This Journal is available in Telkom University online Journals

Jurnal Manajemen Indonesia

Journal homepage: journals.telkomuniversity.ac.id/ijm

Youth' Co-Creation Behavior in Casual Dining Restaurants in Bandung City, Indonesia

Pri Hermawan[1], Utomo Sarjono Putro[2], Dini Turipanam Alamanda[3]*, Dewi Riani[4]

[1,2,4] School of Business and Management, Bandung Institute of Technology, Ganesha No.10, 40132, Bandung, Indonesia

[3] Faculty of Economics, Garut University, Samarang No. 52 A, 44151, Garut, Indonesia

Abstract

This study aims to identify the co-creation behavior especially students who have experiences of casual dining restaurants. This study also analyses the relationship between co-creation behavior, customer satisfaction, and customer loyalty. The research applied a quantitative method with survey design, and it was conducted for 6 months. It applied the purposive sampling method and the questionnaires were distributed to 1,970 respondents. The collected data were analysed using Structural Equation Modelling (SEM). The results indicate that two types of co-creation behavior of students who have experiences of casual dining restaurants in Bandung, namely customer participant behavior and customer citizenship behavior.

Keywords: consumer behaviour; culinary; co-creation behaviour; satisfaction; loyalty

Abstrak

Penelitian ini bertujuan untuk mengidentifikasi perilaku *co-creation* khususnya mahasiswa yang memiliki pengalaman di restoran *casual dining*. Selain itu, juga untuk menganalisis hubungan antara *co-creation behavior*, *customer satisfaction*, dan *customer loyalty*. Penelitian ini menggunakan metode kuantitatif dengan desain survei, dan dilakukan selama 6 bulan. Metode yang digunakan adalah *purposive sampling* dan penyebaran kuesioner dilakukan kepada 1.970 responden. Data yang terkumpul dianalisis menggunakan *Structural Equation Modeling* (SEM). Hasil penelitian menunjukkan bahwa ada dua jenis perilaku *co-creation* mahasiswa Bandung yang memiliki pengalaman di restoran *casual dining*, yaitu perilaku partisipan pelanggan dan perilaku kewarganegaraan pelanggan.

Kata kunci— perilaku konsumen; kuliner; perilaku kreasi bersama; kepuasan; loyalitas

I. INTRODUCTION

The culinary industry in Indonesia is interesting to be investigated considering that this industry was the biggest contributor to the gross domestic product of the creative economy in 2016 with 41.40% or IDR 383 trillion (Habibullah & Fitria, 2019). Although in the first semester of 2019, the cafe and restaurant market in Indonesia tended to be stagnant, this business opportunity is still promising (Haryono, 2019). For the sustainability of this industry, culinary entrepreneurs need to understand how to properly manage a business, and to regularly update their knowledge all the time including knowledge about customer behavior changes.

Service dominant logic (SDL) is developed to deal with customer behavior changes (Vargo & Lusch, 2008). Currently, customers can access and obtain information from several types of media, including printed and electronic media. They can search for information or share information at any time. Media that facilitate customers to obtain and share information have changed their behavior (Prahalad & Ramaswamy, 2004; Rosen et al., 2014; Teece, 2010). Customers, with a large amount of information, have increased their power to influence the life

cycle and product innovation. Shorter product life cycles encourage companies to adapt quickly to customer demand. To deal with customer behavior and make adaptations, the SDL has the power to explain the customer behavior changes from Goods Dominant Logic. In SDL, values are co-created, meaning that the value depends on the actor who benefits from the exchange whether it is the customer or provider (Lusch & Nambisan, 2015).

Customer co-creation during the innovation process has been suggested to be the main source of the company's competitive advantage (Mahr et al., 2014). The focus of this study is customer behavior in creating value cocreation, particularly when they get service of the culinary industry. Customer satisfaction and loyalty are expected to occur to ensure the sustainability of the business. This study investigates a casual dining restaurant, a type of popular restaurant among students in Bandung which has a relaxed atmosphere. This type of restaurant usually provides attractive seating and tables for customers and has waiters to bring food to the customers' tables.

Three things cannot be separated from the young generation, namely social media, traveling, and online applications which can be easily accessed to meet their needs. The technological changes tend to affect customer behavior. Thus, the current study aims to identify how value co-creation are adapted by culinary customers of casual dining restaurant? It also analyzes the relationship between customer co-creation behavior, customer satisfaction, and customer loyalty at a casual dining restaurant.

