

## **The Role of Social Media Marketing in Enhancing Customer Citizenship Behaviour: The Mediating Effect of Brand Loyalty in Cement Industry (Manado)**

**Jessica Stevanie Tumonggor, Lilly Linne Kainde**

*Program Studi Magister Management, Universitas Klabat*

### **Abstract**

This study investigates the role of Social Media Marketing (SMM) in enhancing Customer Citizenship Behaviour (CCB) in the cement industry, focusing on a regional market in Manado. The research is motivated by the growing importance of social media as a platform for technical communication, relationship building, and stakeholder engagement, particularly in construction-related industries where product reliability and trust are critical. Although previous studies have highlighted the benefits of digital engagement, limited research has examined how SMM influences voluntary customer behaviours through the mediating role of Brand Loyalty (BL). Using a quantitative descriptive correlational, data were collected from 300 respondents through an online questionnaire. Validity and reliability tests confirmed that all measurement indicators met statistical criteria. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) and SPSS to test both direct and mediating effects indicated strong and significant relationships among variables. The findings reveal that SMM has a positive effect on both BL and CCB. Mediation testing findings that BL partially mediates the relationship between SMM and CCB, indicating that SMM encourages voluntary supportive behaviours both directly and indirectly by strengthening customer loyalty. This study contributes to the literature by providing empirical evidence from an industrial, region-specific context and highlights the strategic role of digital communication in fostering customer advocacy, feedback, helping behaviour, and tolerance. These insights underscore the importance for industrial brands to invest in consistent, interactive, and value-oriented social media strategies to enhance long-term customer engagement and support.

**Keywords:** *Social media marketing, brand loyalty, customer citizenship behaviour.*

---

Copyright (c) 2026 Jessica Stevanie Tumonggor, Lilly Linne Kainde

✉ Corresponding author :

Email Address : [52420002@student.unklab.ac.id](mailto:52420002@student.unklab.ac.id), [linne@unklab.ac.id](mailto:linne@unklab.ac.id)

### **INTRODUCTION**

Social media has profoundly transformed brand–customer interaction, moving beyond one-way broadcast communication to turn professional and individual consumers in the construction sector into active participants and local advocates (Al-Haddad, 2025). For an industrial product like cement in the Manado market, social media is not just a platform for advertising but a crucial channel for demonstrating product reliability, sharing technical specifications, and addressing local construction

challenges (Kurniadi et al., 2021). This shift necessitates a re-evaluation of how digital investments translate into sustained trust and positive, voluntary advocacy within the local community.

While investment in social media marketing is increasing across all sectors, including B2B and regional markets, not all campaigns translate effectively into sustained customer loyalty or desirable post-purchase behaviours, such as positive recommendations among local contractors or distributors (Dwivedi et al., 2021). There is an essential need to understand the underlying mechanisms that link a cement brand's digital presence (focused on technical assurance and reliability) to the voluntary, altruistic actions of its stakeholders.

Prior research primarily focuses on the direct effects of social media engagement on immediate metrics in high-involvement consumer goods. However, limited studies have rigorously examined how SMM influences Customer Citizenship Behaviour (CCB) – the crucial voluntary contributions made by construction stakeholders, such as providing constructive feedback on product use, helping new builders with technical tips, actively defending the brand against local competitors, and demonstrating tolerance during operational difficulties (Naparini et al., 2025). Specifically, the role of brand loyalty as the critical psychological bridge between SMM activities and CCB in a regional industrial context remains underexplored.

Previous study findings the use of social media in marketing has been shown to strengthen the quality of relationships between brands and customers because it enables fast, two-way, and continuous interactions. Prior studies indicate that social media marketing plays a crucial role in shaping customer value perceptions, trust, and long-term commitment toward a brand (Dwivedi et al., 2021). In highly technical industries such as construction, social media content that highlights product reliability, technical education, and responsive communication becomes an essential driver of both emotional and professional attachment to the brand. Another findings also show that social media marketing not only enhances brand awareness but significantly reinforces brand loyalty, which subsequently leads to positive voluntary behaviours such as advocacy, constructive feedback, and helping other users (Mushtaq et al., 2025; Zaman et al., 2025). Research by (Tian et al., 2022) confirms that customers with strong loyalty tend to display customer citizenship behaviour (CCB) non-contractual, discretionary actions that support the brand over time. These insights underscore the importance of examining how SMM can foster such beneficial behaviours, particularly in a regional context like Manado, where the relationship between the brand and the local construction community plays a vital role in sustaining the market performance of industrial products such as cement.

The primary purpose of this study is to systematically examine the relationship between social media marketing and customer citizenship behaviour for a cement brand, with a specific focus on identifying and validating brand loyalty as a key mediator in this Manado-based context. According to this study purpose the researcher develop the research question become :

1. Does social media marketing impact customer citizenship behaviour for a cement brand in Manado?
2. Does social media marketing impact brand loyalty for a cement brand in Manado?

3. Does brand loyalty impact to the customer citizenship behaviour in cement brand Manado?
4. Does brand loyalty mediate the relationship between social media marketing and customer citizenship behaviour in the Cement brand in Manado?

