between price justice and customer satisfaction is crucial, especially for small and microbusiness owners. Price justice refers to customers' opinions of the reasonability of product price, which is influenced by characteristics such as affordability, transparency, and quality synergy (Alzoubi et al., 2020; Chen & Hooker, 2023). Customer satisfaction with micro, small, and medium enterprises (MSMEs) reflects the overall experience, including product quality and perceived value (Mayumartiana et al., 2019). Customers are more likely to be satisfied when they find the price of a product is reasonable and commensurate with its value, which leads to repeat purchases and referrals. Conversely, unfair pricing can diminish satisfaction, reduce loyalty, and tarnish the reputation of MSMEs (Chen & Hooker, 2023).

Historically, several studies have revealed that price justice considerably increases customer satisfaction (Yaqub et al., 2019; Cakici et al., 2019; Febrianti et al., 2021). Consumer attitude serves as an objective mechanism to evaluate the reasonableness of a product's price, which in turn influences customer satisfaction (Cakici et al., 2019). Additionally, customer perceptions of price fairness directly influence their satisfaction, contributing to customer loyalty (Da Silva et al., 2019; Yuliasari et al., 2023; Rady et al., 2023).

*H<sub>1</sub>: The perception of price fairness positively influences customer satisfaction in a significant way.*

#### Product Quality and Customer Satisfaction

Quantitative studies have shown that product quality contributes to customer satisfaction. For example, research on batik garments consumers revealed that high-quality batik designs, aligned with customer expectations, enhance satisfaction levels (Wantara & Tambrin, 2019). Similarly, a study by Diputra and Yas (2021) on customer satisfaction among Samsung smartphone users found that product quality improves consumer trust and fosters a sense of satisfaction during product use. Sinurat et al. (2021) also investigated online customer satisfaction, focusing on product use. Other studies, such as a study by Albari and Kartikasari (2019), investigate customer satisfaction in the food industry, specifically fried chicken. However, research on food and beverage customers at toll road rest areas, such as the Cipali Toll Road in Indonesia, remains limited. Andri et al. (2022) carried out an inquiry on overall satisfaction in Indonesia, focusing on marketplace customers, and found that product price quality influences customer satisfaction. Recent evidence further supports this relationship (Teressa et al., 2024). Based on these findings, this study proposes the following hypothesis:

*H<sub>2</sub>: Customer satisfaction is significantly influenced by the positive effect of product quality.*

#### Price Justice and Customer Citizenship Behavior

Price justice plays an essential role in shaping voluntary customer behavior. When customers perceive that the price aligns with the value they receive, they are more likely to respond positively, such as by making favorable recommendations for a specific brand or product (Qiu et al., 2021). Price fairness reflects customers' opinions on the price paid for a product (Da Silva et al., 2019). CCB contributes to business performance and competitiveness. However, the impact of customer perceptions, particularly regarding price fairness, on several CCB characteristics in frontline service encounters remains largely unexplored (Ali, 2023). Customer perceptions are especially influential when customers first engage with or utilize a product, and these perceptions have been shown to positively influence CCBs (Ali, 2023). Another study suggested that customer perceptions of cost and fairness in processes can strongly influence customer trust and loyalty, resulting in voluntary consumer actions toward the organisation (Akgunduz et al., 2023). Based on these insights, the study proposes the following hypothesis:

*H<sub>3</sub>: Price justice has a positive and significant impact on customer citizenship behaviour.*

### Product Quality and Customer Citizenship Behaviour (CCB)

When customers purchase and use a product (goods or services), they develop various perceptions, including perceptions about product quality. High-quality product brands are the driving force behind increased consumer citizenship behavior toward both the company and other customers (Xie & Poon, 2017). Service providers should offer attractive rewards to clients who help the company and other customers. According to Shafiee and Tabaeian (2021), service organisations must cultivate strong relationships with clients by encouraging sustainable behavior that extends beyond transactional business deals. The quality of this relationship is naturally related to service excellence, and through satisfaction, loyalty, and trust, customers can act as corporate citizens by providing feedback on services and recommending the company to others (Shafiee & Tabaeian, 2021). While service quality, including price, may not directly promote patient voluntary action, it can be achieved through internal services. Consumer citizenship behavior is determined by customers' sense of quality and employee interactions during initial service encounters. Consumers experiences, particularly regarding quality, and client engagement with goods or services can substantially impact customer citizenship behavior (Pham Thi & Ho, 2024). Based on these insights, the study proposes the following hypothesis:

***H<sub>4</sub>: Product quality has a favorable effect on customer citizenship behavior.***

### Customer Satisfaction and Customer Citizenship Behavior

Customer satisfaction, in addition to being influenced by the above mentioned components, has an impact on voluntary customer behaviour (Ru & Jantan, 2023). When consumers feel satisfied after using a product, this can influence their behavior and voluntary activities (Chiu et al., 2015). One type of customer voluntary action toward an organization is the desire to assist other customers after being satisfied with the product or service (Zhu et al., 2016). In other words, when customers are satisfied with a product or service provided by a company, they are more likely to voluntarily maintain the company's reputation or assist other customers without expecting anything in return (Halbusi et al., 2020; Halbusi et al., 2020). According to a study conducted by Nadira & Abror (2023) in the industrial sector, behaviors such as making suggestions, assisting customers, and providing feedback to the company are motivated by an emotional connection to the positive value of the products. Based on these insights, the study proposes the following hypothesis:

***H<sub>5</sub>: Customer satisfaction has a positive and significant impact on customer citizenship behaviour.***

Price Justice has a positive and significant effect on Customer Citizenship Behavior mediated by Customer Satisfaction