II. HYPOTHESIS DEVELOPMENT

A. Evolution of Service-Dominant Logic

SDL is a part of service science that has a different perspective from the general view of services or referred to as Good Dominant Logic (GDL). As one of the basics of service science, SDL considers service as 'tangible' (Grönroos & Gummerus, 2014). However, it considers all exchange activities as a service and deny that people exchange goods for other goods. Every exchange is a service and services are exchanged with other services (Vargo & Lusch, 2008). The exchange in SDL emphasizes the different average values with GDL. SDL emphasizes that as values are created together, a collaboration among actors such as customers, providers, retailers, or other stakeholders is crucial to sustaining the exchange activities (Vargo & Lusch, 2016).

B. Value Co-Creation

The concept of co-creation comes from the proposed service-dominant logic (Vargo & Lusch, 2008). Co-creation is defined as constructive customer participation in the creation of services and delivery processes that require meaningful and cooperative contributions (Leclercq et al., 2016). Mahr et al. (2014) highlights the opportunities and limitations of customer co-creation in innovation and identify the determinants from the relation of marketing and innovation management to filter customers and communication channels as to realize customer co-creation. Besides, Akaka et al. (2014) explore the role of symbols in value creation to develop a deeper understanding of how the actors communicate, interact, and reconcile perspectives when they integrate and exchange resources to create value for themselves and others.

In addition, Mahr et al. (2014) reveal that customer co-creation is most successful in creating relevant and recent knowledge at a lower cost. Akaka et al. (2014) propose the importance of symbols for guiding actors to create shared meaning that helps them to determine the current values and future interactions of symbols and to support coordination, information communication, resource integration, and values assessment among actors.

C. Customer Participation Behavior

Customer Participation Behavior refers to the behavior of customers who are actively involved in the production and delivery process, both physically and emotionally or provide resources that are expected to benefit the customers and company services (Wattanakamolchai, 2008). The customers' roles changed from service co-producers to value co-creators. Customer participation has been conceptualized into two types of participation behavior: co-production and co-creation of values (Ling-Yee Li et al., 2017). Customers always play both not as simple marketing targets, but they mobilize knowledge and other resources of the service process which affect the success of a value proposition (Ordanini & Pasini, 2008). Yi & Gong (2013) propose that elements of customer participation behavior cover information seeking, information sharing, responsible behavior, and personal interaction. Zhang & Shao (2018) stated that the type of customer participation affects their satisfaction. Solem (2016) mentions that customer participation behavior can affect customer loyalty in the short term, but for the long term, it needs to be monitored.

H_1 : There is a relationship between customer participation behavior and customer satisfaction.

H_2 : There is a relationship between customer participation behavior and customer loyalty.

D. Customer Citizenship Behavior

Customer citizenship behavior as a constructive movement that helps customers to benefit retailers and fellow customers (Tonder et al., 2018). Customer citizenship behavior allows customers to proactively communicate anticipated problems, be patient if any service failures, and adapt to uncontrolled situations so that the company activities can run smoothly (Yi et al., 2013). Di et al. (2010) renewed the concept of customer citizenship behavior consisting of altruism, conscientiousness, and courtesy where employees actively share information to avoid work problems and civic virtue where they are responsible to engage and care about the company's existence. In more detail, Yi et al. (2013) propose that aspects of customer citizenship behavior consist of feedback, advocacy, help, and tolerance. Customer citizenship can lead to social controls that limit freedom (Tung et al., 2017), but it can increase customer satisfaction. Even though it is rarely studied, customer citizenship behavior may affect customer loyalty (Castro et al., 2004).

H_3 : There is a relationship between customer citizenship behavior and customer satisfaction.

H_4 : There is a relationship between customer citizenship behavior and customer loyalty.

E. Customer Satisfaction and Customer Loyalty

Many studies have concerned about the effect of customer satisfaction on loyalty. Jung & Yoon (2013) related it to employee satisfaction in which if the employees are satisfied, it will affect customer satisfaction and loyalty. The relationship between the two variables is not always equal as some give high impacts while others give fewer impacts. Yi & La (2004) claimed that financial conditions affect these conditions. The concept of service-dominant logic in identifying customer satisfaction in the tourism and hospitality sectors (Shaw et al., 2011). Binsar & Panjaitan (2014) tested the same model for fast-food restaurants in Indonesia and produced the same findings. It is crucial to create customer loyalty to improve overall performance and establish a better relationship with potential customers (Javed & Cheema, 2017).

H_5: There is a relationship between customer satisfaction and customer loyalty.

