

CUSTOMER ENGAGEMENT BEHAVIOR TOWARDS VALUE CO-CREATION IN INCREASING LOYALTY TO PT BOLDE SUKABUMI CUSTOMERS

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Abstract

Customer loyalty is an essential factor in sustaining retail businesses amid increasing competition in the household appliance industry. PT BOLDe Sukabumi experienced a decline in customer loyalty, as reflected in decreasing membership, repeat purchases, customer satisfaction, and BOLDe application usage throughout 2025. This study aims to examine the effect of Customer Engagement Behavior, consisting of Service Improvement and Response Behavior, on Customer Loyalty through Value Co-Creation. A quantitative approach was employed using purposive sampling involving 120 customers of PT BOLDe Sukabumi. Data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS–SEM) with SmartPLS 4. The results reveal that Service Improvement and Response Behavior have positive and significant effects on both Value Co-Creation and Customer Loyalty. Furthermore, Value Co-Creation positively affects Customer Loyalty and mediates the relationship between Customer Engagement Behavior and Customer Loyalty.

Keywords: *Customer Engagement Behavior, Customer Loyalty, Response Behavior, Service Improvement, Value Co-Creation.*

1. INTRODUCTION

The development of the home appliance industry in Indonesia shows increasingly competitive competition as the number of electronics companies and stores increases. These conditions encourage companies to not only focus on product quality, but also build long-term relationships with customers. According to Kandampully et al. (2022), customer loyalty is a strategic asset that contributes to the sustainability of the company because loyal customers tend to make repeat purchases, provide positive recommendations, and maintain relationships with the company in the long term. Therefore, customer loyalty is one of the important indicators in measuring the success of a marketing strategy.

This phenomenon also occurred at PT BOLDe Sukabumi. Based on the company's internal data during 2025, the number of customer memberships, repurchases, customer satisfaction levels, and the use of the BOLDe application will gradually decrease. This condition shows that customer loyalty is not optimal, so a strategy that can increase customer involvement in company activities is needed.

One of the approaches that has been widely developed in the marketing literature is Customer Engagement Behavior. According to Ahmed et al. (2022) and Alhidayatullah (2024), Customer Engagement Behavior is an active customer engagement that is not only

realized through purchasing activities, but also through providing feedback, conveying ideas, sharing experiences, and participating in various company activities. In this study, these behaviors are represented through two dimensions, namely Service Improvement and Response Behavior. Dong et al. (2023) and Noor et al. (2023) explained that *Service Improvement* is a customer's contribution in providing suggestions and evaluations that help companies improve service quality. Meanwhile, Harrigan et al. (2021) stated that *Response Behavior* is a customer's active response to the communication and service experience provided by the company.

Customer involvement is believed to be able to create Value Co-Creation, which is the process of creating shared value through interaction and collaboration between companies and customers. According to Ranjan and Read (2021), *Value Co-Creation* allows customers to act as corporate partners in creating more valuable service experiences so that they can strengthen long-term relationships. Furthermore, Nguyen (2024) explained that the higher the customer involvement in the value creation process, the greater the chance of forming customer loyalty.

However, the results of previous research still show inconsistencies. Ahmad et al. (2022) found that *Service Improvement* had a positive effect on *Customer Loyalty*, while Surahman et al. (2020) stated that the influence was not always significant and tended to be through mediation variables. In the relationship between *Response Behavior* and *Value Co-Creation*, Surahman (2020) found a positive influence, while Roy et al. (2023) showed that not all forms of *Response Behavior* are able to increase *Value Co-Creation*. In addition, Tanner and Kristaung (2024) stated that *Value Co-Creation* had a positive effect on *Customer Loyalty*, while Eliza et al. (2024) found that the effect was not directly significant in the absence of mediation variables. The difference in the results of the study shows that there is still a research gap that requires further testing.