CCB refers to behaviors of customers that go beyond their basic obligation (Mitrega et al., 2022). Consumer satisfaction, on the other hand, reflects both positive and negative sentiments formed through customer evaluations during and after utilising a product. (Leninkumar, 2017). When customers perceive an unfair price, their satisfaction may decline, resulting in counterproductive customer behaviors. Prior research has shown that fair pricing significantly affects satisfaction, suggesting that if consumers perceive an acceptable price restriction, their satisfaction increases. This, in turn, motivates them to engage in positive behaviors that benefit the company, such as helping other customers and maintaining the company's good reputation. Studies by Ali (2023) and Qiu et al. (2021) provide critical insights, showing that favorable consumer perceptions lead to constructive satisfaction, encouraging voluntary actions that support the company or assist other customers. Other scholars indicate that consumer happiness mediates the connection between customer loyalty and pricing fairness (Yaqub et al., 2019), and consumer citizenship behavior is directly linked to consumer loyalty (Hu et al., 2020). Based on these insights, the study proposes the following hypothesis:

**H<sub>6</sub>:** *Customer satisfaction mediates the positive and significant effect of price justice on customer citizenship behavior.*

Customer Satisfaction mediates the positive and significant relationship between Product Quality and Customer Citizenship Behavior

Aside from mediating price justice, customer satisfaction has been shown to mediate the relationship between product quality and behavioral choice of customers, including voluntary acts and loyalty (Damayanti & Prabowo, 2024). Multiple studies have demonstrated that customer satisfaction can play a mediating role, as highlighted in research by Akgunduz et al. (2023). CCB can both impact and benefit organizations. According to Segarra-Moliner & Moliner-Tena (2024), CCB not only affects customers but also increases their lifetime value and purposeful loyalty. This relationship requires explanation as numerous studies have not specifically examined product quality's indirect impact on CCB through consumer satisfaction, particularly in the food and beverage sector at the Cipali Toll Rest Area. Various studies have analyzed the correlation between word-of-mouth (WOM) quality and CCB, with CCB serving as a mediator (Frasquet-Deltoro et al., 2019). Other research has shown that customer satisfaction mediates the connection between product quality and CCB (Suryani & Listyarti, 2020; Mustafa et al., 2022; Wang & Ho, 2024). Customers are more likely to repurchase and recommend products they trust (Akgunduz et al., 2023). Based on these insights, the following hypothesis is proposed:

**H<sub>7</sub>:** *Customer satisfaction mediates the strong and positive impact of product quality on customer citizenship behavior.*



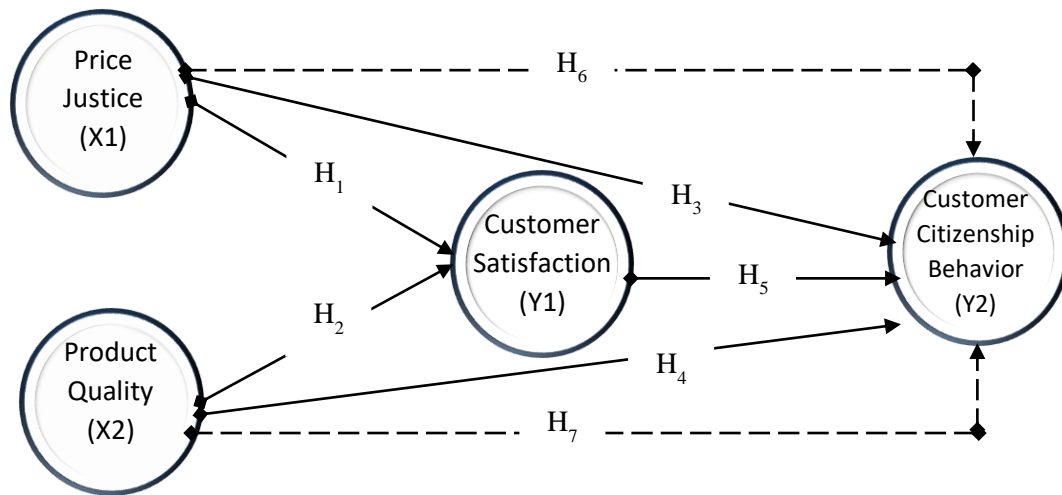


Figure 1 Study Framework

## Research Methods

This study employed quantitative research approach and utilized a survey method to collect quantitative data. The survey data were analyzed to examine the causal relationships proposed in the research hypotheses. To process the quantitative data, the study used Smart-PLS 4.0.0, a statistical tool developed by Hair et al. (2019). The evaluation of results followed the guidelines formulated by Hair et al. (2019), specifically related to the systematic reporting of partial least squares (PLS) analysis. The research population comprised customers who have used the Cipali Toll Road rest area facilities, specifically those who have purchased food and beverage products from MSMEs within the past year. This study was conducted at the Cipali (Cikopo-Palimanan) Toll Rest Area, focusing on these customers. Since the exact population was unknown, this study employed purposive sampling, a non-probability sampling technique to determine the research sample. The sample size was calculated using the formula for an unknown population:

$$n = Z^2 pq / e^2 \quad (1)$$

where:

n = sample size; z = standard normal value for a 5% deviation (1.96); p = assumed probability of correctness (50%); q = assumed probability of incorrectness (50%); e = 10% margin of error (Singh & Smarandache, 2015, and Liu et al., 2019).

Applying the formula, the minimum required sample is:  $n = \frac{(0,10)^2 \cdot (0,50) \cdot (0,50)}{(0,10)^2} = 96$ . This calculation indicates that a minimum sample of 96 respondents was required for a 5% confidence level. However, 205 respondents completed the questionnaire for this study, exceeding the minimum requirement.