Based on the literature review above, the proposed conceptual model of this research can be seen in Figure 1.
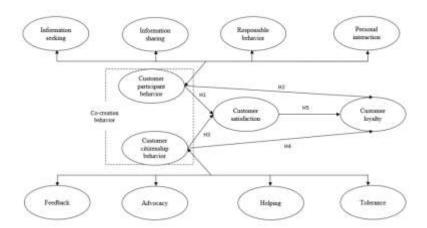

Figure. 1. Conceptual model of co-creation behavior of student as customers of casual dining restaurant

III. RESEARCH METHODOLOGY

Based on the type and analysis of data, this is quantitative research with a confirmatory explanatory design. The study aims to confirm the model proposed by Yi et al. (2013) regarding customer participation and citizenship behaviors. The other variables related to customer satisfaction are associated with the concept of service-dominant Logic (Shaw et al., 2011). Concerning the customer loyalty variable, the selected concept of customer satisfaction is relevant to the concept of co-creation, thus this study applied a model proposed by Grissemann & Stokburger-Sauer (2012).

The study consisted of two main pstages. The first stage was regarding the selection of casual dining restaurants by 30 students in Bandung City. In total, there are ten casual dining restaurants in this city, namely Upnormal, Bakso Boedjangan, Eatboss, Ayam-ayaman, Gokana, Kios, Surabi Imoet, Giggle Box, Karnivor, Nanny's Pavilon, HummingBird, and Waroeng Steak and Shake.

The second stage is the distribution of questionnaires. A total of 1,970 questionnaires were distributed to the respondents at casual dining restaurants in Bandung. The selection of the respondent was based on a purposive sampling method. The profile of respondents is presented in Table 1.

Table 1. Demographic profile of respondents

Characteristics	Types	Frequency	Percentage (%)
Sex	Female	1.264	64.16
	Male	706	35.84
Age	15-18	1.045	53.05
	19-22	671	34.06
	23-26	202	10.25
	27-30	23	1.1
Expense per visit	IDR 50,000	765	38.83
	IDR 50,000 - 100,000	875	44.42
	IDR 100,000 - 150,000	194	9.85
	> 150,000	136	6.90
Visiting frequency in a month	Less than 3 times	1.121	56.90
	3-5 times	568	28.83
	6-8 times	173	8.78
	More than 8 times	108	5.48
Favourite Restaurant visited	Eatboss	314	17.92
	Giggle Box	156	5.94
	Karnivor	112	5.69
	Upnormal	552	28.02
	Bakso Boedjangan	265	13.45
	The Kiosk	50	2.54
	Waroeng Steak and Shake	209	10.61
	Soerabi Imut	94	4.77
	Nanny's Pavilon	38	1.93
	Humming Bird	74	3.76
	others	106	5.38

The collected data were analyzed using Confirmatory Factor Analysis (CFA). It was to analyze the relationship between the underlying variables and the proposed construct (Brown, 2015). In CFA, the model is usually gained or designed based on previous theory or previous research. CFA relies on several tests to determine the adequacy of the model fit to the data. The analysis covered the chi-square test, the Comparative Fit Index (CFI), and Root Mean Square of Approximation (RMSEA). Structural Equation Modeling (SEM) is a technique to investigate the relationships among hypothesized paths in the proposed model. The SEM analysis covered two phases, CFA and the path analysis. The research design of this study is presented in Figure .
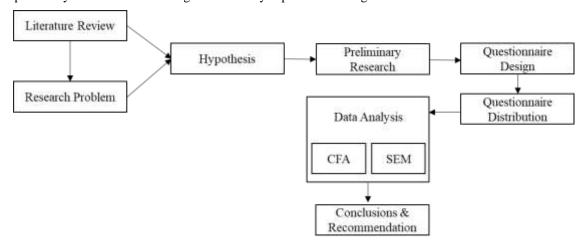
Figure 2. Research Design

IV. RESULT AND DISCUSSION

A. Result

Phase 1: Confirmatory Factor Analysis

The assessment consisted of outer loading assessment, indicator reliability, convergent validity, discriminant validity, the goodness of fit, and model modification. All samples were tested and the results showed that not all test scores showed conformity. So, some items were deleted and modified to achieve the fitness of models.

a) Outer Loading Assessment

It was intended to check the representation of indicators of latent variables. The higher outer loading indicates that the indicator represents the latent variable properly. Hair et al. (2014) confirms that indicators with outer loading of <0.4 should be deleted and > 0.7 indicates good reliability. Meanwhile, the outer loading of 0.4 - 0.7 should be analyzed further.

b) Variables' reliability

Reliability is important to check the consistency measurement of a phenomenon and the results. In this study, the reliability was assessed using Alpha Cronbach and composite reliability. Cronbach's alpha value and composite reliability covered > 0.9 (very high), 0.7 - 0.9 (high), 0.5 - 0.7 (moderate), and < 0.5 (low) (Hair et al., 2014). Table 2 presents the reliability of each variable.

