Print ISSN: 2588-6134 Online ISSN: 2783-3844



http://doi.org/10.22133/ijtcs.2024.426430.1147

Understanding the Dimensions of Citizenship Behavior of Tourists (The Case of Cultural Heritage Tours in Iran)

Mohammad Ghaffari^{1*}, Mehrnoosh Fakhimi², Mostafa Esmaeili Mahyari³, Hossein Moeini⁴

¹ Associate Professor, Faculty of Management and Accounting, Farabi College, University of Tehran, Qom, Iran
² MSc, College of Farabi, University of Tehran, Qom, Iran

⁴ Associate professor, Hazrat-e Masoumeh University, Qom, Iran

Article Info

Abstract

Received:2024-02-22 **Accepted:**2024-05-04

Citizenship behavior

Keywords:

Tourist citizenship behavior Cultural heritage tourism Value co creation

Although employee citizenship behavior has significant effect on quality of service delivery and consequently on creating superior tourist experience and competitive advantage for tourism businesses and destinations, but tourist citizenship behavior can facilitate reaching these goals, specifically through value co creation. In spite of that, most studies concentrate on employees' citizenship behavior ignoring behaviors of travelers. Therefore, present study seeks to identify dimensions of tourist citizenship behavior of cultural heritage tourists traveling through tours. The statistical population of this study encompasses all inbound tourists who have visited Iran as cultural heritage tours. 384 people yield as a sample of population, through convenient sampling. To ensure the validity, the questionnaire was examined by experts and confirmed, similarly reliability via Cronbach's Alpha coefficient. The data analysis was conducted in SPSS software via confirmatory factor analysis. Findings revealed 11 dimensions of tourist citizenship behavior including: cooperation, establishing peace and intimacy, sacrifice, patience and sympathy, active participation, support, recommendation, aid and assistance, establishing order, compensation and interpersonal interaction. Based on findings of current research, citizenship behavior in cultural and heritage tourism can enrich their experiences since fosters co creation of value and also active participation cultural heritage tourists, moving towards creative tourism. Tourism businesses and destinations managers should pave the way for expressing these behaviors, creating excellent experience for tourists in addition to co creation of value with them.

Corresponding author

E-mail: ghaffari.mohammad@ut.ac.ir

How to Cite:

Ghaffari, M., Fakhimi, M., Esmaeili Mahyari, M., & Moeini, H. (2024). Understanding the Dimensions of Citizenship Behavior of Tourists (The Case of Cultural Heritage Tours in Iran). *International Journal of Tourism, Culture and Spirituality*, 7(1), 1-16.

³ PhD., Faculty of Management and Accounting, College of Farabi, University of Tehran, Qom, Iran

Introduction

Service companies face constant challenges in establishing and sustaining their competitive advantage within local and global markets. The emerging research stream of service dominance logic focuses on customers, considering them as "relative employees" of the organization. Essentially, customers are viewed as co-producers who engage in value creation activities cooperatively and voluntarily (Arıca et al., 2023). This role, previously attributed solely to employees, includes behaviors like recommending, assisting other customers, and providing feedback, collectively known as customer citizenship behaviors (Assiouras et al., 2019; Al Halbusi et al., 2020).

These voluntary and optional behaviors, while not critical to the production or delivery of a successful service, significantly impact company performance, service quality, and overall effectiveness. These behaviors create positive consequences not only for services but also for employee behaviors (Liu et al., 2021). Recognizing the importance of customer citizenship behavior, this concept has recently been introduced to the tourism sector under the term "tourist citizenship behaviors."

Tourist citizenship behavior aligns with Groth's (2005) definition of customer citizenship behavior, representing voluntary and constructive actions performed by tourists (Wu et al., 2024). Although not essential for service provision, these behaviors directly and indirectly benefit the service provider. Tourists exhibiting citizenship behaviors demonstrate a commitment to the destination, actively participating in the value creation process, providing feedback to destination management organizations and businesses, and ultimately assisting fellow tourists (Torres-Moraga et al., 2021). In sum, the active participation of tourists plays a fundamental role in creating memorable experiences and is crucial for attracting and retaining tourists. This engagement ultimately contributes to the competitive advantage of tourism companies or destinations (Wong & Lin, 2021).