While the absence of randomization in purposive sampling may introduce bias, the study mitigated this limitation by ensuring that the selected respondents meet predefined criteria relevant to the research objectives. To enhance the generalizability of the findings, future research could consider implementing random sampling techniques.

#### Measurement Development

**Customer citizenship behavior (CCB) (Y2)** refers to voluntary customer actions that are not explicitly included in their expected roles (Mitrega et al., 2022). CCB can be categorized into four dimensions: (1) feedback, (2) advocacy, (3) helping, and (4) tolerance (Kim & Jang, 2022). According to Kotler and Keller (2016), **customer satisfaction (CS) (Y1)** represents an individual's sense of happiness or disappointment that arises from comparing the perceived performance or outcome of a product or service with their expectations. When the performance or experience falls short of expectations, customers tend to feel dissatisfied.

Budur and Poturak (2022) identified key indicators including positive customer relationships, effective conflict resolution, high service quality, and strong brand experience. Outcomes include customer commitment, ability to attract new customers, competitive advantage, and improved financial performance. **Price perception or justice (X1)** represents customers' point of view regarding the price paid in return for goods or services (Da Silva et al., 2019). This variable comprised two dimensions: (1) monetary sacrifice, namely nominal cash used for goods and services and maintenance costs; and (2) non-monetary sacrifice, namely time and effort expended in producing and serving goods or services. **Product quality** is the capacity of goods to perform their intended functions, including general durability, accuracy, efficiency, ease of use, ease of repair, along with other product attributes (Kotler & Keller, 2016). Product quality indicators include: performance, features, reliability, compliance, durability, serviceability, aesthetics, and perceived quality (Kotler & Keller, 2016).

## Results and Discussion

Survey and questionnaires were employed as the primary instruments to collect data. The obtained data included information on gender, age, education, and frequency of toll road service usage. Table 1 presents the distribution of respondents across these demographic variables.

**Table 1** Profile of Respondents

	Frequency	Percentage (%)
<b>Gender</b>		
Male	161	79
Female	44	21
<b>Total</b>	<b>205</b>	<b>100</b>
<b>Age</b>		
< 25 years old	15	7
26-30 years old	29	14
31-35 years old	51	25
>36 years old	110	54
<b>Total</b>	<b>205</b>	<b>100</b>
<b>Education</b>		
Elementary school	29	14
Junior High School	39	19
Senior High School	66	32
Diploma	26	13
Bachelor's Degree	88	43
Master's Degree	16	8
Doctoral Degree	9	4
<b>Total</b>	<b>205</b>	<b>100</b>
<b>Experience</b>		
1-3 times	106	52
3-6 times	71	35
6-8 times	19	9
>8 times	9	4
<b>Total</b>	<b>205</b>	<b>100</b>

Table 1 shows that male respondents accounted for 79% of the study participants, with the largest age group being 31-35 years (25%). Educational background data indicate that 45% of respondents held Bachelor's degrees. In terms of usage, participants in the 1-3 times category represented the largest segment. This suggests individuals who had utilized Cipali Toll area services between 1-3 times during the previous year were most responsive to the questionnaire.

#### Outer Model Evaluation

The initial assessment evaluated loading indicators using least squares software, which identified several research indicators with loading factors below 0.708, including X2.1, Y1.1, Y1.4, Y2.7, and Y2.8, which were determined to be invalid. Consequently, these indicators were removed from subsequent validity analyses in accordance with established procedures (Hair et al., 2014). Following this refinement, the research data underwent final validity evaluation, with results presented in Table 2.

**Table 2** Summary of Reflective Outer Models

Latent Variable	Indicators	Loading Factor	AVE	CR*	Cr's	DC**	CV***
Price Justice (X1)	Overall amount I paid for this product is reasonable compared to the quality I receive.	0.727	0.661	0.907	0.874	yes	yes
	I believe the cost of maintaining or using this product/service is reasonable.	0.806					
	The time and effort I spend to obtain this product/service are acceptable.	0.800					
	I feel that the price of this product/service is competitive compared to similar offerings from other companies.	0.847					
	The overall value I receive from this product/service justifies the money and effort I invest.	0.878					
Product Quality (X2)	The product has useful and innovative features that enhance my experience.	0.901	0.805	0.954	0.939	yes	yes
	The product is reliable and consistently works without issues.	0.863					
	The product complies with industry standards and quality requirements.	0.899					
	The product is durable and maintains its quality over time.	0.920					
	The product is aesthetically pleasing and gives a sense of high quality.	0.904					
Customer Satisfaction (Y1)	The company effectively handles any issues or conflicts I experience as a customer.	0.928	0.973	0.954	0.927	yes	yes
	The quality of service given by this company meets or exceeds my expectations.	0.955					
	Because of my satisfaction, I am willing to continue using this company's products or services and recommend them to others.	0.920					
Customer Citizenship Behaviour CCB-Y2)	I am prepared to give comments or recommendations to the company to help improve its products or services.	0.737	0.661	0.921	0.896	yes	yes
	I constantly promote this a company's goods or services to other people, neighbors, or coworkers.	0.855					
	I am willing to assist other customers by sharing my knowledge or experience regarding the company's goods or services	0.734					
	I remain loyal to this company's products or services even if I experience minor issues or inconveniences.	0.816					
	I willingly participate in company activities, such as surveys or product trials, to contribute to its improvement.	0.844					
	I go beyond my role as a customer to support and promote this company in various ways.	0.882					

\*=component reliability; \*\*=discrimination validation; \*\*\*=convergence validity