In addition to the inconsistencies of the research results, most of the previous research was conducted in the banking, tourism, digital services, and *e-commerce* sectors. Research on the influence of Customer Engagement Behavior on Customer Loyalty through Value Co-Creation in the context of physical retail stores is still relatively limited. Therefore, this study seeks to fill the gap by testing the relationship between variables in PT BOLDe Sukabumi customers. This study aims to comprehensively analyze the influence of Customer Engagement Behavior, represented by the dimensions of Service Improvement and Response Behavior, on Customer Loyalty through the role of Value Co-Creation as a mediating variable in PT BOLDe Sukabumi customers, so that a complete understanding of the mechanism of customer involvement in PT BOLDe Sukabumi is obtained. creating shared value and increasing customer loyalty. This research is expected to make an empirical contribution to the development of *Customer Engagement Behavior* studies and become an input for companies in developing strategies to increase customer loyalty through shared value creation.

2. RESEARCH METHODS

This study uses a quantitative approach with a survey method to analyze the influence of Customer Engagement Behavior represented by Service Improvement and Response Behavior on Customer Loyalty through Value Co-Creation. The research was carried out on customers of PT BOLDe Sukabumi as one of the retail companies engaged in the sale of household appliances. The research population is all customers of PT BOLDe Sukabumi. The sampling technique used purposive sampling with the criteria of respondents being at least 17 years old and having purchased products at PT BOLDe Sukabumi. Based on these criteria, 150 respondents were obtained who qualified as research samples. Primary data was obtained through the distribution of questionnaires using a five-point Likert scale, while secondary data was obtained from company documents and various relevant literature.

The independent variables in this study consisted of Service Improvement (X_1) and Response Behavior (X_2). The mediation variable is Value Co-Creation (Z), while the dependent variable is Customer Loyalty (Y). The relationship between the research variables is presented in Figure 1.

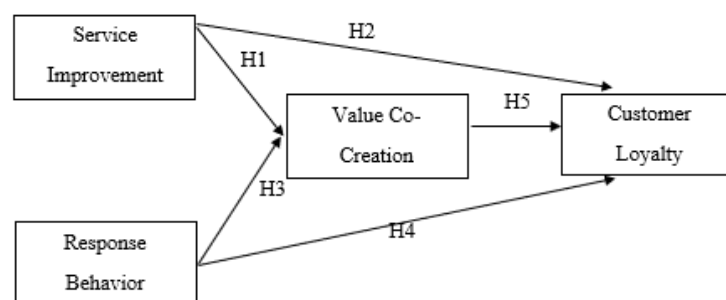


Figure 1. Research Model

Data analysis was carried out using the *Partial Least Squares–Structural Equation Modeling* (PLS-SEM) method with the help of SmartPLS 4 software. The evaluation of the measurement model (*outer model*) is carried out through testing convergent validity, discriminant validity, and construct reliability. Furthermore, the evaluation of the structural model (*inner model*) was carried out through *R-Square*, *Effect Size* (f^2), *Variance Inflation Factor* (VIF), *path coefficient*, and *indirect effect* tests to test the direct and indirect influence between the research variables.

3. RESULTS AND DISCUSSION

Research Results

A total of 150 respondents met the research criteria and all data were declared feasible to be analyzed using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method. The majority of respondents were female as much as 58.7%, while male respondents were 41.3%. Based on other characteristics, most of the respondents are of

productive age and have made purchases more than once at PT BOLDe Sukabumi, so they are considered able to provide a representative assessment of the research variables.

Evaluation of Measurement Models (Outer Model)

The evaluation of the outer model was carried out to test the validity and reliability of the research construct through the outer loading value, Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha. The test results show that the entire construct has met the required criteria.

1. Convergent Validity Test

The convergent validity test aims to ensure that each indicator has a good ability to reflect the constructed being measured. Convergent validity testing was carried out by evaluating the outer loading value of each indicator. According to (Hair, 2022) The indicator is declared valid if it has a loading factor value of ≥ 0.70 , so that it is able to adequately represent the research construct. The results of the outer model test are as follows.