## 2. Literature Review

### 2.1. Social Media Marketing (SMM)

SMM is view as a multidimensional concept that reflects how customers see and interact with a brand social media efforts. Base on study of Kim and Ko (2012) SMM is measured through these dimensions entertainment, interaction, trendiness, customization, and word-of-mouth (WOM) which are represent the experiential and relational value found in digital platforms. Social Media Marketing is formally defined as the use of social platforms and digital networks to perform marketing activities aimed at creating engagement, enhancing brand awareness, and facilitating value co-creation (Dwivedi et al., 2021). For the cement industry, key dimensions of SMM must include the provision of technical content, interaction, reliability messaging, and fostering local word-of-mouth communication among builders and contractors (Mithin, 2025). Effective SMM is theorized to strengthen customer brand relationships through building technical trust and fostering high-quality, long-term commitment (Naparín et al., 2025).

### 2.2. Brand Loyalty (BL)

Brand Loyalty refers to the customer's deeply held commitment to rebuy or re-patronise a preferred product or service consistently in the future (Mushtaq et al., 2025). In the cement context, loyalty is crucial because switching costs (both financial and risk-based) are high. It is conceptualized as having two components: attitudinal loyalty (trust in the brand's reliability and quality) and behavioral loyalty (consistent specification/purchase in projects) (Kandampully et al., 2022). Loyalty acts as a pivotal outcome of relationship quality, mediating between technical satisfaction and valuable behaviours like advocacy among peer contractors (Zaman et al., 2025).

### 2.3. Customer Citizenship Behaviour (CCB)

Customer Citizenship Behaviour encompasses discretionary, non-contractual, and voluntary behaviours by customers that are beneficial to the brand (Tian et al., 2022). In the Manado cement context, essential dimensions of CCB include: providing feedback (reporting specific use-case results or challenges), helping other builders (e.g., recommending technical solutions on online forums), positive advocacy (actively defending the brand's quality against competitors in local construction meetings or social groups), and tolerance (remaining patient and committed when encountering temporary product shortages, delivery delays, or minor service failures, understanding the context-specific challenges in construction) (Pai Vernekar et al.,

2025). CCB is strongly associated with high levels of relational quality and product trust.

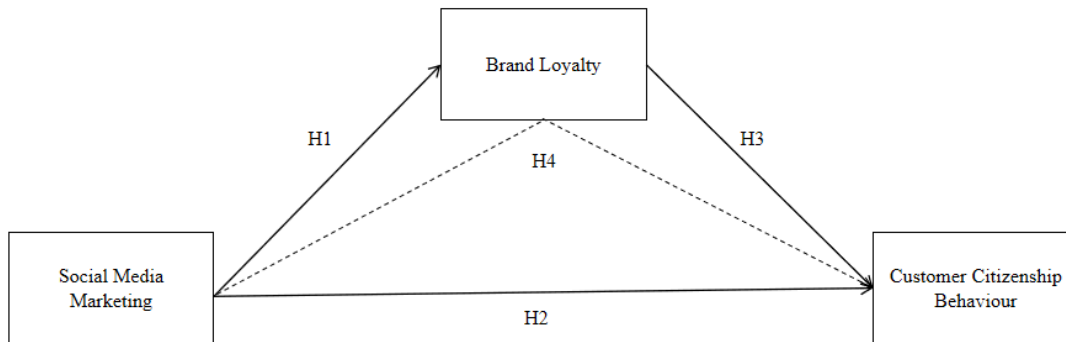
#### 2.4. Theoretical Foundation

Social Exchange Theory Blau, (1964) provides the foundational behavioral logic that frames the relationships within this study's conceptual model. In the context of the cement industry in Manado, social media marketing (SMM) initiatives such as technical guidance, reliable information, promotional offerings, and responsive digital communication serve as valuable rewards for construction stakeholders. When these interactions consistently deliver high utility with minimal effort or sacrifice from customers, a sense of trust and commitment emerges, reinforcing Brand Loyalty as a positive relational outcome. Furthermore, SET explains the behavioral transformation from loyalty to Customer Citizenship Behaviour (CCB). As stakeholders become more committed to the brand, they develop a sense of obligation and reciprocity, motivating them to engage in voluntary and beneficial actions such as advocacy, proactive feedback, or assisting fellow customers. These behaviors represent a form of social repayment that supports the continuity of a mutually beneficial relationship. Thus, SET offers a compelling explanation of why SMM fosters Brand Loyalty and, sequentially, why loyal customers are more willing to exhibit CCB toward cement brands.

Relationship Marketing Theory Berry, (1983) emphasizes the development and maintenance of long-term, mutually beneficial relationships between companies and their customers, rather than merely pursuing short-term transactional exchanges. The core objective of relationship marketing is to foster trust, commitment, and emotional bonds that ultimately enhance customer retention and strengthen loyalty over time. Through ongoing value delivery and constant engagement, firms aim to meet customer expectations consistently, resulting in a durable relational attachment that competitors find difficult to disrupt. In the context of social media marketing (SMM) within the cement industry in Manado, Relationship Marketing Theory offers a relevant theoretical foundation. Social media platforms provide opportunities for cement brands to engage in continuous interaction with construction stakeholders—offering support, personalized communication, education, and transparency about product availability and performance. These sustained relational efforts build Brand Loyalty by generating confidence, familiarity, and satisfaction with the brand. Once loyalty has been established, customers are more motivated to reciprocate through Customer Citizenship Behaviour (CCB) such as advocating the brand to others, giving constructive feedback, and voluntarily assisting peer users. This aligns with the principles of relationship marketing, which suggest that strong relationships not only retain customers but also stimulate voluntary supportive behaviors that enhance overall brand performance.