Table 2. CFA model's validity and reliability

Variable	Cronbach's Alpha	Composite Reliability	AVE
Information sharing	0.823	0.833	0.545
Responsible behavior	0.723	0.748	0.509
Personal Interaction	0.900	0.905	0.659
Feedback	0.721	0.725	0.568
Advocacy	0.739	0.700	0.545
Helping	0.734	0.771	0.633

c) Convergent reliability

Convergent reliability is a parameter to test whether constructs are related to each other. In this validity test, a high percentage of variance was expected to verify the validity. Average Variance Explained (AVE) was to verify the construct validity. A minimum construct score of > 0.5 was considered valid (Hair et al., 2014). Table 2 shows that 11 variables were considered reliable and valid based on the Cronbach's alpha score, composite reliability, and AVE score. The construct of information seeking did not meet the requirement above.

d) Discriminant validity

Discriminant validity is a parameter to check the extent to which a variable discriminates against other latent variables. It means the variable should relate better to its factors than to other factors. Discriminant validity can be examined by comparing the square roots of AVE with variables correlations. The expected result was higher scores of square roots of AVE than the score of a correlation either inline vertically or horizontally (Hair et al., 2014). The results showed the diagonal score (square root of AVE) was higher than the correlation scores inline vertically and horizontally. It indicates that all variables differ from each other or discriminant validity.

e) Goodness of Fit

The goodness of Fit in the CFA model measures how well the model fits the data or to what extent the model makes sense. To test goodness of fit, it must include $\chi 2$, Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Normed Fit Index (NFI), Relative Fit Index (RFI), Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), and Root Mean Square Residual (RMR). The overall results of the goodness of fit indicator met the fitness standards as presented in Table 3.

Table 3. Goodness of Fit (CFA Model)

	Recommendation	Score	Fitness
χ2 significance	p <= 0.05	0.000	Fit
GFI	> 0.90 good fit, 0,80 – 0,90 marginal fit	0.928	Good
AGFI	> 0.90 good fit, 0,80 – 0,90 marginal fit	0.913	Good
NFI	> 0.90 good fit, 0,80 – 0,90 marginal fit	0.921	Good
RFI	> 0.90 good fit, 0,80 – 0,90 marginal fit	0.911	Good
CFI	> 0.90 good fit, 0,80 – 0,90 marginal fit	0.921	Good
TLI	> 0.90 good fit, 0,80 – 0,90 marginal fit	0.932	Good
RMSEA	< 0.05 close fit, ≤ 0.08 good fit	0.053	Good
RMR	≤ 0.05 good fit, 0.05 < marginal fit < 1	0.042	Good

Phase 2: Structural Equation Modeling (SEM)

Table 4. presents the results of Structural Equation Modeling (SEM) and path coefficients associated with customer participation and citizenship behaviors. The results show that all relationship assumptions were considered supported.

Table 4. Co-creation behavior – Variable testing

Relationship			P	Note	Path Coefficient (β)
Information sharing	<---	Participant behavior	***	Supported	0.861
Responsible behavior	<---	Participant behavior	***	Supported	0.891
Personal interaction	<---	Participant behavior	***	Supported	0.355
Feedback	<---	Citizenship behavior	***	Supported	0.495
Advocacy	<---	Citizenship behavior	***	Supported	0.639
Helping	<---	Citizenship behavior	***	Supported	0.580
Tolerance	<---	Citizenship behavior	***	Supported	0.608

Table 5. shows the result of hypotheses testing of the modified proposed model. The table shows the relationship that describes the hypotheses, t-value, significant level, and path coefficient. Figure 3. shows the result of the proposed model with its path coefficient.