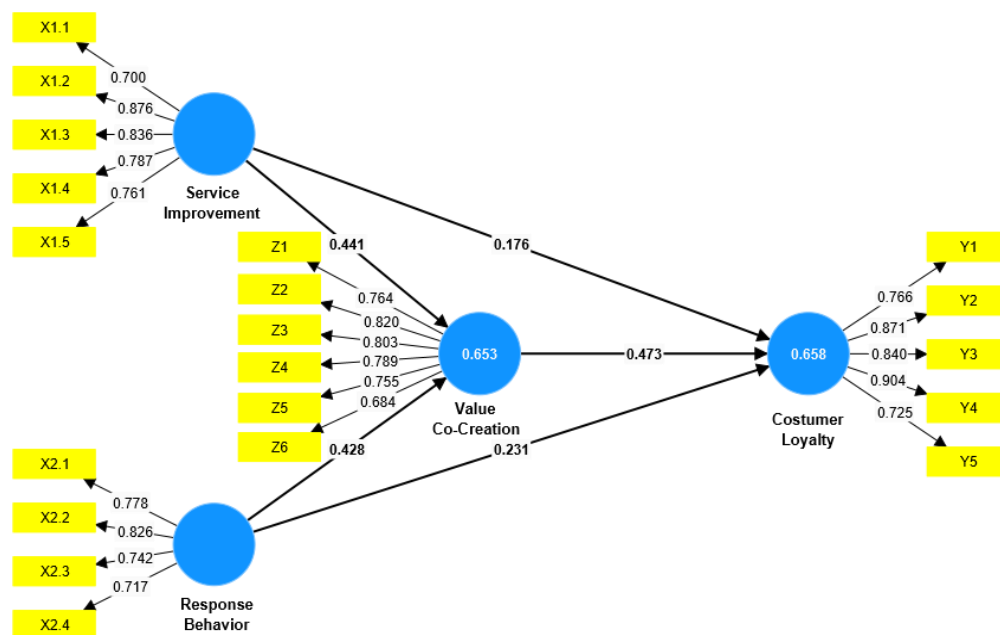


Figure 1. Outer Loading

Source: Smart PLS data processing, 2026

The results of the loading factor value test are recapped in the table below:

Table 1. Outer Loading Test Results

Indikator	Service Improvement	Response Behavior	Value Co-Creation	Customer Loyalty
X1.1	0,702			
X1.2	0,875			

X1.3	0,837			
X1.4	0,787			
X1.5	0,759			
X2.1		0,779		
X2.2		0,826		
X2.3		0,741		
X2.4		0,718		
Z1			0,763	
Z2			0,820	
Z3			0,803	
Z4			0,789	
Z5			0,754	
Z6			0,702	
Y1				0,766
Y2				0,871
Y3				0,840
Y4				0,904
Y5				0,725

Source: SmartPLS data processing, 2026

Based on the results of the outer loading test, all indicators in the variables Service Improvement, Response Behavior, Value Co-Creation, and Customer Loyalty had a loading factor value above 0.70 so that it met the convergent validity criteria. In the *Service Improvement* variable, the X1.2 indicator has the highest value (0.875), while X1.1 is the lowest (0.702), but it is still valid. In the *Response Behavior* variable, the X2.2 indicator showed the highest loading value (0.826), while X2.4 had the lowest value (0.718). Furthermore, in the *Value Co-Creation* variable, the Z2 indicator obtained the highest value (0.820) and the lowest Z6 (0.702). As for the *Customer Loyalty* variable, the Y4 indicator had the highest loading value (0.904), while Y5 had the lowest value (0.725). Although there are variations in loading values between indicators, all of them have exceeded the recommended minimum limit. Thus, all indicators are declared valid, able to adequately represent latent constructs, and do not require elimination so that the measurement model is feasible to proceed to the next stage of validity and reliability testing.

2. AVE and Construct Reliability Test

Table 2. AVE Test Results

Variable	AVE	Composite Reliability	Conbach's Alpha	Remarks
Service Improvement	0,631	0,895	0,849	Valid dan Reliabel
Response Behavior	0,588	0,850	0,767	Valid dan Reliabel
Value Co-Creation	0,597	0,899	0,864	Valid dan Reliabel

Costumer Loyalty	0,679	0,913	0,881	Valid dan Reliabel
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Source: SmartPLS data processing results 4, 2026