Previous contributions to the literature have introduced numerous dimensions for customer citizenship behavior. Despite the growing interest in this concept, most studies within the tourism and hospitality industry have primarily focused on the citizenship behavior of employees (e.g., Chen, 2016; Aguiar-Quintana et al., 2020), with limited exploration of tourists' citizenship behavior in tourism (Assiouras et al., 2019), indicating a need for further attention to this aspect (Liu et al., 2021).

The significance of tourists' citizenship behaviors in tourism tours is particularly emphasized. In group tours, tourists form part of a collective, and the expression of citizenship behaviors by a tourist can benefit both service providers and fellow travelers. In particular, in cultural heritage tours, citizenship behavior might be important for creating travelers better experience since it facilitates co creation of experience and also creative approach in tourism going beyond considering tourists as a passive visitor which ultimately will lead to tourists' satisfaction (Kastenholz & Gronau, 2020). In addition, in cultural heritage tours, people may vary in ages which necessitate special citizenship

behavior such as patience, assistance and etc. While limited studies in tourism have investigated tourists' citizenship behavior, Al Halbousi et al. (2020) explored the impact of perceived values, satisfaction, and citizenship behavior dimensions on tourists. Their findings revealed a significant relationship between perceived values, satisfaction, and citizenship behaviors. Similarly, Torres-Moraga et al. (2021) delved into tourists' citizenship behavior at destinations, linking dimensions such as recommending others, providing assistance, and giving feedback to destination identification and perceived value. In a study by Liu and Tsar (2014), dimensions of tourist citizenship behaviors were identified, categorized into three groups: facilitating communication and management, displaying generous behavior toward other members, and offering support and motivation to service providers, each comprising various subdimensions.

Considering the various factors influencing tourist behavior in a destination—such as local people, service providers, and other tourists—there is a need for more studies to investigate tourists' citizenship behaviors in diverse destinations. Surprisingly, no studies have explored the citizenship behaviors of tourists who have visited Iran in particular cultural heritage tours. Consequently, the present research aims to examine the dimensions of citizenship behavior among cultural and heritage tourists in Iran, seeking to answer the question: What are the dimensions of tourists' citizenship behaviors in cultural and heritage tours when visiting Iran?

Theoretical background

More than two decades ago, Ford (1995) and Bettencourt (1997) introduced the concept of customer citizenship behavior, building upon the theory of organizational citizenship behavior (De Nicola, Arrigo et al. 2024). According to this theory, effective organizational performance necessitates employees to engage in spontaneous behaviors that go beyond their job descriptions. Ford and Bettencourt argued that customers, similar to employees, are actively involved in numerous citizenship behaviors. These behaviors include reporting problems to employees, treating them appropriately, sharing positive experiences, and recommending a business to friends (Gong & Yi, 2021). Bettencourt (1997) defines customer citizenship behavior as optional helping behaviors by customers that support a company's ability to provide quality service (Hsieh et al., 2018). Voluntary and positive behaviors are directed towards both service providers and other customers (Feiz & Ahmadi Alvar, 2021).

The concept of tourist citizenship behavior is derived from the broader concept of customer citizenship behaviors. Customer citizenship behaviors, extending beyond expected roles, are sometimes compensatory in nature (Su et al., 2024). The perceived value of tourists influences their citizenship behavior, occurring when tourists are satisfied with a destination or business, leading them to feel compelled to reciprocate (Woo, 2019; Wong & Lin, 2021; Choi & Lotz, 2018). Citizenship behaviors

can be categorized into two types based on their focus: tourist-oriented (e.g., helping other tourists) and company (destination)-oriented (e.g., suggesting a destination or service provider to relatives and friends) or providing feedback and recommendations during or after a trip (Torres-Moraga et al., 2021; Assiouras et al., 2019).