#### 2.5 Conceptual Framework

The conceptual model proposes a sequential flow: Social Media Marketing drives Brand Loyalty, which, in turn, drives Customer Citizenship Behaviour.

**Figure 1.** Theoretical Framework

## 2.5. Hypotheses Development

Based on Social Exchange Theory (Blau, 1964) and Relationship Marketing Theory (Berry, 1983), social media marketing (SMM) is expected to strengthen customer perceptions of value and engagement, leading to enhanced relational outcomes. When cement brands provide continuous digital support through social media, customers are more likely to develop strong brand loyalty, reflecting a positive and committed relationship (H1). Additionally, SMM can directly stimulate Customer Citizenship Behaviour (CCB) as customers reciprocate the benefits they receive by voluntarily supporting the brand (H2). Once loyalty is established, customers become more willing to advocate, offer feedback, and help others, showing that brand loyalty is a key driver of CCB (H3). Furthermore, loyalty serves as an essential mediating mechanism, explaining how SMM ultimately influences CCB through strengthened relationship bonds (H4). Here are the Hypothesis :

### **H<sub>1</sub>: Social media marketing has a significant positive effect on brand loyalty.**

High-quality, interactive SMM content, particularly that demonstrating technical expertise and product reliability, creates commitment and value, solidifying attitudinal and behavioral loyalty among construction stakeholders (Mushtaq et al., 2025)

### **H<sub>2</sub>: Social media marketing has a significant positive effect on customer citizenship behaviour.**

The engaging nature of SMM can directly motivate customers to participate in citizenship behaviour, such as providing prompt technical feedback or showing tolerance when supply chain issues arise, even if that effect is partially routed through loyalty (Zaman et al., 2025).

### **H<sub>3</sub>: Brand loyalty has a significant positive effect on customer citizenship behaviour.**

Customers highly loyal to a reliable cement brand both in trust and consistent use are more inclined to voluntarily engage in activities that benefit the brand, viewing this support as an extension of their commitment to quality construction. This includes providing feedback, advocating for the brand, helping peers, and demonstrating tolerance during issues (Mithin, 2025)

#### **H<sub>4</sub>: Brand loyalty mediates the relationship between social media marketing and customer citizenship behaviour.**

Brand loyalty acts as the crucial psychological mechanism built on perceived quality and technical assurance through which construction stakeholders transition from passively consuming SMM content to actively defending, advocating, and showing tolerance for the brand locally (Chotisarn & Phuthong, 2025; Jain, 2024)

### **3. Research Methodology**

#### **3.1. Research Design**

This study employs a Descriptive Correlation research design aimed at examining the causal relationship between Social Media Marketing, Brand Loyalty, and Customer Citizenship Behaviour. The design is appropriate because the study seeks to identify both direct effects and indirect (mediated) effects among variables through statistical testing using SPSS and Smart PLS.

#### **3.2. Population and Sample**

The population of this study consists of individuals who actively use social media and interact with brand-related content. The sample was determined using a non-probability purposive sampling technique, where respondents were selected based on their relevance to the study objectives and their experience with social media marketing activities of the brand. According to the guidelines for Structural Equation Modeling (SEM), particularly using the PLS-SEM approach, the minimum required sample size follows the "10-times rule" (Hair et al., 2021). A total of 300 were collected, which meets the minimum requirement for regression and mediation analysis using SPSS.

#### **3.3. Data Collection**

Data were collected via an online questionnaire (Google Form) to maximize reach and efficiency. All constructs were measured using a 7-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree). Data collection was anonymous and voluntary. The respondents are ever buy the cement product within 3 months to 1 year and they have ever seen the content of the brand through social media platform.

#### **3.4. Measurement Scales**

The use of a Likert scale is appropriate for behavioral and attitudinal constructs because it allows the subjective evaluation of respondents to be quantified and statistically analyzed. Additionally, the Seven-point format provides sufficient

response variation while maintaining simplicity and clarity for participants in the cement industry context.

| Variable                       | Source            | Measurement Scale | Key Dimensions   |
|--------------------------------|-------------------|-------------------|--|
| Social Media Marketing         | Kim & Ko, 2012    | 7-point Likert    | Measures perceived entertainment, interaction, customization, word of mouth, and trendiness of SMM activities. |
| Customer Citizenship Behaviour | Tian et al., 2022 | 7-point Likert    | Feedback, Advocacy, Helping, Tolerance   |
| Brand Loyalty                  | Keller, 1993      | 7-point Likert    | Measures behavioral commitment and emotional attachment.   |

### 3.5. Data Analysis

The data were analysed using SPSS and Smart PLS. Smart PLS was used to perform for validity on Cross Loadings, Cronbach's Alpha for reliability. The structural model was evaluated using Smart PLS Path Analysis.

