

The Role of Customer Value Co-Creation Behavior in Business Management

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Abstract

This research aims to explore the role of customer value co-creation behavior concerning Innovativeness and Customer Engagement In the business of the automotive industry. This research is a study with a quantitative approach. The sampling technique used is the accidental sampling technique. The data analysis technique used is Structure Equation Modelling using SMART PLS. The result was showing that Customer value co-creation affects the automotive industry, especially when influenced by innovativeness and customer engagement variables. Customer engagement is shown not to mediate the relationship between innovativeness and customer participation behavior. Customer engagement is shown to significantly mediate the relationship between innovativeness and customer citizenship behavior

Keywords

Customer value co-creation behavior, Innovativeness, Customer Engagement, Automotive Industry.

1. Introduction

Customer value co-creation behavior has a significant role in determining customer satisfaction (Opata et al. 2020). Customer value co-creation behavior means that the customer is involved in value creation (Shamim et al. 2016), this means that customer participation is needed and adds to the citizen behavior for the company. (Yi and Gong 2013). In the automotive industry, the customer is the center of the service experience held by the company that will affect the value felt by the customer itself (Adusei, C. et al. 2019). The co-creation of customer value has a very positive meaning for customers and the industry.

Innovativeness is defined as a company's ability to develop new ideas of services, and promotions (Kunz et al. 2011). The company's perceived innovation signals to customers that the company is creative and progressive, which shows that the company is adopting an innovative perspective in business practices. Innovation with special characteristics is an important factor that influences a customer's willingness to create shared value (Heidenreich et al. 2015). Therefore, innovation is an important antecedent variable that influences a customer's willingness to participate in creating a shared service experience, and, innovation with the co-creation of customer value may be positively correlated.

Customer engagement means the psychological state of the customer while he/she is involved in the process of interaction of the service experience (Brodie et al. 2011). Customer engagement is realized both of the ways when customers treat the service company and its personnel and vice versa (So et al. 2014). Related research has determined that customers' perceptions of innovation concerning a company's services or products tend to affect purchaser engagement (Omar 2013). That means customer engagement will support customer value co-creation behaviors (Merrilees 2016). This study will explore the relationship between customer value co-creation, customer engagement, and innovation in the automotive industry

Based on the explanation, the following research questions will be explored:

- (1) Does Customer Value co-creation behavior play an important role in the automotive industry?
- (2) Do innovation and Customer Value co-creation behavior have a positive relationship in the automotive industry?
- (3) Does customer engagement mediate the relationship between innovation and Customer Value co-creation behavior?

2. Literature Review

2.1. Innovativeness and customer value co-creation behaviors

Co-creation is the process of value creation used to build a satisfying service experience through the exchange of knowledge and effort between companies and customers (Tynan et al. 2010). In value creation, customers can exhibit certain behaviors, which are classified as Customer Participation Behavior and Customer Citizenship Behavior (Yi and Gong 2013). Innovation is defined as the degree to which an individual can accept new knowledge and make innovative decisions without the influence of others, which expresses the independence of the individual's opinion over-communicated experiences, situational effects, and product categories (Midgley and Dowling 1978). Innovative products and the way companies introduce innovation are very attractive to consumers. When a company succeeded in introducing a high innovative attitude towards a product, consumers will show a willingness to buy and even pay for higher prices (Zhang et al. 2020). The driving factors of Innovation are products, services, technology, and experience (Kim et al. 2018).

Customer participation behavior is defined as a variety of performance behaviors that are appropriate when shared value creation when the customer enjoys the provision of services, According to the diffusion theory of innovation (Rogers 2003), each individual has a different reaction to new ideas, objects, or practices because each individual has different perceptions regarding innovation and a different tendency to adopt innovation. The product or service will be very interesting for the customer to use when the customer considers these things to be innovative (Kulmaganbetova et al. 2020). Thus, the hypothesis is formed as follows;

H1. Innovation affecting customer participation behavior.