Table 2 shows that the convergent reflective indicators for data validity are robust, as the loading values for all study variables exceed the threshold of 0.708. Additionally, the average variance extracted (AVE) values for price justice (X1), product quality (X2), customer satisfaction (Y1), and customer citizenship behavior (Y2) are consistent with Hair et al.'s (2019) criterion of  $k > 0.50$ . These findings indicate that the indicators are reliable and should be consistently applied to evaluate the outer model in the subsequent analyses. Following this, Table 3 presents the results of the discriminant validity assessment, which is based on the Fornell-Larcker value calculated from the average variation value of the indicators for each variable. This suggests that the price justice (0.813) exhibits a stronger relationship with product quality (0.719), customer satisfaction (0.669), and customer citizenship behavior (0.694). Similarly, the square root of the AVE for product quality (0.897) exceeds its correlation with other variables (0.719 and 0.723), as does customer satisfaction (0.934 > 0.726), and customer citizenship behavior (0.813 > 0). These findings suggest that the research instrument utilized in this study demonstrates a high level of validity, making it a reliable tool for further analysis and application.

**Table 3** Fornell-Larcker Threshold and HTMT

Monotrait Ratio Analysis		Fornell-Larcker Criterion Analysis				
		Matrix	X1	X2	Y1	Y2
X2_(Product Quality) <-> X1_(Price Justice)	0.764	X1 (Price Justice)	0.813			
Y1_(Customer Satisfaction) <-> X1_(Price Justice)	0.713	X2 (Product Quality)	0.719	0.897		
Y1_(Customer Satisfaction) <-> X2_(Product Quality)	0.769	Y1 (Customer Satisfaction)	0.669	0.719	0.934	
Y2_(Customer Citizenship Behavior) <-> X1_(Price Justice)	0.732	Y2 (Customer Citizenship Behavior)	0.694	0.723	0.726	0.813
Y2_(Customer Citizenship Behavior) <-> X2_(Product Quality)	0.787					

Table 2's HTMT values indicate the discriminant validity of the data, supporting earlier findings. The HTMT ratio is a critical benchmark for assessing the quality of research data, as Fornell evaluations alone may not always reliably indicate strong data validity (Hair et al., 2019). The HTMT scores of 0.764, 0.713, 0.769, 0.732, and 0.787 do not exceed Henseler et al.'s (2015) threshold of 0.90, confirming that all constructs in this study exhibit valid discriminant data.

The results indicate that: (1) The variance (R<sup>2</sup>) in consumer satisfaction (Y1) explained by price justice (X1) and product quality (X2) is 56.40%. This indicates that the exogenous variable account for 52.60% of the variance in the endogenous parameter, which falls into the moderate category. (2) The variance in customer citizenship behavior (Y2) explained by price justice (X1), product quality (X2), and customer satisfaction (Y1) is 63.80%. This suggests that the exogenous variables predict the endogenous variables 69% of the time, making it in the strong category. According to Hair et al. (2019), R<sup>2</sup> values of 0.75, 0.50, and 0.25 are classified as strong (substantial), moderate, and weak, respectively. The

results of this study align with these established standards. This signifies that overall discriminant validity is strong, as the average value of the constructs exceeds the geometric mean of the indicators measuring the same construct. This is supported by the cross loading evaluation results, which show that all measurement items exhibit discriminant validity. For example, the measurement items for the price justice variable (X1.1, X1.2, X1.3, and X1.4) correlate more strongly with their respective construct than with others. The same pattern holds for items measuring other variables, confirming their discriminant validity. Furthermore, the reliability assessment demonstrate that all constructs have a composite reliability value of 0.60 to 0.70, and Cronbach's alpha is greater than 0.60, which meet the established thresholds (Hair et al., 2019). These results indicate that the constructs in this study demonstrate good dependability. The internal consistency reliability measure returns a lower value than the composite reliability. In addition to composite reliability, the items' weights have higher construct indicators than Cronbach's alpha, indicating good reliability.

#### Inner Model Evaluation

**Table 4** Summary of Reflective Structural (Inner) Models

Structural Model	VIF	R <sup>2</sup>	f <sup>2</sup>	Q <sup>2</sup> predict
X1 (Price Justice) -> Y1_(Customer Satisfaction)	2.068	Y1 = 0.564	0.110	Y1 = 0.563
X1_(Price Justice) -> Y2_(Customer Citizenship Behavior)	2.296		0.077	
X2_(Product Quality) -> Y1_(Customer Satisfaction)	2.068	Y2 = 0.638	0.269	Y2 = 0.581
X2_(Product Quality) -> Y2_(Customer Citizenship Behavior)	2.624		0.090	
Y1_(Customer Satisfaction) -> Y2_(Customer Citizenship Behavior)	2.296		0.145	

According to Hair et al. (2019), the variance inflation factor (VIF) for the inner model is less than 3-5, indicating that the structural model is not affected by collinearity. Table 4 further reveals that: (1) The variance (R<sup>2</sup>) in customer satisfaction (Y1) explained by price justice (X1) and product quality (X2) is 56.40%. This means that the exogenous variable can predict the endogenous variable by 52.60%, which falls into the moderate category. (2) The variance in the customer citizenship behavior (Y2) explained by price justice (X1), product quality (X2), and customer satisfaction (Y1) is 63.80%. This suggests that the exogenous variables predict the endogenous variables 69% of the time, categorizing it as strong. Hair et al. (2019) defined R<sup>2</sup> values of 0.75, 0.50, and 0.25 as strong (substantial), moderate, and weak, respectively. The findings of this study align with these standards.