## 4. Result & Discuss

This part describes the analysis obtained from data collected through questionnaire, as well as data interpretation to answer the research questions formulated in chapter one. Quantitative data collected through the questionnaire were compiled into worksheets and analyzed using SPSS and SmartPLS version 4. The findings are explained in detail below.

### 4.1 Respondent Demographic Analysis

The demographic table distinguishes respondents based on gender, City/District and Occupation. Table 4.1 describes the profile of respondents in this study. This study have 300 respondent, 172 were male and 128 were female. Respondents' Age varied with the two highest 109 were 25-30 years old, 72 were 30-35 years old. Based on City/District, respondents from Manado reach 70.7% and the second from Minahasa 16.3%, the Occupation were from the Private Employee 131 followed by Entrepreneur 62.

**Table 4.1** Respondent Demographic Data

| Variable      | Level          | N   | %    |
|---------------|----------------|-----|------|
| Gender        | Male           | 172 | 57.3 |
|               | Female         | 128 | 42.7 |
| Age           | 20-25 Year     | 19  | 6.3  |
|               | 25-30 Year     | 109 | 36.3 |
|               | 30-35 Year     | 72  | 24.0 |
|               | 35-40 Year     | 45  | 15.0 |
|               | 41-45 Year     | 38  | 12.7 |
|               | Others         | 17  | 5.7  |
| City/District | Manado         | 212 | 70.7 |
|               | Minahasa       | 49  | 16.3 |
|               | South Minahasa | 16  | 5.3  |
|               | North Minahasa | 23  | 7.7  |

### 4.2 Descriptive Analysis Statistic

Data collected through questionnaires and processed using SPSS, a summary of descriptive statistics is presented in Table 4.2. The N is 300 represented the total respondent of this study. Min is 1 and Max is 7 represent to the scale of the questionnaire. The highest mean value is 5.53 which is the answer of the questionnaire is positive. The standard deviation the lowest is 0.92 indicating that the data are homogeneous, meaning no significant gap exists for this variable.

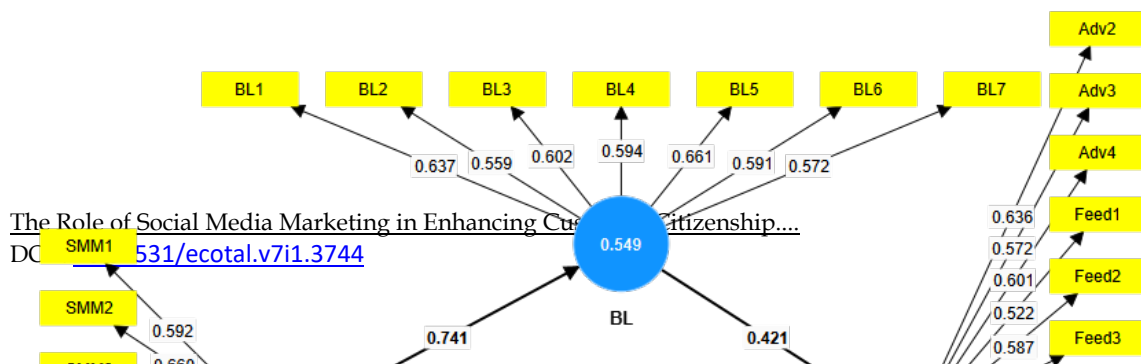
Table 4.2 Respondent Descriptive Statistic

|                        | N   | Min | Max | Mean  | Std. Deviation |
|------------------------|-----|-----|-----|-------|----------------|
| Social Media Marketing | 300 | 1   | 7   | 5.530 | 0.93           |
| Brand Loyalty          | 300 | 1   | 7   | 5.539 | 0.92           |
| CCB - Feed             | 300 | 1   | 7   | 5.535 | 0.95           |
| CCB-Advocacy           | 300 | 1   | 7   | 5.491 | 1.00           |
| CCB- Help              | 300 | 1   | 7   | 5.531 | 0.97           |
| CCB-Tolerance          | 300 | 1   | 7   | 5.459 | 0.94           |

### 4.3 Measurement Evaluation Model

The measurement model was developed Before conducting hypothesis testing to test the validity and reliability which are of each variable: Social Media Marketing, Brand Loyalty and Customer Citizenship Behaviour. Validity testing evaluates whether indicators measure the intended construct, while reliability evaluates the consistency of measurement.

Figure 4.1 Measurement Model



### 4.3.1 Discriminant Validity

Cross loadings indicate the extent to which an indicator is associated with other variables. The cross-loading analysis presented in Table 4.3 indicates that the correlation coefficients between each indicator and its corresponding construct exhibit greater than the correlation coefficients between the indicator and other unrelated constructs. Thus, it can be concluded that the variables in this study demonstrate satisfactory discriminant validity.