Various dimensions have been identified for customer citizenship behavior, including offering suggestions, providing feedback, helping other customers (Groth et al., 2005), defending feedback, helping, tolerating (Yi & Gong, 2013), word of mouth, feedback to improve services, voice customers, monitoring other customers, displaying affiliation, participating in company activities, benevolent behaviors to facilitate service, and flexibility (Bove et al., 2009). Miterga et al. (2022), in a review research, suggest holistic dimensions of customer citizenship behavior, such as feedback, tolerance, advocacy, helping others, mitigating others, rituals, courtesy, and displaying affiliation.

As noted, citizenship behavior in tours has unique characteristics, providing different dimensions due to the cooperation and assistance required from tour members, especially in the context of Iran. Behaviors may include communication and management behaviors, fostering group harmony, supporting service employees, and benevolent behaviors towards tour members, ultimately leading to satisfaction and a lasting experience (Tsaur et al., 2021). A review of the literature on tourist citizenship behavior reveals a gap in research, with no comprehensive examination and testing of the dimensions of tourist citizenship behavior in tourism tours, particularly concerning foreign tourists who have visited Iran as cultural heritage tours. Therefore, this research aims to address this gap in the literature.

Methodology

This study focuses on identifying the citizenship behaviors of tourists who travel to Iran with a tourism tour. Considering the unique considerations of touring, understanding tourists' voluntary behaviors is essential for enhancing the value creation process. The research adopts a descriptive-survey approach. The statistical population comprises foreign tourists who have visited Iran since the fall of 2018. Convenience sampling was employed to collect data from tourists in two ways: firstly, through social media platforms such as Instagram, Facebook, etc., leveraging the cooperation of tour leaders to identify participants, and secondly, by personally distributing questionnaires at hotels in Tehran. A total of 384 questionnaires were completed, and the collected data were analyzed.

To derive the primary items in the field of tourist citizenship behavior, a systematic review of the literature on customer and tourist citizenship behavior was conducted using the Okoli and Schabram (2009) method. This method involves four stages: goal and research question planning, quality assessment and the exclusion of articles lacking sufficient quality, information extraction from eligible articles, and implementation through reviewing and analyzing the findings. To ensure the content

validity of the questionnaire, it was submitted to 10 academic experts, and their feedback was collected regarding corrections, integrations, and modifications of the items. Following the incorporation of expert opinions, the final questionnaire was established. It comprised four general questions, including demographic information, and 47 specialized questions related to variables and indicators of tourist citizenship behavior. Respondents provided answers on a five-point Likert scale ranging from "completely agree" to "completely disagree." The reliability of the questionnaire was assessed using Cronbach's alpha, yielding a coefficient of 0.897. Descriptive statistics were employed to analyze demographic data, while exploratory factor analysis, executed using SPSS software, was applied to examine the main research variables. Exploratory factor analysis was chosen for its capability to identify dimensions and relationships between them (Ghaffari et al., 2021).

Findings

To scrutinize the data and address the research questions, descriptive statistics were employed to present the demographic characteristics of the statistical sample. Analyzing the demographic data from the 384 respondents revealed that 219 were male, and 165 were female. Regarding age distribution, one person was less than 20 years old, 98 individuals were between 20 to 29 years old, 103 fell within the 30 to 39 age range, 89 were between 40 to 49 years old, and 98 were over 50 years old. Table 2 provides a detailed overview of the demographic information.

Concerning educational background, 61 respondents had a diploma or less, 209 held a bachelor's degree, 101 possessed a master's degree, and 14 held a doctorate. The majority of respondents were tourists with bachelor's degrees. Regarding employment status, 88 were self-employed, 84 were employees, 38 were students, 34 were housewives, 140 were retired, and others had various occupations.

Before conducting exploratory factor analysis (EFA), it is essential to evaluate the sampling adequacy of the research data. To achieve this, the Kaiser-Meyer-Elkin (KMO) index, coupled with Bartlett's test, was employed. A KMO index above 0.6 or a significant Bartlett test is indicative of data suitability for factor analysis. A value closer to 1 suggests a more favorable condition for analysis. In the present study, the KMO index was calculated to be 0.818, demonstrating that the data is well-suited for exploratory factor analysis. The results of this assessment are presented in Table 2.