Furthermore, Table 4 provides the effect size (f<sup>2</sup>) for the relationships: (1) The contribution of price justice (X1) to customer satisfaction (Y1) and customer citizenship behavior (Y2) falls within the medium and small effect size ranges, respectively. (2) The contribution value of the variable. (3) The contribution customer satisfaction (Y1) to customer citizenship behaviour (Y2) demonstrates a medium effect size. These results

supports Hair et al.'s (2019) criteria, which define effect sizes of 0.02, 0.15, and 0.35 as small, medium, and large, respectively. The research model exhibits an average  $f^2$  value in the medium range, indicating medium predictive potential. Subsequently, the predictive relevance ( $Q^2$ ) evaluation reveals that the endogenous variables, Y1 (customer happiness) and Y2 (consumer citizenship behaviour), have  $Q^2$  values of 0.563 and 0.581, respectively. These values exceed the threshold of 0.50, indicating strong predictive power. This aligns with Hair et al.'s (2019) guidelines, which classify  $Q^2$  values greater than 0, 0.25, and 0.50 as small, medium, and large, respectively in PLS path modeling.

Another evaluation method is the PLSpredict assessment, which measures a model's predictive power by comparing the root mean squared error (RMSE) results to the linear regression model. Based on the PLSpredict evaluation (RMSE versus LM), the model in this study exhibits medium predictive potential. This is consistent with the guidelines established by Hair et al. (2019), as the PLS-SEM model shows fewer prediction errors (8 errors for RMSE and MAE) compared to the linear regression model LM (10 errors for - RMSE and MAE). Additionally, the goodness-of-fit (GoF) test results were examined. The GoF index, applicable only to reflective measurement model, reveals that the GoF value for model Y1 is  $\sqrt{(0.564 \times 0.560)} = 0.5622$ , which falls into the high category (Yamin, 2023). Similarly, the GoF value for Y2 (CCB) of 0.6354 is also categorized as high. These results indicate that both the measurement and structural models are highly suitable. Furthermore, the standardised root mean square residual (SRMR) was evaluated. According to Schermelleh-Engel et al. (2003), an SRMR value below 0.08 is ideal, while values between 0.08 and 0.10 are still acceptable (Yamin, 2023). In this study, the SRMR values for both the saturated model and the estimated model are 0.089. This value falls within the acceptable range of 0.08 to 0.10, indicating that the model is a good fit for the empirical data. Although there is a slight discrepancy between the observed and predicted data, it is not significant enough to compromise the model's overall quality or validity. In summary, the SRMR value of 0.089 confirms that the model reliably represents the relationships between variables in the study, adhering to established evaluation standards. This further supports the robustness and suitability of the model for analyzing the data.

### Hypothesis Test

The t-statistic and path coefficient values indicate the predictive model's relevance in testing the structural model. The bootstrapping results generated using SmartPLS 4 (Version 4.1.0.2) are presented in Table 5 and illustrated in Figure 2.

**Table 5** Estimation Results of Structural Model

Construct	Original sample (O)	T statistics	P values
X1_(Price Justice) -> Y1_(Customer Satisfaction)	0.315	4.272	0.000
X1_(Price Justice) -> Y2_(Customer Citizenship Behavior)	0.252	3.665	0.000
X2_(Product Quality) -> Y1_(Customer Satisfaction)	0.492	6.002	0.000
X2_(Product Quality) -> Y2_(Customer Citizenship Behavior)	0.292	3.965	0.000
Y1_(Customer Satisfaction) -> Y2_(Customer Citizenship Behavior)	0.347	4.569	0.000
X1_(Price Justice) -> Y1_(Customer Satisfaction) -> Y2_(Customer Citizenship Behavior)	0.109	3.201	0.001
X2_(Product Quality) -> Y1_(Customer Satisfaction) -> Y2_(Customer Citizenship Behavior)	0.171	3.482	0.001

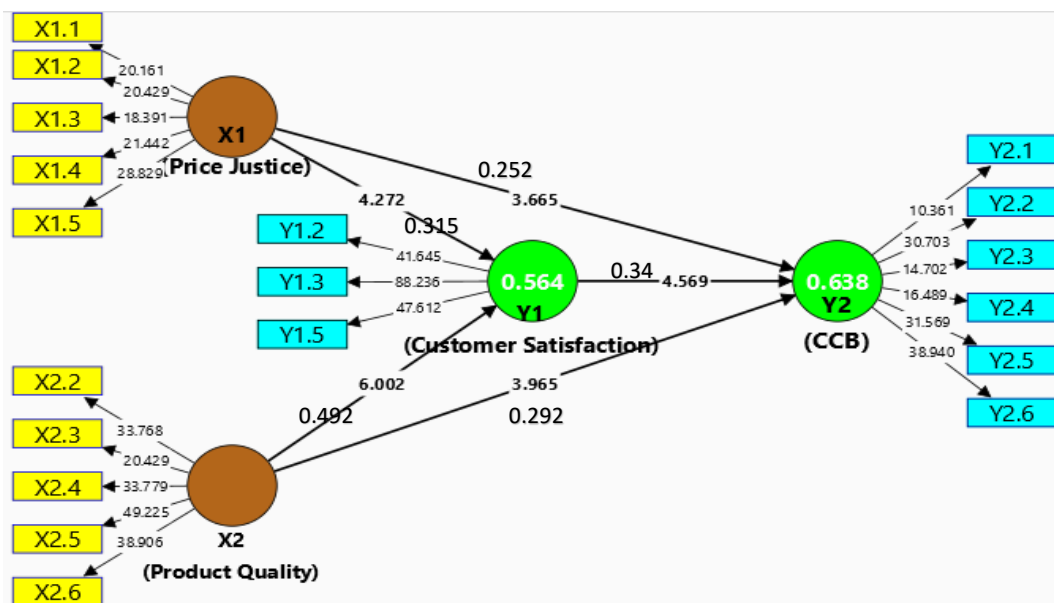
**Figure 2** Output of bootstrapping T-value and Path Coefficient (Second test)