Consumers' perceptions of service provider innovation reflect their values and beliefs, influencing subsequent attitudes and behaviors (Fu and Elliott 2013). The innovative qualities of an open-minded company will support the creation and sharing of knowledge and competencies; Therefore, innovative business practices increase consumer advocacy

(Yeh 2015). Strong innovations can engender consumer excitement and thus create positive words in the form of word of mouth (Kyrgidou and Spyropoulou 2013). Constructive feedback will be easily provided by customers to be able to provide input to the company, advocate for the benefits of the product to other customers, and tolerate service errors (Tonder et al. 2018). Customer perception of innovation is positively associated with customer citizenship behaviors (Kim et al. 2019). Based on the explanation mentioned above, innovation can increase customer citizenship in the automotive industry as a service provider. The following hypothesis is formed:

H2. Innovation affecting customer citizenship behaviors.

2.2. Customer engagement and customer value co-creation behaviors

Engagement is an idea that consists of aspects of compassion, cognition, and behavior (Hollebeek 2011). This engagement is different from the customer's interest in a particular product or service in the company. Customer engagement in this study is focused on the deep connection between customers and service providers (Abdul-Ghani et al. 2011). In theoretical view, customer engagement will include customer, company, and contextual factors, e.g. customers will provide their perceptions, attitudes, results, and behavior to the company in response to products and services, while the company will guarantee the value of the product, the prestige and legality of the product as well as the company and other consequences (van Doorn et al. 2010). Customer engagement can also affect customer value such as referral value, influencer value, and knowledge value to be a benefit for the company (Kumar et al. 2010). Based on the dominant logic theory of services, the company does not have the resources of creation (Lusch et al. 2007). Customers as stakeholders contribute to this. The co-creation process occurs during a dialogue between the customer and the product-related service provider (M. Zhang et al. 2017). The process by which customers contribute ideas, perceptions, preferences, expectations, and behaviors is the actual form of customer engagement. So that customers contribute to the creation of shared value, and thus all stakeholders benefit positively (Brodie et al. 2011). Customer engagement is the main driver of customer participation. Customers express higher levels of customer engagement when they emotionally, cognitively, or intentionally engage in certain activities while enjoying the company's services (Solem 2016). Furthermore, customers will become more interested in the service process, so customers are willing to share their experience and service information with other customers (Pansari and Kumar 2017). Therefore, customer engagement related to customer participation behavior will have a positive effect. Thus, the hypothesis formed is as follows;

H3. Customer engagement is positively and significantly related to customer participation behavior.

Customer behavior engagement will create customer citizenship behavior (Hollebeek & Macky 2019). An ideal service environment can facilitate customer engagement (Pervan and Bove 2011). Customer citizenship behavior in the form of customer advocacy can be expressed more clearly when customers initiate interactions with service companies in providing their ideas and feedback (Hsieh et al. 2018). For automotive companies with specific brands, customers show intensive participation and engagement when they provide referrals and recommend certain brands to other customers. This customer citizenship behavior is realized by showing that the customer understands the content and process of the service product and the innovation that occurs when experiencing the service process (Moliner et al. 2018). So that customer engagement related to customer citizenship behavior has a positive influence. Based on the explanations mentioned above, the study proposes the following hypothesis;

H4. Customer engagement is positively and significantly related to customer citizenship behavior.

2.3. The mediating role of customer engagement

According to previous research customer engagement will affect the value of co-creation through company factors, the customer itself, or the situation that is happening on the spot. (Yen et al. 2020). Hollebeek and Chen (2014) developed conceptual models that describe customer engagement and identify that innovation is one of the factors influencing customer engagement (Yen et al. 2020). Innovation in corporate services can facilitate the process of customer engagement interaction with the company and increase the perceived value of the customer. Product innovation has the most effect on customer engagement, followed by a service experience (Yen et al. 2020). This shows that service operators can improve the quality of a company's services through product experience, customer interaction while serving, and some innovative ways to increase customer engagement. According to social exchange theory, individual contribution and involvement in customer engagement come from real or intangible costs and benefits, thereby increasing the perceived benefits and value among customers. When customer engagement can meet customer needs and expectations, customers will be willing to participate and invest time and effort in their relationship with the service provider company (Cropanzano and Mitchell 2005). Thus, the hypothesis for this is:

H5. Customer engagement mediates the relationship between innovation and customer participation behavior.