Table 1. Demographic characteristics

Variable	Group	Frequency	Percentage	Variable	Group	Frequency	Percentage
Gender	Men	219	0.57		diploma	60	0.15
	women	165	0.43	Education	Bachelor	209	0.54
	Less than20	1	0.002	Laucation	Master	101	0.26
	20-29	93	0.24		PhD	14	0.03
Ago	30-39	103	0.26		Self- Employed	101	0.26
Age	49-40	89	0.23	occupation	University students	42	0.10
				1	Employed	106	0.27
	Over 50	98	0.25		Retired and other	135	0.35
	Group	Frequency	Percentage		Group	Frequency	Percentage
	Turkey	42	10.94%	•	Germany	18	4.69%
	Azerbaija n	38	9.90%	1	Russia	15	3.91%
	Armenia	31	8.07%	7	Italy	8	2.08%
	China	25	6.51%	1	Lebanon	10	2.60%
Nationalit	India	19	4.95%	Nationality	UAE	8	2.08%
У	Pakistan	31	8.07%	340	France	12	3.13%
	Iraq	39	10.16%	52	Georgia	9	2.34%
	Oman	14	3.65%	M	Belgium	9	2.34%
	Australia	12	3.13%	4077	Netherland	10	2.60%
	Ukraine	9	2.34%	17	Switzerland	8	2.08%
	Spain	9	2.34%		UK	8	2.08%

Table 2. KMO and Bartlett's test

KN	1O index	0.818
	chi-square statistic	14849.273
Bartlett test	Degrees of freedom.	1081
Bui tiett test	The significance level	0.000

Following the assessment of communalities, it was found that the lowest communality among items is 0.715, while the highest is 0.892. Generally, all items have communalities exceeding 0.5. Subsequently, the contribution of items to factors was examined after rotation. Items displaying a high correlation with a factor were considered significant, leading to the identification and naming of 11 distinct dimensions through this analysis. Furthermore, questions with a factor loading below 0.5 were excluded, ensuring that only eligible questions were retained. The eigenvalues of each factor represent the proportion of total variance explained by that factor. Cronbach's alpha was calculated for different dimensions, with

all dimensions demonstrating an alpha exceeding 0.7, indicating satisfactory internal correlation within the dimensions. Table 3 presents the eigenvalues, cumulative percentage of variance explained, and Cronbach's alpha for each factor. The findings, including the identified dimensions, are summarized in Table 4.

Table 3. Commonalities

	Table 3. Common	anties
Item	Initial subscription	communalities
1	1.000	0.764
2	1.000	0.738
3	1.000	0.740
4	1.000	0.812
5	1.000	0.811
6	1.000	0.872
7	1.000	0.807
8	1.000	0.652
9	1.000	0.841
10	1.000	0.799
11	1.000	0.839
12	1.000	0.890
13	1.000	0.622
14	1.000	0.839
15	1.000	0.746
16	1.000	0.800
17	1.000	0.654
18	1.000	0.763
19	1.000	0.760
20	1.000	0.683
21	1.000	0.657
22	1.000	0.687
23	1.000	0.720
24	1.000	0.578
25	1.000	0.680
26	1.000	0.659
27	1.000	0.743
28	1.000	0.704
29	1.000	0.793
30	1.000	0.744
31	1.000	0.805
32	1.000	0.876
33	1.000	0.817