Table 5. Hypotheses testing and path coefficient

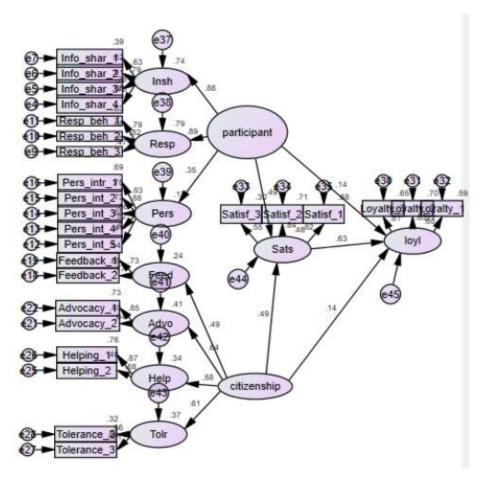|	Relationship			t-value	P	Note	(β)
H$_1$	Satisfaction	<---	participant	14.548	***	Supported	0.487
H$_2$	Loyalty	<---	participant	4.652	***	Supported	0.136
H$_3$	Satisfaction	<---	citizenship	14.918	***	Supported	0.495
H$_4$	Loyalty	<---	citizenship	4.051	***	Supported	0.136
H$_5$	Loyalty	<---	Satisfaction	14.565	***	Supported	0.629

Figure 3. Model with path coefficient

B. Discussion

The results show that this research is relevant to the previous findings in which there are 2 types of customer involvement in value co-creation, namely customer participation behavior and customer citizenship behavior (Castro et al., 2004; Yi & Gong, 2013). Customer citizenship behavior consists of feedback, advocacy, helping and tolerance. However, customer participation behavior changes so that it only consists of information sharing, responsible behavior, and personal interaction because the construct of information seeking is considered not eligible.

In addition, customer participant behavior can affect customer loyalty (Solem, 2016) and customer citizenship behavior can affect customer loyalty (Castro et al., 2004). The customer satisfaction of casual dining restaurants in Bandung City affects customer loyalty (Jung & Yoon, 2013).

Information sharing is an important approach to the sustainability of a company (Lotfi et al., 2013). Information sharing emerges as an activity in which ideas, opinions, facts, and documents are transferred from individuals (or groups) to another covering giving, providing, disseminating, transferring, and posting information (Savolainen, 2017). In the service sector, customers always need information. Some aspects to be considered in information sharing covered its main purpose of sharing information; types of information to be shared with customers; the time to share information; and how information should be conveyed (Žabkar & Arslanagić-Kalajdžić, 2013). On the other hand, customers have to provide information to be utilized in the process of creating shared value. Sharing information with consumers will increase their understanding of the brand, thus it can strengthen brand awareness and loyalty (Xie et al., 2016). The quality of joint creation highly depended on the accuracy of the information provided by the customer. A good relationship between the customer and the service provider (restaurant) affects the activity and quality of information sharing (Omar et al., 2010).

Both employees and customers should be mutually beneficial, accept the rules, policies, and support as directed by the company. All ideas for adding values through joint creation can be successful if the customer shows responsible behavior (Singhal, & Mehta, 2015; Suwandi et al., 2016).

Personal interaction is a part of interaction focusing on the exchange of knowledge, social values, and trust creation (Mainela & Ulkuniemi, 2013). There are three types of personal interactions, namely constant, systematic, and occasional interactions. The constant interaction focuses on the project level. Then, systematic interaction is more related to the level of relationships. The last, the occasional interaction is activated when it is needed at both levels.

The role of social media is considered the most effective in encouraging customers to advocate for the restaurants they visit (Kim et al., 2016). Casual dining restaurants in Bandung need to utilize social media by creating accounts of popular social media such as Instagram. Some casual dining restaurants that already have Instagram accounts are @ karniv.012, @warunk_upnormal, @baksoboedjangan, @thekioskfoodmarket, @waroengsteak, @hummingbird_eatery, and @eatboss. Meanwhile, Soerabi Imut and Nanny's Pavilon have not created Instagram accounts. Instagram accounts allow restaurant owners to really connect with their customers at different levels through photos and videos, and it turns out that many people are interested in the process of cooking and serving foods done by the restaurant.

Customers consider service reliability as the key service, so they tend to have higher expectations for this service. Therefore, the zone of tolerance (ZOT) for service reliability tends to be smaller, and the desired level of service tends to be higher (Chiu, 2013). ZOT is the range between the desired level and the feasibility of expected service.

The restaurant efforts to make the customers satisfied can affect the customer loyalty. A study concerning customer satisfaction done by McKinsey Group in JETRO (2015) found that a "happy customer" will tell 1-3 people about their positive experiences in a restaurant. On the other hand, an "unhappy customer" will tell about 9-15 people about the negative experience at a restaurant. Food quality, service quality, restaurant environment, and price have a positive impact on customer satisfaction (Haghighi et al., 2012).