**Table 4.3** Cross Loadings (Validity Test)

|       | BL    | CCB   | SMM   |
|-------|-------|-------|-------|
| Adv2  | 0,488 | 0,636 | 0,471 |
| Adv3  | 0,428 | 0,572 | 0,462 |
| Adv4  | 0,474 | 0,601 | 0,467 |
| BL1   | 0,637 | 0,488 | 0,537 |
| BL2   | 0,559 | 0,433 | 0,396 |
| BL3   | 0,602 | 0,469 | 0,453 |
| BL4   | 0,594 | 0,456 | 0,439 |
| BL5   | 0,661 | 0,518 | 0,487 |
| BL6   | 0,591 | 0,438 | 0,407 |
| BL7   | 0,572 | 0,412 | 0,389 |
| Feed1 | 0,410 | 0,522 | 0,459 |
| Feed2 | 0,439 | 0,587 | 0,390 |
| Feed3 | 0,364 | 0,538 | 0,396 |
| Feed4 | 0,403 | 0,550 | 0,429 |
| Help1 | 0,340 | 0,507 | 0,403 |
| Help2 | 0,462 | 0,541 | 0,477 |
| Help3 | 0,577 | 0,681 | 0,561 |
| Help4 | 0,489 | 0,673 | 0,496 |
| SMM1  | 0,417 | 0,468 | 0,592 |
| SMM2  | 0,496 | 0,493 | 0,660 |
| SMM3  | 0,371 | 0,467 | 0,619 |
| SMM4  | 0,405 | 0,466 | 0,558 |
| SMM5  | 0,509 | 0,468 | 0,619 |
| SMM6  | 0,450 | 0,428 | 0,579 |
| SMM7  | 0,460 | 0,476 | 0,585 |
| To11  | 0,445 | 0,601 | 0,421 |
| To12  | 0,413 | 0,562 | 0,469 |
| To13  | 0,460 | 0,581 | 0,396 |

### 4.3.2 Variable Reliability Test

Reliability testing was conducted to assess the extent to which the collected data reflect the accuracy of the study. In this analysis, the variables under investigation were evaluated using Cronbach’s alpha (CA) and composite reliability (CR). All variables achieved Cronbach’s alpha (CA) and composite reliability (CR) values exceeding 0.70. Based on the test results presented in Table 4.4, it can be concluded that all variables examined in this study is meet the criteria.

**Table 4.4** Reliability Test

|                                | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) |
|--------------------------------|------------------|-------------------------------|-------------------------------|
| Brand Loyalty                  | 0,708            | 0,712                         | 0,800                         |
| Customer Citizenship Behaviour | 0,850            | 0,854                         | 0,878                         |
| Social Media Marketing         | 0,707            | 0,708                         | 0,799                         |

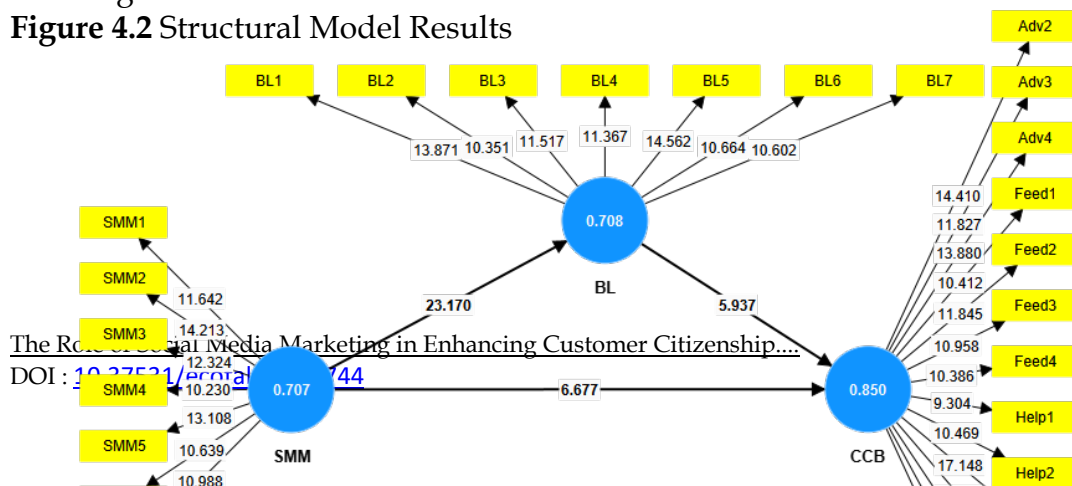
### 4.4 Goodness of fit Model Testing

The purpose of this test is to determine whether the structural model in this study is consistent with reality or empirical data. In this study, the indicators used to assess goodness of fit base the Standardized Root Mean Square Residual (SRMR) below <0.8 and after test the SRMR is 0.067. The NFI Normed Fit Index score is 0.705, which is above the minimum recommended threshold of 0.50, indicating that the model provides a satisfactory level of incremental fit. Together, this evidence confirms that the proposed research model meets acceptable model fit standards and can be considered structurally sound for hypothesis evaluation.

### 4.5. Structural Model Test Result

After completing the measurement model assessment to ensure the validity and reliability of all indicators, this study proceeded to the evaluation of the structural model. In the structural model analysis, the significance of the path coefficients was evaluated using the PLS Bootstrapping feature available in the Smart PLS statistical software. The results of the structural model evaluation are presented in Table 4.9 Table figure 4.2.