Table 4. The final results of the exploratory factor analysis

		Table 4. The final results of the ex	piorator	y tactor a	anaiysis	<u> </u>	
SL				S	Rotation sums of squared loading		
Dimensions	Ite m	query	Factor load	Cronbach's alpha	EV	The percentage of variance	Cumulative %
Ę	11	I participate in organizing various entertaining cultural activities	0.702				
Cooperation	28	During the trip, if anyone in the group needs a cell phone to talk, I will share my cell phone with them.	0.658	10.138	3.85	10.138	10.138
O	38	If requested by the tour leader, I will take the census of the members.	0.825				
рı	6	I do not incite chaos on tour.	0.569				
peace ar	13	When differences arise between tour members, I try to make peace.	0.668				
Establishing peace and intimacy	22	I participate in taking and sharing pictures with the group members	0.796	8.716	3.31	8.716	18.854
Estab]	37	7 I thank and appreciate the tour leader in private and in public.					
	30	I share my room with a person who needs to change her/his room for a valid reason	0.711				
Sacrifice	31	In order for the members of a family to have rooms next to each other, I exchange my room with them	0.783	8.486	3.22	8.486	27.340
Saci	40	I help the tour leader to deliver people's documents faster.	0.580	000	5		
	41	At the hotel, tour members can count on my support to solve their problems.	0.705				
праthу	8	If visiting a heritage attraction or cultural event is in the tour program and I am not interested in, I do not object because other people might enjoy visiting there.	0.743	13/			
and syn	17	When a tour guy needs to talk, I listen carefully.	0.808	8.421	3.20 0	8.421	35.762
Patience and sympathy	33	When injustice is done to me on tour, I am patient and bear it	0.509				
H	34	I am patient when one of the members is late and the tour falls behind schedule.	0.626				
tion	2	I encourage other tour members to participate in cultural events	0.596				
Active participation	7	I help the leader and group members to translate or interact with local people (when visiting heritage places or participating in cultural activities, shopping, ordering food, etc.).	0.579	7.296	2.77	7.296	43.058
Acı	27	I will provide other tour members with the information about cultural and heritage sites	0.592	•			

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- S					Rotati	on sums of squ	ared loading
Dimensions	Ite m	query	Factor load	Cronbach's alpha	EV	The percentage of variance	Cumulative %
	35	I appreciate the tour leader's responsibility, careful planning, or even good humor.	0.766				
ort	39	When the tour leader asks me to lead sub-groups, I take responsibility for sub-groups to support the tour leader.	0.571		2.73		
Support	44	When I witness the hard work of the tour leader, I contribute to support and encourage her/him to collect a substantial tip from the tour members.	0.633	7.199	6	7.199	50.257
	46	To appreciate the tour leader, I have a grateful attitude towards him	0.753				
	3	As a member of the tour, if I know an interesting heritage site or cultural activities, I will suggest them to the other members of the tour group.	0.513				
recommendation	12	To spend free time, I suggest entertaining programs to the group members especially cultural activities of the destination	0.672	6.411	2.43	6.411	56.668
recomm	14	When the tour leader is upset and worried because of an incident, I give her/him constructive suggestions.	0.643		6		
	16	I offer great ideas for members who want to buy gifts for their families in particular handicrafts	0.740	-			
. e	21	I help the children or the elderly in the tour group.	0.642				
Aid and assistance	23	I help members who need help carrying luggage.	0.512	5.674	2.15 6	5.674	62.342
Ai	24	if I find a cheaper item at the store, I let the group know.	0.793		U		
gu	4	I help the tour leader to encourage disengaged fellow travelers in cultural activities	0.522				
Establishing order	9	As a member of the tour, I help the tour leader to implement the itineraries(heritage sites, cultural activities etc)	0.563	5.586	2.12	5.586	67.298
	19	I help the tour leader find missing people.	0.837				
	10	When my group is chosen as a representative to negotiate with the tour leader, I don't object	0.519				
Compensation	29	I am not satisfied with the loss of my group mates and in some cases I undertake to compensate them	0.556	5.743	2.08	5.743	73.401
Compe	negotiate with the tour leader, I don't object 1 am not satisfied with the loss of my group mates	0.794	3.743 0		5.175	75.401	
sonal	26	I invite fellow travelers for coffee or tea to establish a more intimate relationship	0.811		1.69		
Interpersonal	42	I help the tour leader to find the right places or when participating in cultural activities	0.599	4.471	9	4.471	77.872

To compare the average scores of the variables, a one-sample t-test was conducted. The results, presented in Table V, reveal that the average score for all scales surpasses 3.0, and the Sig. (2-tailed) value is 0.00 (<0.05). This indicates that all variables have reached the mean at a statistically significant level.