Based on the results of the construct validity and reliability test in Table 2, all research variables met the criteria of convergent validity and internal consistency reliability. This is shown by the Average Variance Extracted (AVE) value of all variables which is above 0.50, the Composite Reliability value above 0.70, and Cronbach's Alpha value which exceeds the minimum limit of 0.70. Thus, all constructs in the study are declared valid and reliable. The Service Improvement variable obtained an AVE value of 0.631, Composite Reliability of 0.895, and Cronbach's Alpha of 0.849. These results show that the construct is able to explain 63.1% of the variance of its indicators and has an excellent level of internal consistency. The Response Behavior variable has an AVE value of 0.588, a Composite Reliability of 0.850, and a Cronbach's Alpha of 0.767. Even though it has the lowest reliability value compared to other variables, all values are still above the recommended limit so that the construct is still declared valid and reliable. Furthermore, the Value Co-Creation variable obtained an AVE value of 0.597, Composite Reliability of 0.899, and Cronbach's Alpha of 0.864. These results show that the indicators used are able to adequately explain the construct and have a high level of reliability. Meanwhile, the Customer Loyalty variable showed the best value among all variables with AVE of 0.679, Composite Reliability of 0.913, and Cronbach's Alpha of 0.881. These values indicate that constructs have convergent validity and very strong internal consistency in measuring customer loyalty. Overall, the results of the AVE, Composite Reliability, and Cronbach's Alpha tests proved that all study variables met the measurement criteria recommended by Ghazali and Latan (2020), namely $AVE > 0.50$, $Composite\ Reliability > 0.70$, and $Cronbach's\ Alpha > 0.70$. Therefore, the measurement model is declared to have convergent validity and good reliability so that it is suitable for continuing the analysis of the structural model (inner model).

Evaluation of Structural Models (Inner Model)

The internal evaluation of the model is carried out through the testing of the determination coefficient (R-Square) to determine the model's ability to explain endogenous variables.

Table 3. R-Square Test Results

Variabel Endogen	R-Square	Adjusted R-Square	Kategori
Value Co-Creation	0,657	0,652	Moderate
Costumer Loyalty	0,658	0,651	Moderate

Source: SmartPLS data processing results 4, 2026

Based on the results of the R-Square test in Table 3, it is known that the Value Co-Creation variable has an R-Square value of 0.657 with an Adjusted R-Square of 0.652. This

value shows that 65.7% of the variation in Value Co-Creation can be explained by exogenous variables in the research model, namely Service Improvement and Response Behavior, while the remaining 34.3% is influenced by other factors outside the model that was not studied. Meanwhile, the Customer Loyalty variable obtained an R-Square value of 0.658 with an Adjusted R-Square of 0.651, which means that 65.8% of changes in Customer Loyalty can be explained by Service Improvement, Response Behavior, and Value Co-Creation, while the remaining 34.2% are influenced by other variables outside the study. Based on the criteria of Hair et al. (2022), the R-Square values of 0.657 and 0.658 are included in the moderate category, so the research model has quite good explanatory capabilities. The very small difference between the R-Square and Adjusted R-Square values also shows that the model is stable and does not suffer from bias due to the number of predictors used. Thus, structural models have sufficient predictive power to explain the relationships between variables and are suitable for use in subsequent hypothesis testing.

3.1.3 Hypothesis Testing

Hypothesis testing was carried out using the bootstrapping procedure on SmartPLS 4. The relationship between variables is stated to be significant if it has a *t-statistical* value of > 1.96 and a *p-value* of < 0.05 .

Tabel 4. Hasil Pengujian Hipotesis

Relationships between Variables	Coefficient	t-statistic	p-value	Decision
Service Improvement – Value Co-Creation	0,436	5,568	0,000	Accepted
Service Improvement – Customer Loyalty	0,179	2,410	0,016	Accepted
Response Behavior – Value Co-Creation	0,434	5,364	0,000	Accepted
Response Behavior – Customer Loyalty	0,223	2,283	0,022	Accepted
Value Co-Creation – Customer Loyalty	0,476	5,229	0,000	Accepted

Source: SmartPLS Data Processing Results 4, 2026

Based on the results of the path coefficient test, all relationships between variables in the research model showed a positive and significant influence because they had a *t-statistic* value of > 1.96 and a *p-value* of < 0.05 . This shows that all hypotheses put forward in the study are accepted.

1. The relationship between Service Improvement and Value Co-Creation has a path coefficient of 0.436, a *t-statistic* value of 5.568, and a *p-value* of 0.000. These results show that improving service quality has a positive and significant effect on the creation

of shared value. The better the company's efforts in improving the quality of its services, the higher the customer participation in the value co-creation process.