Customer satisfaction and long-term relationships with customers are the main goals of the hospitality industry (Solem, 2016). The customer satisfaction is pleasurable contentment while customer dissatisfaction is considered as non-pleasurable contentment (Parker & Mathews, 2001). The satisfying things for customers according to Shaw et al. (2011) cover satisfied with the overall services; overall, the service meets expectations; overall, satisfied with all dining experiences in the restaurant.

Customer loyalty refers to customers' willingness to buy repeatedly and offer word-of-mouth marketing for certain businesses (Moorthy et al., 2017). The customer loyalty in this study adopted the concept proposed by Grissemann & Stokburger-Sauer (2012) such as: choosing the same restaurant if planning to eat at casual dining restaurants; visiting the same restaurant in the future; continuing to subscribe at the same restaurant. Customer loyalty highly needs to be considered by restaurant management. Consumer Research shows that 68% of all customers do not return to the restaurant due to employees' indifferent attitudes while providing foods. It supports the idea that poor customer service can cause a faster business bankruptcy (PRNewswire, 2015).

C. Managerial Implication

As customers of casual dining restaurants are dominated by university students, thus the restaurants need to adjust the media for attracting customers to share information, such as registering on a search platform, using customer review based on hashtags or location on social media, or working with a delivery service such as GoFood which has rating features for both product and restaurant quality.

Based on the result, some suggestions are presented for customers to understand responsible behavior of casual dining restaurants in Bandung, namely: performing all necessary tasks when visiting restaurants; some restaurants ask customers to queue at the provided space, differentiating the queue for dine in and take away; fulfilling responsibilities in the visited restaurants; if smoking indoor, bringing pets, or wearing school uniforms are not allowed in the restaurant, then customers want to accept the sanctions if they break the rules;following the employee's directions or orders, some restaurants make a queue list based on the availability of seats, customers need to be informed that their number affects subsequent queue calls.

Customers want to follow the direction of the employee to take the selected seats; be friendly to the employee; be kind to the employee; be polite to the employee; avoid being rude to the employee; telling ideas to improve service; giving comments if the employee provides good service; informing the employee if there is any problem; willing to forgive if the service is not delivered as expected; be patient if employees make mistakes during providing the service; willing to adapt if required to wait longer than expected to receive the services.

The customers' attitudes are related to the service provided by the restaurant. Things that can be done by the restaurant to get a good impression are greeting the customers when they come into the restaurant; helping the customers to find a seat during peak hours; paying attention to the comfort ability, temperature, the music sound, and window curtains as well as adjusting them to the needs; avoiding working around customers while they are eating or conversing.

Providing tools to customers to provide feedback will highly help the restaurants to get feedback faster. Many customers prefer giving feedback by simply clicking the smile icon button. But if you want to get more detailed feedback, encourage customers to give it by offering special discounts or giving merchandise.

Customer advocacy aims to build deeper customer relationships by gaining a new level of trust and commitment, developing a transparent scope, dialogue, and partnership (Yeh, 2013) through: telling positive things about the restaurant and the employee to others; recommending restaurants and the employee services to others; inviting relatives and friends to come and eat at the recommended restaurants.

Customers give and receive help from others during the service and it is called as inter-customer helping (Kim, 2017). Yi & Gong (2013) propose things that can be done by customers concerning helping: helping other customers who get problems; helping other customers to use the right service; giving advice to other customers who need.

V. CONCLUSION

This study proves that feedback, advocacy, helping, and tolerance are dimensions of customer citizenship behavior. Meanwhile, for the customer participant behavior variables proposed by Yi & Gong (2013) only cover information sharing, responsible behavior, and sustainable personal interaction. However, information seeking does not become a part of the study. Customer participant and citizenship behavior do not only affect customer value co-creation behavior (Yi et al., 2013) but also affect the customer satisfaction and loyalty.

REFERENCES

Akaka, M. A., Corsaro, D., Kelleher, C., Maglio, P. P., Seo, Y., Lusch, R. F. & Vargo, S. L. (2014). The role of symbols in value cocreation. *Marketing Theory*, *14*(3), 311–326. https://doi.org/10.1177/1470593114534344

Binsar Kristian P., F. A. & Panjaitan, H. (2014). Analysis of customer loyalty through total quality service, customer relationship management, and customer satisfaction. *International Journal of Evaluation and Research in Education (IJERE), 3*(3), 142-151. https://doi.org/10.11591/ijere.v3i3.6191

Castro, C. B., Armario, E. M. & Ruiz, D. M. (2004). The influence of employee organizational citizenship behavior on customer loyalty. *International Journal of Service Industry Management*, *15*(1), 27-53. https://doi.org/10.1108/09564230410523321

Chiu, C.-F. (2013). *Customers' Zone of Tolerance toward Hotel Services.* Thesis. Arizona State University.