Table 5 and Figure 2 present the findings of the statistical hypothesis testing: (1) Price justice has a positive and significant impact on customer satisfaction, with a path coefficient ( $\beta$ ) of 0.315, a t statistic of 4.272 (exceeding the critical t value of 1.971), and a significance value of 0.000 (less than the  $\alpha$  value of 0.05). These results indicate that H1 is accepted. (2) Product quality has a positive and significant effect on customer satisfaction, with a path coefficient ( $\beta$ ) of 0.492, a t-statistic of 6.002 (exceeding the critical t-value of 1.971), and the significance value of 0.000 (less than the  $\alpha$  value of 0.05). These results indicate that H2 is accepted. (3) Price justice has a positive and significant effect on customer citizenship behavior with a path coefficient ( $\beta$ ) of 0.252, a t-statistic of 3.665 (exceeding the critical t-value of 1.971), and the significance value of 0.000 (less than the



$\alpha$  value of 0.05). These results indicate that H3 is accepted. (4) Product quality has a positive and significant effect on customer citizenship behavior with a path coefficient ( $\beta$ ) of 0.292, a t-statistic of 3.965 (exceeding the critical t-value of 1.971), and the significance value of 0.000 (less than the  $\alpha$  value of 0.05). These results indicate that H4 is accepted. (5) Customer satisfaction has a positive and significant effect on customer citizenship behavior with a path coefficient ( $\beta$ ) of 0.347, a t-statistic of 4.569 (exceeding the critical t-value of 1.971), and the significance value of 0.000 (less than the  $\alpha$  value of 0.05). These results indicate that H5 is accepted.

The significance of the mediation effects is evaluated using the total effect table rather than the coefficient table. This approach accounts for both the direct effect of the independent variable on the dependent variable and the indirect effect mediated through the mediating variable. Based on Table 5, the following findings are observed: (1) customer satisfaction significantly mediates the indirect effect of price justice on CCB, as evidenced by a t-statistic of 3.201 (exceeding the critical t-value of 1.971) and a  $p$ -value of 0.001 (less than 0.05). These results indicate that H6 is accepted. (2) customer satisfaction also significantly mediates the indirect effect of product quality on CCB, with a t-statistic of 3.482 (exceeding the critical t-value of 1.971) and a  $p$ -value 0.001 (less than 0.05). These results indicate that H7 is accepted. The next step involved determining whether the mediation between exogenous and endogenous variables is full or partial. This is assessed using the variance accounted for (VAF) metric. The VAF values indicate that the indirect effects of price fairness and product quality on CCB through customer satisfaction fall into the partial mediation category. This is because the VAF values are greater than or equal to 20% and less than or equal to 80% ( $20\% \leq \text{VAF} \leq 80\%$ ). The formula indicates the following.  $Y_1$  (customer satisfaction) plays a substantial role in mediating the indirect impact of  $X_1$  (price justice) on  $Y_2$  (consumer citizenship behavior) at a low class structural level.  $Y_1$  (customer satisfaction) also plays a significant role mediating the indirect impact of  $X_2$  (product quality) on CCB at a low structure level. The mediation levels were interpreted based on Cohen's criteria (as cited in Ogbeibu et al., 2021), where values of 0.175, 0.075, and 0.01 represent high, medium, and low mediation effects, respectively.

Price Justice has a positive and significant impact on Customer Satisfaction

The results of this research suggest that price justice contributes to customer satisfaction, aligning with prior studies that demonstrated the substantial and favorable impact of price fairness on customer satisfaction (Yaqub et al., 2019; Cakici et al., 2019; Febrianti et al., 2021). This conclusion is further supported by the work of Alzoubi et al. (2020) and Chen and Hooker (2023), who stated that price justice refers to customers' perceptions of a company's pricing strategy, which directly influences their satisfaction. The data from this study reinforces the conceptual construct that highlights the importance of price fairness in fostering strong relationships between companies and their customers. In other words, customer satisfaction is largely determined by the perceived fairness of product prices, as the first impression customers have when engaging with a product is its price. Moreover, the impact of price on customer satisfaction is further emphasized by the notion that price can contribute to a company's leverage or profit. The perceived price

justice by customers ultimately affects a company's profits (Radic, 2023). Therefore, ensuring fairness in price setting is crucial to enhancing customer satisfaction and fostering sustainable relationships with customers. Price fairness is not merely an economic aspect, it embodies a moral value that shapes the connection between a company and its consumers. Price fairness creates the perception that customers are treated fairly, which builds trust and satisfaction. Customer satisfaction, in turn, is influenced by how they perceive the balance between price and product value. Within such setting, price justice is not simply connected to consumer pleasure but also to the company's morals, creating a fair and sustainable relationship that benefits both the consumer and the company.