Table 5. One-sample test

				-			
Dimensions	Mean	T value	df	Sig2) Mean tailed) difference		%95confidence interval of the difference	
					lower	upper	
Cooperation	3/996	16/555	383	0/000	0.996	0/878	1/114
Establishing peace and intimacy	4/306	27/301	383	0/000	1.3055	1/211	1/400
Sacrifice	4/171	23/748	383	0/000	1.1705	1/072	1/269
Patience and sympathy	3/957	20/748	383	0/000	0.9568	0/866	1/0477
Active participation	3/888	16/479	383	0/000	0.888	0/782	0/994
support	4/037	25/229	383	0/000	1.0365	0/956	1/117
Recommendation	3/982	19/061	383	0/000	0.982	0/881	1/083
Aid and assistance	4/193	24/705	383	0/000	1.193	1/098	1/288
Establishing order	3/837	17/732	383	0/000	0.837	0/742	0/932
Compensation	4/028	22/502	383	0/000	1.028	0/938	1/118
Interpersonal interaction	3/988	17/667	383	0/000	0.988	0/878	1/098

Conclusion

The tourist experience is a fundamental factor for determining the future behavior of tourists, especially revisiting the destination. Apart from the behavior of service providers and residents of the destination, one of the things that can affect the experience of tourists is the behavior of fellow travelers. In addition to enrichment of experience of tourists, these behaviors also affect the way providers offer services, and in other words, they facilitate the value creation process. Tourist citizenship behavior, which is derived from organizational citizenship behavior, emphasizes the voluntary behaviors that tourists can perform during their trip. Particularly, since in recent perspective, tourists want to be more than a solely passive visitor willing to be an active participant and engage creatively in cultural heritage tourism. To reach this goal, tourist citizenship behavior is a necessary factor.

Since most of the studies in tourism have examined the citizenship behaviors of employees, it is necessary to gain an insight related to the citizenship behaviors of tourists. As a result, the aim of the current research was to identify the dimensions of citizenship behavior from the perspective of tourists, which respectively include 11 different dimensions namely cooperation, establishing peace and intimacy, sacrifice, patience and sympathy, active participation, support, recommendation, aid and

assistance, establishing order, compensation and the last one interpersonal interaction. The findings of the current research, on one hand, confirm the dimensions stated in previous studies, and on the other hand, provide new dimensions and categories.

The most important theory that interprets the tourist's citizenship behavior is the social exchange theory. According to the social exchange theory, the perceived value encourages compensating, in other words, when one party receives a benefit or assistance from the other party, it feels compelled to the other party to compensate. Therefore, when tourists perceive high value, they try to make up for them by engaging in discretionary behaviors in relation to service providers and are more likely to give feedback to employees, recommend the services they received to others, and help other customers by allocating time and energy (Choi & Lotz, 2018, Groth 2005 (Zhu et al., 2016, Tsaur, et al., 2021).

The first identified dimension in the current research is cooperation, which is similar to the dimensions presented in the research of Bettencourt (1997) (participation) and Guo et al. (2013) (civic participation). With these voluntary behaviors, the tourist tries to help the service provider in management. Such behaviors of tourists are very effective in the value creation process taking step forward to the rich cultural heritage experience in particular participation in cultural activities in the destination.

The dimensions of aid and assistance, sympathy and patience are dimensions that directly concern other tourists. Helping other tourists is one of the dimensions that have been considered in past research and it was also identified and confirmed in the present research. This means that the customer tries to help other customers by performing behaviors, considering that in tourism tours there are various people with adverse conditions, so helping others becomes more important. Sympathy and patience is another identified next, which is consistent with the findings of past research, such as flexibility (Bove, 2009; Al Halbusi, 2020) and tolerance (Yi & Gong, 2013). Patience refers to adaptability to conditions that are beyond a person's control. In cultural and heritage tours visiting some places or participating in some cultural events might not be found interesting to all members, in this case, patience can help other to enjoy and create positive experience. Although the dimension of active participation is similar to the dimension of civic virtue in Guo et al. (2013), it goes beyond it. The dimension of civil virtue refers to the voluntary behavior of the customer for service management, but the dimension found in this research, in addition to that, tries to improve the relationship between the customer and the service provider, and also the tasks that are even beyond the role of the service provider such as sharing useful information about heritage and cultural sites or events which surely can be considered as a vale co creation act. Creating memorable experience in cultural heritage tours depends mostly on participation in cultural events and engagement in those activities also interacting with local people. Therefore, facilitation of this process can be great help to reach this goal. Although the dimension of self-sacrifice