Di, E., Huang, C. J., Chen, I. H. & Yu, T. C. (2010). Organisational justice and customer citizenship behavior of retail industries. *Service Industries Journal*, *30*(11), 1919-1934. https://doi.org/10.1080/02642060802627533

Grissemann, U. S. & Stokburger-Sauer, N. E. (2012). Customer co-creation of travel services: The role of company support and customer satisfaction with the co-creation performance. *Tourism Management*, *33*(6), 1483–1492. https://doi.org/10.1016/j.tourman.2012.02.002

Grönroos, C. & Gummerus, J. (2014), "The service revolution and its marketing implications: Service logic vs service-dominant logic. *Managing Service Quality*, *24*(3), 206 – 229. https://doi.org/10.1108/MSQ-03-2014-0042

Habibullah, C. R. & Fitria, S. E. (2019). *Analisis Penerapan Value Co-creation Dalam Pengembangan Produk Baru (studi Kasus Pada Maradeca Coffee Store, Kota Bandung).* Bandung: Telkom University.

Haghighi, M., Dorosti, A., Rahnama, A. & Hoseinpour, A. (2012). Evaluation of factors affecting customer loyalty in the restaurant industry. *African Journal of Business Management*, *6*(14), 5039–5046. https://doi.org/10.5897/AJBM11.2765

Hair, J. F., Black, W. C., Babin, B. J. & Anderson, R. E. (2014). *Pearson New International Edition: Multivariat Data Analysis*, In Exploratory Data Analysis in Business and Economics, London: Pearson. https://doi.org/10.1007/978-3-319-01517-0_3

Haryono, T. (2019). Agar tak rugi, ini yang harus diketahui pebisnis kafe dan restoran. Kabar Bisnis. Retrieved from https://www.kabarbisnis.com/read/2893641/agar-tak-rugi-ini-yang-harus-diketahui-pebisnis-kafe-dan-restoran#

Javed, F. & Cheema, S. (2017). Customer satisfaction and customer perceived value and its impact on customer loyalty : the mediational role of customer relationship management. *Journal of Internet Banking and Commerce*, *8*(6), 110-115.

JETRO, J. E. T. O. (2015). ABS Restaurant Operation Standard Manual. Los Angeles.

Jung, H. S. & Yoon, H. H. (2013). Do employees' satisfied customers respond with an satisfactory relationship? The effects of employees' satisfaction on customers' satisfaction and loyalty in a family restaurant. *International Journal of Hospitality Management*, *34*(1), 1-8. https://doi.org/10.1016/j.ijhm.2013.02.003

Kim, S. Y. (2017). Inter-customer helping during service failures: the mediating role of disappointment. *Journal of Service Science Research*, *9*, 61-71. https://doi.org/10.1007/s12927-017-0004-4

Kim, W. G., Li, J. J. & Brymer, R. A. (2016). The impact of social media reviews on restaurant performance: The moderating role of excellence certificate. *International Journal of Hospitality Management*, *55*, 41-51. https://doi.org/10.1016/j.ijhm.2016.03.001

Leclercq, T., Hammedi, W. & Poncin, I. (2016). Ten years of value cocreation: An integrative review. *Recherche et Applications En Marketing, 31*(3), 1-35. https://doi.org/10.1177/2051570716650172

Ling-Yee Li, E., Liu, B. S. C. & Luk, S. T. K. (2017). Customer Participation Behavior in High- Versus Low-Contact Services: The Multiple Roles of Customer Trust. *Journal of Global Marketing*, *30*(3), 1-20. https://doi.org/10.1080/08911762.2017.1343886

Lotfi, Z., Mukhtar, M., Sahran, S. & Zadeh, A. T. (2013). Information Sharing in Supply Chain Management. *Procedia Engineering*, *38*, 2147-2154 https://doi.org/10.1016/j.protcy.2013.12.194

Lusch, R. F. & Nambisan, S. (2015). Service innovation: A service-dominant logic perspective. *MIS Quarterly: Management Information Systems*, *9*(1), 155-175. https://doi.org/10.25300/MISQ/2015/39.1.07