Customers' involvement in the automotive industry is an important source of knowledge that helps companies with their activities (Pansari and Kumar, 2017). For example, they can provide advice for improving a product or service as well as helping other customers. Keter customer engagement positively affects customer advocacy (Yen et al. 2020). The higher customer engagement, the more likely the customer is to spread the company's positive message and demonstrate recommended behavior to others (Omar et al. 2021), It's a benefit to both sides. Based on a social exchange perspective, innovation can promote customer engagement, which in turn affects customer citizenship behavior. The proposed hypotheses are:

H6. *Customer engagement* mediates between *innovation* and customer citizenship behavior.

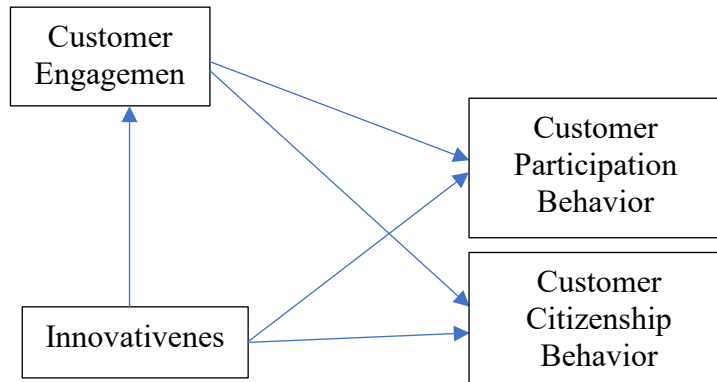


Figure 1. Conceptual Model

Based by above explanation in Figure 1., the importance of customer participation behavior and customer citizenship behavior inside the customer value co-creation will support the creation of innovativeness for the organizations through customer engagement.

3. Methods

This research was conducted with a quantitative descriptive approach. This research was conducted on the automotive industry in Indonesia which is currently the mainstay sector in the national economy (Kemenperin, 2021). The automotive industry in addition to acting as a source of manufacturing also acts as a service provider of products and maintenance. The study was conducted from August to October 2021. Data collection is done by surveying and disseminating e-questionnaires through Google form which is filled out directly by automotive customers in Auto 2000 branches in Indonesia. With the population being all the infinite and fickle Auto 2000 customers, sampling withdrawals are made using accidental sampling. disseminating e-questionnaires through Google form which is filled out directly by automotive customers in Auto 2000 branches in Indonesia. With the population being all the infinite and fickle Auto 2000 customers, sampling withdrawals are made using accidental sampling. The sample size is obtained with the Lemmeshow formula (Subakti et al. 2020):

$$n = \frac{z^2 p(1 - p)}{d^2}$$

A minimum sample needed of 96 respondents will be rounded by researchers into 100 respondents. Data analysis conducted in this study uses Structure Equation Modeling (SEM) Analysis Techniques to measure relationships between variables (Sekaran and Bougie 2016), as well as descriptive statistical analysis techniques to understand the role of variable Customer Value Co-Creation behaviors.

4. Data Collection

The demographic results of data processing are as follows: the gender of customers who came to visit auto 2000 dealers was male as many as 69 respondents or 68.9%. The age of most customers is 31-40 years with the number of respondents of 35 respondents or 34.4%. The largest respondent jobs were private employees with a total of 55 respondents or 55%. And, the highest frequency of visits to automotive dealers during the year is 2 visits, with the number of 43 respondents or 42.5%. A two-stage approach to structural equation modeling (SEM) with SmartPLS

tools is applied to validate this study model and test research hypotheses. In the first stage, the measurement model is tested and the second stage is tested on a structural model (Hair et al. 2019).