2. The Service Improvement on Customer Loyalty score obtained a coefficient of 0.179, a t-statistic value of 2.410, and a p-value of 0.016. These results indicate that improving service quality can directly increase customer loyalty, although the magnitude of the impact is relatively small compared to other relationships. Thus, better service remains an important factor in maintaining the loyalty of PT BOLDe Sukabumi customers.
3. The relationship between Response Behavior and Value Co-Creation showed a coefficient of 0.434, a t-statistic value of 5.364, and a p-value of 0.000. These findings prove that the higher the active customer response, such as providing feedback, suggestions, and responses to the company's services, the greater the mutual value created between the customer and the company.
4. Meanwhile, the relationship between Response Behavior and Customer Loyalty has a coefficient of 0.223, a t-statistic value of 2.283, and a p-value of 0.022. These results show that customer response behavior has a positive and significant effect on customer loyalty. Customers who actively interact with the company tend to have a stronger attachment, increasing their commitment to continue using the company's products and services.
5. The relationship between Value Co-Creation and Customer Loyalty obtained the largest path coefficient, which was 0.476, with a t-statistic value of 5.229 and a p-value of 0.000. These findings show that value co-creation is the variable that has the most dominant influence in increasing customer loyalty. The higher the customer involvement in the process of creating shared value, the higher the customer loyalty to PT BOLDe Sukabumi.

Overall, the test results show that Service Improvement and Response Behavior play an important role in increasing Customer Loyalty, both directly and through increasing Value Co-Creation. In addition, Value Co-Creation is the variable with the strongest direct influence on customer loyalty, so it can be concluded that the company's success in involving customers in the process of creating shared value is the main factor in building and maintaining customer loyalty in a sustainable manner.

3.1.4 Mediation Testing

Indirect effect testing was carried out to determine the role of Value Co-Creation as a mediating variable.

Table 5. Indirect Effect Test Results

Hubungan Mediasi	Koefisien	t-statistic	p-value	Keputusan
Self Improvement – Value Co-Creation – Customer Loyalti	0,208	3,621	0,000	Mediasi Signifikan

Response Behavior –	0,207	4,066	0,000	Mediasi
Value Co-Creation –				Signifikan
Costumer Loyalty				

Source: SmartPLS Data Processing Results 4, 2026

1. Based on the results of the indirect effect test, the relationship between Service Improvement → Value Co-Creation → Customer Loyalty obtained a coefficient value of 0.208, t-statistic of 3.621, and a p-value of 0.000. These results show that Value Co-Creation is able to positively and significantly mediate the influence of Service Improvement on Customer Loyalty. This means that improving the quality of services carried out by companies not only has a direct impact on customer loyalty, but also increases customer engagement in the process of creating shared value which further strengthens loyalty. Thus, the better the company does to improve services, the higher the chance of creating Value Co-Creation, so that PT BOLDe Sukabumi's customer loyalty will also increase.
2. The test results showed that the relationship between Response Behavior → Value Co-Creation → Customer Loyalty had a coefficient value of 0.207, t-statistic of 4.066, and p-value of 0.000. These findings indicate that Value Co-Creation plays a significant mediating variable in the relationship between Response Behavior and Customer Loyalty. This shows that the more actively customers provide feedback, feedback, and participate in interactions with the company, the greater the mutual value created between the customer and the company. This process is ultimately able to increase customer loyalty in a sustainable manner. Therefore, the active involvement of customers in the Value Co-Creation process is an important mechanism that strengthens the influence of Response Behavior on Customer Loyalty at PT BOLDe Sukabumi.

Discussion

The results of the study show that *Service Improvement* has a positive and significant effect on *Value Co-Creation*. These findings indicate that the better the company's efforts in improving service quality, the higher the customer involvement in the process of creating shared value. In the context of PT BOLDe Sukabumi, customers not only play the role of service recipients, but also contribute through providing suggestions, criticisms, and inputs that the company can use to improve service quality. This involvement creates a more collaborative relationship between the company and customers so that it can increase *Value Co-Creation*. These findings are in line with the opinion of Ranjan and Read (2021) who stated that shared value creation occurs when customers are given the opportunity to actively participate in the service development process. The results of this study also reinforce the findings of Dong et al. (2023) who stated that improving service quality is able to encourage customer participation in creating shared value.