**Figure 4.2** Structural Model Results



**Table 4.5** Hypothesis Structural Model Result

|   | Original<br>sample<br>(O) | Standard<br>deviation<br>(STDEV) | T statistics<br>(O/STDEV) | P values |
|---|---------------------------|----------------------------------|---------------------------|----------|
| Social Media Marketing - Brand Loyalty                                  | 0,741                     | 0,032                            | 23,170                    | 0,000    |
| Social Media Marketing - Customer Citizenship Behaviour                 | 0,463                     | 0,069                            | 6,677                     | 0,000    |
| Brand Loyalty - Customer Citizenship Behaviour                          | 0,421                     | 0,071                            | 5,937                     | 0,000    |
| Social Media Marketing - Brand Loyalty - Customer Citizenship Behaviour | 0,312                     | 0,055                            | 5,692                     | 0,000    |

Regarding the first hypothesis, Social Media Marketing (SMM) has a significant positive effect on Brand Loyalty  $\beta=23.17$ , p-value 0.000 then first hypothesis is accepted. The testing results of the second hypothesis also indicate a significant and positive influence of the Social Media Marketing (SMM) on Customer Citizenship Behaviour  $\beta=6.677$ , p-value <0.000 then second hypothesis is accepted. The result also support the third hypothesis, showing that Brand Loyalty has a significant positive effect on Customer Citizenship Behaviour  $\beta=5.937$ , p-value <0.000. Lastly the fourth hypothesis according to the result show that Brand Loyalty mediates the relationship between Social Media Marketing and Brand Loyalty  $\beta=5.692$ , p-value <0.000 then the fourth hypothesis is accepted.

#### 4.6 Findings and Discussion

Based on these findings it can be explained that the first hypothesis confirms that effective SMM activities are powerful driver in fostering customer loyalty towards cement brands in Manado. This relationship is strongly anchored in Relationship Marketing Theory Berry, (1983) the theory posits that long term, mutually beneficial relationships are built through consistent engagement and value delivery, which in turn foster trust and commitment. By providing technical content, responsive communication and interactive platforms, cement brands in Manado consistently delivery beyond the transaction. The finding aligns with prior research. Mushtaq et al. (2025) emphasized that marketing efforts which enhance customer experience significantly reinforce brand loyalty. Similarly, Dwivedi et al. (2021) highlighted that social media marketing plays a crucial role in shaping long-term commitment toward

a brand by facilitating continuous, two-way interactions. In the industrial context, the study by Kurniadi et al. (2021) on cement purchasing decisions also underscored the importance of digital presence in building brand loyalty.

The Second hypothesis indicate that SMM initiatives can directly motivate customers to engage in voluntary, beneficial behaviours without the full intermediation of brand loyalty. Social Exchange Theory by Blau (1964) posits that individuals are driven by a norm of reciprocity, they feel obligated to repay benefits they receive. In the cement industry context, when the brand offers valuable rewards through SMM such as technical support, updates, useful content, customers view this as a beneficial investment in the relationship. This perceived value creates a sense of goodwill, prompting customers to reciprocate by exhibiting supportive actions, such as providing positive feedback or advocating for the brand. Zaman et al. (2025) found that the engaging nature of social media can directly motivate customers to participate in citizenship behaviours. Even before a deep sense of loyalty is fully formed, a well timed solution to a technical problem or an insightful post shared on social media can make contractor to immediately reciprocate by leaving a positive comment or sharing that post with a colleague.

The third hypothesis result indicate that loyal customers are significantly more likely to engage in voluntary, extra-role behaviours that support the brand. This relationship is a cornerstone of both Social Exchange Theory and Relationship Marketing Theory. From a social exchange perspective, loyal customers, who have accumulated a history of positive exchanges with the brand, develop a stronger and more enduring sense of obligation and partnership. Relationship Marketing Theory further explains that strong relational bonds transform customers into "partners" who are intrinsically motivated to support the brand's ecosystem. Their commitment moves beyond mere repurchase to active advocacy and support, viewing the brand's success as their own. Tian et al. (2022) confirmed that customers with strong loyalty tend to display customer citizenship behaviour. In a service context, Gong & Yi (2021) also established a strong link between relational quality of which loyalty is a key outcome and the exhibition of citizenship behaviours. Mithin (2025) specifically noted in the cement context that loyal customers are inclined to advocate for the brand and help peers.

The fourth hypothesis result confirms SMM influences CCB through two parallel pathways directly and indirectly by first building Brand Loyalty, which in turn fosters CCB. The partial mediation effect perfectly encapsulates the sequential logic of the integrated theoretical framework. Social Media Marketing initiates the exchange. Relationship Marketing Theory explains the first part of the mediation: consistent SMM builds the relationship, resulting in Brand Loyalty. Then, Social Exchange Theory explains this established loyalty strengthens the customer's sense of partnership and obligation, motivating them to engage in Customer Citizenship Behaviour as a higher form of reciprocity. The findings of Chotisarn & Phuthong (2025) align with this findings suggesting that brand loyalty acts as a crucial psychological mechanism through which marketing activities translate into active customer advocacy and support. The mediated relationship is consistent with broader marketing literature, where loyalty is a well established mediator between marketing efforts and positive behavioural outcomes.