4.1. Measurement Model

First, the measurement model tested for convergent validity, through factor loadings, composite reliability (CR), and average variance extracted (AVE) (Hair et al. 2019). The existing constructs exceed the recommended value of 0.6. The results showed that the Outer loadings for each statement of the variables reached more than 0,6. The composite reliability value, which describes the extent to which a construction indicator shows latent construction, exceeds the recommended value of 0.7. Results showed that all CR values for Each variable reached more than 0,7. While the average variance extracted, which reflects the overall number of variances in the indicator recorded by latent construction, exceeds the recommended value of 0.5. The Results showed all AVE Values for customer engagement, Innovativeness, Customer Participation Behavior, and Customer Citizenship Behavior reached more than 0,5.

Table 1. Validity dan Reliability

	Outer Loading	AVE	CR
Customer Engagement (CE)		0.697	0.962
AB1	0.809		
AB2	0.815		
AB3	0.874		
AB4	0.776		
AB5	0.832		
ID2	0.851		
ID3	0.809		
INT1	0.926		
INT2	0.886		
INT3	0.877		
INT4	0.709		
Innovativeness (INN)		0.738	0.978
Pr1	0.810		
Pr2	0.800		
Pr3	0.862		
Pr4	0.817		
TB1	0.874		
TB2	0.914		
TB3	0.926		
TB4	0.825		
Ex1	0.880		
Ex2	0.846		
Ex3	0.894		
Ex4	0.872		
Prom1	0.899		
Prom2	0.852		
Prom3	0.860		
Prom4	0.802		
Customer Participation Behavior (CPB)		0.765	0.958
ISH4	0.812		
RB3	0.803		
RB4	0.863		
PI1	0.921		
PI2	0.911		
PI3	0.923		
PI4	0.880		

Customer Citizenship Behavior (CCB)		0.664	0.959
FB1	0.735		
FB2	0.780		

	Outer Loading	AVE	CR
FB3	0.791		
ADV1	0.841		
ADV2	0.852		
ADV3	0.867		
HE1	0.895		
HE2	0.804		
HE3	0.807		
HE4	0.891		
TO2	0.712		
TO3	0.784		

The next step is to assess the validity of discriminants, which refers to 'the extent to which such measures are not a reflection of some other variable' and is indicated by the low correlation between interest size and other construction measures (Ramayah et al. 2013). Table 2 shows that the square root of the AVE (diagonal value) of each construction is greater than the corresponding correlation coefficient, pointing towards adequate discriminant validity (Fornell et al. 1981). To conclude, the measurement model demonstrates sufficient convergent validity and discriminant validity.

Table 2. Discriminant Validity

	CCB	CE	CPB	INN
CCB	0.815			
CE	0.785	0.835		
CPB	0.870	0.695	0.875	
INN	0.837	0.777	0.826	0.859

In addition, comparing Cross Loading columns in Table 3 also shows that indicators on their construction are higher than all cross-loadings with other constructions in all cases. Thus, the results show the existence of discriminant validity between all constructions based on cross-loadings criteria.

Table 3. Cross Loading

	CCB	CE	CPB	INN
AB1	0.663	0.809	0.628	0.652
AB2	0.764	0.815	0.756	0.734
AB3	0.781	0.874	0.747	0.731
AB4	0.505	0.776	0.392	0.506
AB5	0.536	0.832	0.453	0.509
ADV1	0.841	0.585	0.864	0.704
ADV2	0.852	0.637	0.799	0.699
ADV3	0.867	0.621	0.782	0.665
Ex1	0.696	0.663	0.711	0.880
Ex2	0.728	0.719	0.692	0.846
Ex3	0.804	0.714	0.777	0.894
Ex4	0.730	0.682	0.710	0.872