#### Product Quality has a positive and significant impact on Customer Satisfaction

Product quality has a favorable and substantial influence on customer satisfaction. This study provides evidence that product quality positively and substantially influences consumer happiness, as indicated by a significance level higher than  $\alpha$ . This finding suggests that high product quality can effectively enhance customer satisfaction. The results align with previous research by Wantara and Tambrin (2019), Diputra and Yasa (2021), Andri et al. (2022), as well as Teresa et al. (2024), which emphasizes the important link between product quality and consumer happiness. These results underscore the need of maintaining high product quality standards to improve consumer happiness, as satisfied customers tend to continue using or consuming the product and recommend the brand to others. This demonstrates the importance of value and appreciation in the interaction between companies and customers. High product quality is not merely a functional factor, but also a symbol of a company's integrity and commitment to customer satisfaction. Companies that prioritize product quality foster deeper, more meaningful relationships with their customers. When customers perceive that a company consistently delivers high-quality products, they feel valued and respected. This satisfaction fosters a sense of loyalty and builds trust—two crucial elements in establishing long-term relationships. Satisfied customers, through recommendations and repeat purchase, indirectly strengthen the company's reputation, reflecting the principles of fairness and mutual benefit in business relationships. In this context, product quality serves as the moral foundation that guides the sustainability and growth of the company, reinforcing ethical values in marketing practices.

#### Price Justice has a positive and significant impact on Customer Citizenship Behavior

Price justice has a positive and significant effect on customer citizenship behavior, as evidenced by the hypothesis testing. This study indicates that the price fairness set by businesses consistently encourages customers to voluntarily promote certain products to others. This means that although the pricing at the Cipali Toll Road rest area may lack in terms of fairness, customers still exhibit trust and are willing to act voluntarily. The perceived lack of price justice is a response from customers, and its correlation to CCB is less than that of manufacturing excellence and customer happiness. This finding is consistent with previous research, which suggests that customers' initial perceptions of service quality significantly influence their CCB (Ali, 2023). When consumers perceive that

the price they pay is fair in relation to the value they receive, they are more likely to respond positively, such as offering favorable recommendations for a particular company or commodity (Qiu et al., 2021; Da Silva et al., 2019). Essentially, this study highlights that price justice fosters a sense of balance between what customers pay and the benefits they receive. When customers feel that the price reflects the value of the product or service, they experience a sense of respect and fairness, which builds trust and loyalty toward the company. Positive and voluntary customer actions, such as providing recommendations, reflect the concept of altruism in marketing, where customers not only seek personal gain but also feel compelled to share their good experiences for the benefit of others. This behavior emphasizes the idea customer-company relationships are not merely economic transactions but a mutually beneficial relationship, created by companies that uphold the principles of fairness and transparency in pricing. In this context, customers become active partners who play a role in the company's sustainability and growth through their voluntary actions, driven by a sense of fairness and appreciation for the quality of the products received.

#### Product Quality has a positive and significant impact on Customer Citizenship Behavior

Research findings highlight that product quality significantly influences CCB, complementing the role of price fairness. This suggests that customers' voluntary actions are not solely driven by perfect service or price justice. Customer perceptions and behaviors cannot be entirely controlled by the company whether during transactions or after product use. High-quality service offerings serve as a driving force that enhances customers' civic attitude toward the company and other customers (Xie & Poon, 2017). These findings align with previous empirical studies, which show that customers can act as "company citizens" by offering feedback, recommending the company to others, and supporting the brand voluntarily (Shafiee & Tabaeian, 2021). This behavior typically occurs when customers experience positive or emotional interactions. Interestingly, even when there are customer complaints about price discrepancies (such as food and beverage prices), customers may still remain loyal or uphold the business's reputation. This phenomenon suggests that positive consumer experiences play a crucial role in fostering loyalty (Kurhayadi et al., 2022; Agarwal, 2018). In cases where customers experience price discrepancies or poor services, their loyalty or voluntary actions may persist due to satisfaction with other aspects of the service or product, trust in the brand, or the convenience in the shopping experience (Ing et al., 2019). The evidence shows that product quality plays an essential role in determining CCB, which reflects customers' voluntary actions to support and promote a company without coercion. From a marketing perspective, this underlines the fact that customers are not merely engaging in economic transactions but also emotionally connecting with the brand. When consumers are satisfied with product quality, they are more likely to demonstrate loyalty, provide suggestions, and maintain ongoing connections with the company. This signifies that deep satisfaction, rooted in product quality, creates an emotional bond that encourages customers to act as "citizens of the company," voluntarily supporting and enhancing the brand's reputation. A company that understands and maintains high product quality not only gains loyal customers but also builds deeper relationships that lead to a sustainable positive image.

Customer Satisfaction has a positive and significant impact on Customer Citizenship Behavior

Customer satisfaction positively and significantly impacts CCB, with a significance value of 0.000, which is less than the  $\alpha$  of 0.05. This indicates that satisfied customers are more motivated to engage in activities that promote a company, including as leaving positive reviews or recommending products. (Wang et al., 2023; Hidayat & Idrus, 2023). Research has shown that fulfilled consumers are more likely to participate in behaviors that promote business objectives, as evidenced by the substantial positive impact of customer satisfaction on trust and customer retention (Hidayat & Idrus, 2023). Additionally, service satisfaction has been found to have a significant positive effect on purchase behavior, highlighting the importance of customer satisfaction in driving actions that benefit the company or voluntary behaviors (Halbusi et al., 2020; Harsono et al., 2020; Wang et al., 2023). In the context of marketing management, building customer satisfaction through various initiatives such as improving service quality and building trust, significantly enhances customer engagement and support for the company's products and services. The findings of this study, although differing in coefficient contributions compared to previous research, confirm that customer satisfaction at the Cipali Toll Road continues to stimulate voluntary behaviors, as evidenced by ongoing consumer advocacy, such as recommending the rest areas or consistently using their services. These results highlight the importance of not only meeting but exceeding customer expectations, building emotional connections with the brand, and generating long-term loyalty. Thus, customer satisfaction is a primary driver of CCB, emphasizing the idea that satisfied consumers contribute to the brand's reputation and growth via acts of kindness.