In addition to having an effect on *Value Co-Creation*, this study also proves that *Service Improvement* has a positive effect on *Customer Loyalty*. These results show that customers are more likely to maintain relationships with companies if they feel a continuous improvement in service quality. Fast, responsive, and responsive service that meets customer expectations can increase trust and satisfaction so as to encourage customers to make repeat purchases and recommend products to others. These findings support the opinion of Kandampully et al. (2022) who explain that customer loyalty is formed through a consistent service experience and is able to meet customer expectations. Thus, improving service quality is one of the important strategies for PT BOLDe Sukabumi in retaining customers in the midst of increasingly competitive retail competition.

This study also shows that *Response Behavior* has a positive and significant effect on *Value Co-Creation*. These results show that customers who actively provide feedback, feedback, and experience using the product will be more involved in the process of creating shared value. Customer responses provide useful information for companies to evaluate and develop services according to customer needs. The higher the customer's participation in responding, the greater the company's chances of creating a service that adds value to both parties. These findings support the research of Harrigan et al. (2021) who explain that customer engagement through two-way communication is one of the key factors in building *Value Co-Creation*.

Furthermore, *Response Behavior* has also been proven to have a positive effect on *Customer Loyalty*. This shows that customers who get the opportunity to express their opinions, criticisms, and suggestions will feel more valued by the company. This feeling encourages the formation of stronger emotional relationships that increase customer commitment to continue using the company's products and services. The results of this study reinforce the research of Stuhldreier (2024) who stated that a company's response to customers plays an important role in building long-term loyalty through improving the quality of the relationship between the company and customers.

The results of the study further show that *Value Co-Creation* has a positive and significant effect on *Customer Loyalty*. These findings indicate that the higher the customer engagement in the process of creating shared value, the higher the customer loyalty to the company. Customers who feel involved inservice development will have a sense of belonging to the company so that they are more likely to make repeat purchases, give positive recommendations, and maintain long-term relationships. This finding is in line with Nguyen's (2024) research which explains that *Value Co-Creation* is one of the important factors in increasing customer loyalty through a more personalized and collaborative service experience.

In addition to direct influence, the results of the study also show that Value Co-Creation is able to mediate the relationship between Service Improvement and Response Behavior on Customer Loyalty. This shows that improving service quality and active

customer response does not automatically increase loyalty, but will have a stronger influence when followed by a process of shared value creation. In other words, customer involvement in providing feedback, sharing experiences, and participating in service development becomes a mechanism that strengthens the relationship between the company and the customer. These findings underscore that a collaboration-oriented *customer engagement* strategy is an effective approach to building customer loyalty in a sustainable manner.

4. CONCLUSION

This study aims to analyze the influence of *Customer Engagement Behavior* represented by *Service Improvement* and *Response Behavior* on *Customer Loyalty* through *Value Co-Creation* in PT BOLDe Sukabumi customers. The results of the study show that *Service Improvement* and *Response Behavior* have a positive and significant effect on *Value Co-Creation* and *Customer Loyalty*. In addition, *Value Co-Creation* also has a positive and significant effect on *Customer Loyalty* and has been proven to mediate the relationship between *Service Improvement* and *Response Behavior* on *Customer Loyalty*. The findings show that improving service quality followed by active customer engagement in providing feedback, suggestions, and feedback can create shared value that has an impact on increasing customer loyalty. Practically, the results of this study provide input for PT BOLDe Sukabumi to continue to improve service quality, strengthen two-way communication with customers, and provide media that facilitates customers in conveying feedback and participating in service development. These efforts are expected to strengthen the *Value Co-Creation* process so that it can build long-term relationships and increase customer loyalty. This research has limitations because it was only conducted on one retail company with limited area coverage, so the results of the study cannot be generalized to the entire retail sector. Therefore, further research is recommended to involve a more diverse research object, a larger number of respondents, and consider other variables that have the potential to affect *Customer Loyalty*, such as *Customer Satisfaction*, *Customer Experience*, or *Customer Trust*.

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