FB1	0.735	0.555	0.709	0.639
FB2	0.780	0.543	0.787	0.622
FB3	0.791	0.588	0.797	0.670
	CCB	CE	CPB	INN
HE1	0.895	0.723	0.812	0.753
HE2	0.804	0.652	0.593	0.616
HE3	0.807	0.624	0.574	0.631
HE4	0.891	0.756	0.688	0.809
ID2	0.556	0.851	0.485	0.619
ID3	0.613	0.809	0.477	0.659
INT1	0.726	0.926	0.614	0.711
INT2	0.721	0.886	0.635	0.733
INT3	0.687	0.877	0.576	0.661
INT4	0.527	0.709	0.454	0.502
ISH4	0.775	0.594	0.812	0.681
PI1	0.780	0.598	0.921	0.786
PI2	0.779	0.637	0.911	0.761
PI3	0.766	0.620	0.923	0.736
PI4	0.728	0.539	0.880	0.685
Pr1	0.707	0.557	0.721	0.810
Pr2	0.676	0.574	0.675	0.800
Pr3	0.676	0.668	0.688	0.862
Pr4	0.662	0.615	0.699	0.817
Prom1	0.747	0.636	0.778	0.899
Prom2	0.723	0.677	0.729	0.852
Prom3	0.685	0.686	0.672	0.860
Prom4	0.707	0.673	0.630	0.802
RB3	0.730	0.560	0.803	0.695
RB4	0.768	0.704	0.863	0.704
TB1	0.728	0.666	0.721	0.874
TB2	0.765	0.726	0.749	0.914
TB3	0.776	0.712	0.740	0.926
TB4	0.678	0.695	0.652	0.825
TO2	0.712	0.632	0.496	0.588
TO3	0.784	0.720	0.612	0.743

It can be concluded that the entire statement item obtained a Cross loading value of >0.5 .

4.2. Structural Model

SmartPLS 3.0 is used to test structural models and hypotheses (Ringle et al 2015). Bootstrapping procedures with 1000 iterations are performed to check the statistical significance of sub-construction weights and path coefficients. Since PLS does not produce the goodness of fit index, R^2 is the primary way to evaluate the explanatory strength of the model (Wasko and Faraj 2005). Table 4 is the view of R^2 of related variables;

Table 4. *R Square*

	AVE	R2
Customer Engagement (CE)	0.697	0.603
Customer Participation Behavior (CPB)	0.765	0.690
Customer Citizenship Behavior (CCB)	0.664	0.747
Innovativeness (INN)	0.738	

Innovativeness describes a 60.3% influence on customer engagement ($R^2 = 0.603$). Innovativeness and Customer Engagement together explained the effect of 69% on Customer participation behavior ($R^2 = 0.690$). Then, Innovativeness and customer engagement together explained the effect of 74.7% on customer citizenship behavior ($R^2 = 0.747$). Concerning the validity of the model, Hair et. Al (2019) Endogenous latent variables are classified as several substantial influence categories e.g. strong categories based on R^2 values of 0.61 – 0.80. Thus it can be concluded that the influence of Innovation on Customer engagement, Customer participation behavior, and customer citizenship behavior is strong. The Table 5. Below shows the hypothesis test results.

Table 5. Hypothesis Test Results

Hypothesis		Original Sample	T Statistics ((O/STDEV))	P Values	Decision
H1	INN -> CPB	0.722	6.553	0.000	Accepted
H2	INN -> CCB	0.572	5.033	0.000	Accepted
H3	CE -> CPB	0.134	1.329	0.185	Rejected
H4	CE -> CCB	0.341	3.302	0.001	Accepted
H5	INN->CE->CPB	0.104	1.372	0.171	Rejected
H6	INN->CE->CCB	0.265	3.082	0.002	Accepted

Critical t-values; 1,96 (P<0,05)

5. Results and Discussion

The test results on the first hypothesis state that Innovativeness is related to consumer participation behavior t statistic $6,553 > 1.96$ and P Values $0.000 < 0.05$. This means that innovativeness is related to consumer participation behavior in a positive and significant way. Thus H1 is accepted.

The test results on the second hypothesis stated that Innovativeness is related to consumer citizenship behavior t statistic $5,033 > 1.96$, and P values $0.000 < 0.05$. This means that innovativeness is related to consumer citizenship behavior in a positive and significant way. H2 is accepted.