## 5. Conclusion

This study concludes that Social Media Marketing (SMM) has a strong and significant positive effect on Customer Citizenship Behaviour (CCB). Effective social media activities encourage customers to provide feedback, help other customers, and support the brand voluntarily. The findings also show that Social Media Marketing significantly increases Brand Loyalty (BL), indicating that engaging and consistent digital interactions strengthen customers' emotional attachment to the brand. Furthermore, Brand Loyalty partially mediates the relationship between Social Media Marketing and Customer Citizenship Behaviour. This means that SMM not only directly encourages voluntary customer actions but also strengthens loyalty, which further enhances such behaviour. Overall, Social Media Marketing plays an important role in building loyalty and fostering positive customer behaviours that contribute to the brand's long-term success.

This study advances theory by demonstrating how Social Media Marketing (SMM) influences Customer Citizenship Behaviour (CCB) in the cement industry through the formation of Brand Loyalty, reinforcing core propositions from both Social Exchange Theory and Relationship Marketing Theory. The empirical findings show that when customers perceive consistent relational value and positive exchange interactions through digital engagement, they respond with stronger emotional attachment, which facilitates voluntary, extra-role behaviors such as advocacy and helping other consumers. By validating the mediating role of Brand Loyalty, this research clarifies the mechanism through which SMM drives customer contributions that go beyond transactional outcomes. Additionally, by applying these theories in a B2B industrial context that has been underrepresented in the literature, the study extends their generalization and enriches the scholarly understanding of digital relationship building within traditional manufacturing sectors.

This study successfully achieved all of its stated objectives. The findings contribute valuable insights for cement producers, emphasizing that digital engagement through social media serves as a strategic pathway to strengthen both brand positioning and Customer Citizenship Behaviour (CCB), particularly within the Manado cement market. From a managerial perspective, the results underscore that social media platforms should not be treated simply as communication outlets, but rather as strategic environments for crafting cohesive and memorable brand experiences. Cement producers are encouraged to invest in high-quality content that communicates a strong brand narrative, engages stakeholders, and delivers consistent visual and emotional cues across digital channels.

Despite these contributions, several limitations must be acknowledged. First, the sample was limited to respondents in Manado, which may restrict the generalizability of the results to other regions where industrial conditions and consumer behavior differ. Future research should consider expanding the sample to include multiple provinces for comparative insights. Second, data collected through self-reported questionnaires may not always fully reflect respondents' true perceptions due to varying interpretations and levels of understanding among participants. Future studies could employ mixed-method approaches to enhance the accuracy and depth of customer insights.

## Reference

- Ahmad, F., Mustafa, K., Hamid, S. A. R., Khawaja, K. F., Zada, S., Jamil, S., Qaisar, M. N., Vega-Muñoz, A., Contreras-Barraza, N., & Anwer, N. (2022). Online Customer Experience Leads to Loyalty via Customer Engagement: Moderating Role of Value Co-creation. *Frontiers in Psychology, 13*, 897851. <https://doi.org/10.3389/FPSYG.2022.897851/BIBTEX>
- Al-Haddad, H. (2025). *The Effects of Culture and Work Engagement on Digital Transformation Performance in the Islamic Banking Industry of Kuwait*. <https://doi.org/10.25916/SUT.29123321.V1>

- Balaji, M. S., Jiang, Y., & Jha, S. (2021). Nanoinfluencer marketing: How message features affect credibility and behavioral intentions. *Journal of Business Research*, 136, 293–304. <https://doi.org/10.1016/J.JBUSRES.2021.07.049>
- Chandra Kafle Asst Professor, S. (2019). Correlation and Regression Analysis Using SPSS. *The OCEM Journal of Management, Technology, and Social Sciences*, 1(1), 125–132. <https://journal.oxfordcollege.edu.np/index.php/ojmts/article/view/14>
- Chotisarn, N., & Phuthong, T. (2025). Mapping the landscape of marketing technology: trends, theories and trajectories in ecosystem research. *Cogent Business and Management*, 12(1). <https://doi.org/10.1080/23311975.2024.2448608>;WGROU P:STRING:PUBLICATION
- Dwivedi, Y. K., Ismagilova, E., Hughes, D. L., Carlson, J., Filieri, R., Jacobson, J., Jain, V., Karjaluoto, H., Kefi, H., Krishen, A. S., Kumar, V., Rahman, M. M., Raman, R., Rauschnabel, P. A., Rowley, J., Salo, J., Tran, G. A., & Wang, Y. (2021). Setting the future of digital and social media marketing research: Perspectives and research propositions. *International Journal of Information Management*, 59, 102168. <https://doi.org/10.1016/J.IJINFOMGT.2020.102168>
- Gong, T., & Yi, Y. (2021). A review of customer citizenship behaviors in the service context. *Service Industries Journal*, 41(3–4), 169–199. <https://doi.org/10.1080/02642069.2019.1680641>;SUBPAGE:STRING:ABSTRAC T;JOURNAL:JOURNAL:FSIJ19;WGROU P:STRING:PUBLICATION
- Jain, S. (2024). Ambidextrous leadership, social capital, creative behaviour and well-being: a mediation-moderation model. *International Journal of Organizational Analysis*, 32(9), 1615–1634. <https://doi.org/10.1108/IJOA-02-2023-3652>
- Kandampully, J., Bilgihan, A., & Li, D. K. (2022). Unifying technology and people: revisiting service in a digitally transformed world. *Service Industries Journal*, 42(1–2), 21–41. <https://doi.org/10.1080/02642069.2021.1965578>;WGROU P:STRING:PUBLICATION
- Kurniadi, K. (Karthi), Wahab, Z. (Zakaria), Widiyanti, M. (Marlina), & Adam, M. (Mohamad). (2021). Influence of Digital Marketing and Product Quality on Decision to Purchase Cement at PT. Semen Baturaja (Persero), Tbk. *International Journal of Business, Economics and Management*, 4(2), 395–400. <https://doi.org/10.31295/IJBEM.V4N2.1716>
- Lee, C. T., & Hsieh, S. H. (2022). Can social media-based brand communities build brand relationships? Examining the effect of community engagement on brand love. *Behaviour and Information Technology*, 41(6), 1270–1285. <https://doi.org/10.1080/0144929X.2021.1872704>;WEBSITE:WEBSITE:TFOPB;P AGEGROUP:STRING:PUBLICATION