is similar to the dimension of helping in Yi and Gong's research (2013), one might show a higher level of helping others, as well as showing selflessness towards others, whether it is the group leader or other tourists, which means who sacrifices his rights for the peace of the group. For example, he gives them her/his room for the comfort of others. The compensation dimension is also a little similar to civil virtue (Di et al., 2010), but in this research, it shows a higher level and generously compensates possible damages caused by mistakes for the comfort of the group and the service provider. So that an unpleasant experience does not happen to any of the members. The identified dimensions of support in this research is similar to the dimension identified as offering suggestions for service improvement in Bove et al.'s (2009) research, and the next one as feedback in Yi and Gong's (2013). Based on this, the tourist provides information and feedback to the service providers or even praises them to improve the services. The difference between current and previous studies is that in addition to providing suggestions to the service provider or tour manager, it also helps tourists with suggestions and guidance. Recommendation refers to constructive behavior of each fellow traveler in the tour since they are very important to create memorable experience for tourists. Recommending idea about possible heritage sites to visit or cultural activities to participate or even reliable places to buy things contribute to the overall memorable experience of fellow travelers. In establishing order members actively participate in finding heritage places or encourage others to participate in cultural activities of a plan. The dimension of interpersonal interaction is also very important since helps to create better rapport in cultural and heritage tourism. The proposed model of the research is presented as figure 1.

Recommendations for future Studies

This research successfully identified the dimensions of tourist citizenship behavior in cultural and heritage tours. It is suggested that future studies address co creation activities of travelers in cultural and heritage tourism of Iran. In addition, it is recommended that future research explores citizenship behaviors in various contexts, such as the behaviors of tourists other types of tourism in particular religious or nature tours. Different dimensions may emerge due to the influence of local residents, the destination environment, or interactions with other stakeholders. Particularly citizenship behavior of local people in cultural and heritage tourism is vitally important. Furthermore, there is a need for additional experimental research to test the identified dimensions, particularly concerning the consequences of citizenship behaviors. These consequences can be categorized into three groups: those influencing the business, those related to customers, and those related to employees (Mitrega, 2022). Future studies should delve into each of these categories to provide a detailed understanding. Managers should be alartes that in any service ecosystem, multiple stakeholders play crucial roles. Therefore, future research should investigate the role of each stakeholder in shaping tourist citizenship behaviors.

Given the significance of customer citizenship behaviors for tourist businesses in terms of service delivery, value co-creation, lasting experiences, and financial outcomes, companies should actively work towards fostering a culture that encourages tourist participation and co-creation. This proactive approach will provide customers and tourists with opportunities to engage in these beneficial behaviors.

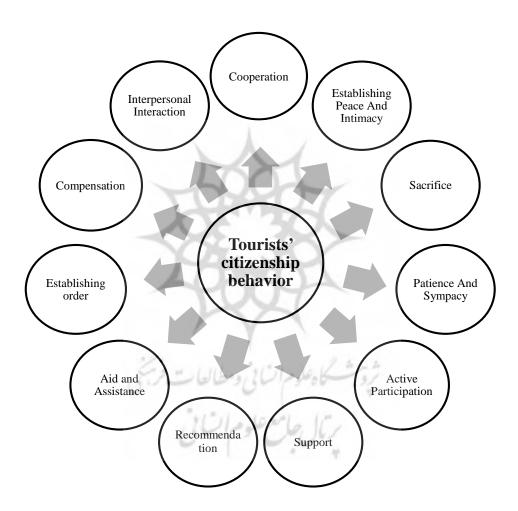


Figure 1. The proposed model of the research

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