The test results on the third hypothesis stated that Customer engagement is related to consumer participation behavior statistics $1,329 > 1.96$ and P values $0.185 > 0.05$. This means that customer engagement is related to consumer participation behavior positively but not significantly. H3 was rejected.

The test results on the fourth hypothesis stated that Customer engagement is related to consumer citizenship behavior t statistic $3,302 > 1.96$ and P values $0.001 < 0.05$. This means that customer engagement is related to consumer citizenship behavior in a positive and significant manner. H4 is accepted.

The test results on the fifth hypothesis stated that Customer engagement mediates the relationship between innovativeness and customer participation behaviors t statistic $1,372 > 1.96$ and P values $0.171 > 0.05$. This means that customer engagement does not mediate the relationship between innovativeness and customer participation behaviors. H5 was rejected.

The test results on the sixth hypothesis stated that Customer engagement mediated the relationship between innovativeness and customer citizenship behaviors t statistic $3,082 > 1.96$ and P Values $0.002 < 0.05$. This means that customer engagement mediates the relationship between innovativeness and customer citizenship behaviors. H6 is accepted.

6. Conclusion

Research on customer value co-creation behavior conducted in the automotive industry as a service provider plays an important role for automotive industry players. Customer value creation is divided into two variables, namely customer participation behavior and customer citizenship behavior. Factors that affect customer value co-creation are innovativeness and customer engagement. From the results of the study, data found that these two variables affect customer participation behavior, although not significantly. Customers do not mind sharing known information about the automotive world with operators at automotive dealers, but that does not mean customers are immediately willing to work with the operator to try something new on the vehicle as directed by the operator. The role of customer citizenship behavior is greater than the role of customer participation behavior in the automotive world. Customers in the automotive industry are easier to provide advice in terms of work or information about Auto 2000 to operators, other customers, or non-Auto2000 customers. Thus customer value co-creation still plays an important role for Auto2000 to create new value in the relationship between the company and the customer. In this case, it is recommended that the company still involve customers in customer value co-creation. Innovativeness and Customer Value Co-Creation behavior have a positive relationship in the automotive industry. This is possible because customers are very fond of innovations related to the automotive world, especially technology-based innovations in their vehicles. This can be a valuable input so that automotive companies keep the company's technological progress in creating innovations for automotive products. Customer engagement indirectly does not mediate the relationship between innovativeness and customer value co-creation in customer participation behavior variables. However, customer engagement indirectly affects the variables of customer citizenship behavior. Furthermore, to develop research on customer value co-creation behavior variables in other manufacturing industries that have never been studied using these variables.

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Asep suparman currently works as a Commercial and Operation Director of PT Atosim Lampung Pelayaran (Shipping company). He completed his Master of International Logistic Management degrees at Le Havre University France in 1996. He started as an employee of PT Indonesian state-owned Shipping Company (PELNI) in 1987. He was appointed as President Director of PT Sarana Bandar Nasional (Stevedoring company) in 2007 as a sister company of PT PELNI, he was promoted as Commercial and Operation Director of PT PELNI in 2009 up to 2014, and He has been retired at PT PELNI in 2014, in addition, he was a member of Board of Commissioners PT PELNI Hospital from 2009 up to 2014. He has been involved as a lecturer since 1997 up to now at the Faculty of Business and Management of Institute of Transportation and Logistic Trisakti Jakarta, Indonesia. Currently, he continues his study of Doctoral Degree on Service Management at Trisakti University, Jakarta Indonesia. His research interest in Sustainable Shipping management, Shipping Customer behavior, Shipping employee behavior align with the corporate value proposition, Customer service management.

Hermanto Yaputra is a Secretary of the Service Management Concentration Doctoral Program at the University of Trisakti, Indonesia. He is also an Entrepreneur in Investment Industries in, Indonesia from 2000 to the present. He gained his Master Degree from Major in Marketing Management, University of Tarumanagara, Jakarta, Indonesia, and a Doctoral Degree majoring in Service Management from Trisakti University. His research interest mainly concerns Marketing Management, Service Management, and Investment.