- Mithin, L. A. (2025). Measuring customer attitude towards Crown Cement. *BRAC University*. <https://dspace.bracu.ac.bd:8443/xmlui/handle/10361/26703>
- Mulcahy, R., Russell-Bennett, R., & Previte, J. (2021). Creating Loyal Prosocial Transformative Service Consumers: A Proposed Model With Direct and Indirect Effects. *Australasian Marketing Journal*, 29(1), 41–53. <https://doi.org/10.1177/1839334921998518>
- Mushtaq, A., Hussain, N., Qasif, M., & Latif, A. (2025). IMPACT OF SENSORY MARKETING AND BRAND EXPERIENCE ON PERCEIVED BRAND PRESTIGE AND ITS IMPACT ON BRAND LOYALTY IN LUXURY RETAIL: THE ROLE OF CONSUMER PERSONALITY TRAITS. *Journal of Management Science Research Review*, 4(3), 186–223. <https://doi.org/10.5281/zenodo.16457627>
- Naparin, M., Prihatiningrum, R. Y., Claudia, M., & Adriani, A. (2025). Transforming customer behavior into pro-environmental citizenship as a new challenge in sustainability-based marketing communication in ecotourism industry. *Cogent Business & Management*. <https://doi.org/10.1080/23311975.2025.2567628>
- Pai Vernekar, V. G., G Pai Vernekar, B. V, Houwing, E., Delft, T., Supervisor Ir van Os, st M., & Supervisor, N. (2025). CRAFTING A COMPREHENSIVE SOLUTION TO PERSISTENT PAYMENT ISSUES IN THE CONSTRUCTION INDUSTRY: STRENGTHENING RELATIONAL RESILIENCE *Crafting a Comprehensive Solution to Persistent Payment Issues in the Construction Industry: Strengthening Relational Resili....* Delft University of Technology.
- Rezapoor Nikroo, M., & Postdoc-Ass Svenja Diegelmann, C.-S. (2024). *Helping others, advocating, or giving feedback: How can digital content marketing (DCM) lead to customer citizenship behavior? An empirical investigation in a chosen context.* Alpen-Adria-Universität Klagenfurt.
- Shin, H., & Perdue, R. R. (2023). Developing a Multi-Dimensional Measure of Hotel Brand Customers' Online Engagement Behaviors to Capture Non-Transactional Value. *Journal of Travel Research*, 62(3), 593–609. <https://doi.org/10.1177/00472875211073618;WGROU:STRING:PUBLICATION>
- Tian, Z., Yuan, Q., Qian, S., & Guo, Y. (2022). How ex-employee citizenship behavior is generated: From the perspective of legacy identification. *Frontiers in Psychology*, 13, 947142. <https://doi.org/10.3389/FPSYG.2022.947142/BIBTEX>
- Vo, M. S., Huynh, D. Q. V., Nguyen, G. H., Dang, G. H. N., Huynh, D. D., Le, B. Q., & Dang, N. M. (2022). The impact of Marketing Communication Content Distributed on Social Networks on Electronic Word-of-Mouth. *Journal of Distribution Science*, 20(5), 65–74. <https://doi.org/10.15722/jds.20.05.202205.65>

Zaman, S. U., Amir, M., Alam, S. H., & Khan, S. (2025). Sustaining Customer Loyalty in Banking: A Study of Relationship Marketing and Service Quality. *Journal of Asian Development Studies*, 14(1), 845–862. <https://doi.org/10.62345/JADS.2025.14.1.66>

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). A primer on partial least squares structural equation modeling (PLS-SEM) (3rd ed.). *SAGE Publications*.

Blau, P. M. (1964). *Exchange and power in social life*. John Wiley & Sons.

Berry, L. L. (1983). Relationship marketing. *Emerging perspectives on services marketing*, 66(3), 33-47.