Price Justice has a positive and significant impact on Customer Citizenship Behavior mediated by Customer Satisfaction

The research results indicate that customer satisfaction significantly mediates the indirect effect of price justice on CCB. This is evidenced by a PV of 0.001, which is below the 5% threshold. Additionally, the variance accounted for (VAF) analysis indicates partial mediation, meaning that price justice affects CCB both directly and through customer satisfaction. In simple terms, while price justice has a direct impact on CCB, this impact becomes stronger when mediated by customer satisfaction. Therefore, companies need to focus on price justice to enhance customer satisfaction, which in turn will improve CCB. The findings support the importance of price justice in influencing consumer behavior, particularly CCB, by highlighting the mediating role of customer satisfaction (Bakir, 2022). Previous studies have also underlined the influence of perceived price fairness in the context of customer satisfaction, which favorably impacts customer loyalty and purchase intentions (Zahroh & Albari, 2024; Zain & Putra, 2024). These studies further reinforce the idea that price justice shapes customers' perceptions of value and fairness in transactions. Customer satisfaction is often considered a key determinant in maintaining customer loyalty and positive behaviors, such as CCB (Zahroh & Albari, 2024). Supporting this study and other research (Heri & Tiarawati, 2023), the findings highlight that price justice positively affects customer satisfaction, ultimately impacting loyalty or forming positive customer attitudes. Similarly, other studies emphasize the crucial role of price justice in

determining customer satisfaction, which stimulates customer behavior and loyalty in the industry (Rady et al., 2023; Zaato et al., 2023). This indicates that price justice is not merely about transactions but also about establishing a fair relationship between a company and its customers. Customers' perception of fair pricing influences their satisfaction, which ultimately strengthens brand loyalty. Customer satisfaction acts as a mediator linking price justice to loyalty, demonstrating that a positive experience strengthens long-term relationships and encourages favorable recommendations. This highlights that in marketing, price justice and customer satisfaction complement each other to foster deeper and more sustainable connections.

**Product Quality has a positive and significant impact on Customer Citizenship Behaviour mediated by Customer Satisfaction**

The research findings indicate that customer satisfaction significantly mediates the indirect effect of product quality on CCB. Furthermore, the variance accounted for (VAF) value indicates partial mediation, meaning that product quality affects CCB both directly and through customer satisfaction. In other words, product quality not only influences CCB indirectly through customer satisfaction but also has a direct impact. Studies across various industries, such as food delivery services and restaurants, consistently show that product quality still has a constructive effect on customer satisfaction (Sahid & Abadi, 2024; Ramadhan & Soliha, 2024). In this context, the research highlights the importance of product quality in influencing CCB through customer satisfaction. Product quality refers to the attributes and characteristics of a product that meet or exceed customer expectations. CCB encompasses voluntary customer behaviors that benefit a company, such as recommending products to others, providing positive feedback, or engaging in promotional activities. Customer satisfaction serves as a key mediator in the relationship between product quality and customer behavior. Customer satisfaction plays a crucial mediating role in the relationship between product quality and customer behavior. This study has demonstrated and confirmed that when customers are satisfied with the quality of a product or service, they are more likely to exhibit behaviors that benefit a company, such as participating in promotional activities or providing positive feedback (Natalia & Suparna, 2023; Zaato et al., 2023; Rohmah et al., 2023; Chatterjee & Rahman, 2023). This study shows that product quality has a significant impact on CCB through customer satisfaction. Customer satisfaction acts as a mediator that strengthens the relationship between product quality and CCB, where satisfied customers are more inclined to demonstrate favorable actions that contribute to the company's success, such as providing recommendations or supporting the brand. High product quality not only meets customer expectations but also fosters loyalty and customer engagement, which ultimately reinforces CCB and drives the company's success.

## **Conclusion**

This study demonstrates that price justice, product quality, and customer satisfaction significantly influence customer citizenship behavior (CCB). Price justice contributes positively to customer satisfaction, which in turn affects CCB. Product quality also has a

significant impact on customer satisfaction and CCB, confirming that good product quality strengthens the emotional bond between customers and the company. Furthermore, customer satisfaction acts as a mediator in the relationship between price justice and product quality on CCB, indicating that a satisfying customer experience enhances loyalty and positive behaviors toward the company. However, this study has several limitations. First, the sample was limited to customers at the Cipali Toll Road rest area, which may restrict the generalizability of the findings to broader contexts. Second, the study focuses solely on customer perceptions of price justice and product quality, without accounting for external factors such as prior customer experiences or socio-cultural influences that could affect satisfaction and CCB.

Despite these limitations, this study makes a substantial contribution to advancing the theory on the relationship between companies and customers, particularly in the context of price justice, product quality, and customer satisfaction. The findings reinforce the understanding that price justice and product quality serve not only as economic factors but also as moral values that build long-term, mutually beneficial relationships between companies and customers. This research also emphasizes the function of customer satisfaction as a key intermediary in the influence of price justice and product quality on customer loyalty. From a practical perspective, the results suggest that companies should prioritize fair pricing and high product quality to enhance customer satisfaction. Companies should also maintain fair and transparent relationships with customers, as this will strengthen customer loyalty and encourage voluntary behaviors such as product recommendations and positive reviews. Therefore, companies are advised to pay more attention to price justice and product quality as part of a sustainable marketing strategy. Future research could expand on this study by broadening the sample to include various industries and geographical areas. Additionally, future studies could investigate other factors that might influence the relationship between price justice, product quality, customer satisfaction, and customer citizenship behavior, such as psychological factors or the influence of social media on perceptions of price justice and product quality. Further research could also explore the impact of moderating or mediating variables that may strengthen or weaken the relationships found in this study.

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