Mahr, D., Lievens, A. & Blazevic, V. (2014). The value of customer cocreated knowledge during the innovation process. *Journal of Product Innovation Management*, *31*(3), 599-615. https://doi.org/10.1111/jpim.12116

Mainela, T. & Ulkuniemi, P. (2013). Personal interaction and customer relationship management in project business. *Journal of Business and Industrial Marketing*, *28*(2), 3. https://doi.org/10.1108/08858621311295245

Moorthy, K., En Chee, L., Chuan Yi, O., Soo Ying, O., Yee Woen, O. & Mun Wei, T. (2017). Customer loyalty to newly opened cafés and restaurants in Malaysia. *Journal of Foodservice Business Research, 20*(5), 525-541. https://doi.org/10.1080/15378020.2016.1222743

Omar, R., Thurasamy, R., Lo, M.-C., Sang, T. Y. & Siron, R. (2010). Information sharing, information quality and usage of information technology (IT) tools in Malaysian organizations. *African Journal of Business Management*, *4*(12), 2486–2499.

Ordanini, A. & Pasini, P. (2008). Service co-production and value co-creation: The case for a service-oriented architecture (SOA). *European Management Journal*, *26*(5), 289-297. https://doi.org/10.1016/j.emj.2008.04.005

Parker, C. & Mathews, B. P. (2001). Customer satisfaction: Contrasting academic and consumers' interpretations. *Marketing Intelligence & Planning*, *19*(1), 38-44. https://doi.org/10.1108/02634500110363790

Prahalad, C. K. & Ramaswamy, V. (2004). Co-creation experiences: The next practice in value creation. *Journal of Interactive Marketing*, *18*(3), 5-14. https://doi.org/10.1002/dir.20015

PRNewswire. (2015). Study finds 70% of retail and restaurant customers never make a return visit. Https://Www.Prnewswire.Com/. Retrieved from https://www.prnewswire.com/news-releases/study-finds-70-of-retail-and-restaurant-customers-never-make-a-return-visit-300027410.html

Rosen, L. D., Lim, A. F., Felt, J., Carrier, L. M., Cheever, N. A., Lara-Ruiz, J. M., … Rokkum, J. (2014). Media and technology use predicts ill-being among children, preteens and teenagers independent of the negative health impacts of exercise and eating habits. *Computers in Human Behavior*, *35*, 364–375. https://doi.org/10.1016/j.chb.2014.01.036.

Savolainen, R. (2017), "Information sharing and knowledge sharing as communicative activities", *Information Research*, Vol. 22 (3), pp.767.

Shaw, G., Bailey, A. & Williams, A. (2011). Aspects of service-dominant logic and its implications for tourism management: Examples from the hotel industry. *Tourism Management*, *32*(2), 207-214. https://doi.org/10.1016/j.tourman.2010.05.020

Singhal, S. & Mehta, D. (2015). An Empirical Study of the Dimensions of Customer Value Co-Creation Behavior. *International Journal of Advance Research and Innovative Ideas in Education*, *1*(4), 255-261.

Solem, B. A. (2016). Influences of customer participation and customer brand engagement on brand loyalty. *Journal of Consumer Marketing*, *33*(5), 1-24. https://doi.org/10.1108/JCM-04-2015-1390

Suwandi, S. E., Anwar, R., Lakoro, Y., Hadi, H., Julia, M., Garforth, C. J., … Hutagaol, M. P. (2016). Dairy farmers' use and non-use values in animal welfare: Determining the empirical content and structure with anchored best-worst scaling. *Journal of Dairy Science*, *99*(1), 579-592. https://doi.org/10.1002/9781444301649

Teece, D. J. (2010). Business models, business strategy and innovation. *Long Range Planning*, *43*(2-3), 172-194. https://doi.org/10.1016/j.lrp.2009.07.003

Tonder, E. van, Saunders, S. G., Lisita, I. T. & de Beer, L. T. (2018). The importance of customer citizenship behavior in the modern retail environment: Introducing and testing a social exchange model. *Journal of Retailing and Consumer Services, 45*, 92-102. https://doi.org/10.1016/j.jretconser.2018.08.011

Tung, V. W. S., Chen, P. J. & Schuckert, M. (2017). Managing customer citizenship behavior: The moderating roles of employee responsiveness and organizational reassurance. *Tourism Management*, *59*, 23-35. https://doi.org/10.1016/j.tourman.2016.07.010

Vargo, S. L. & Lusch, R. F. (2008). Service-dominant logic: Continuing the evolution. *Journal of the Academy of Marketing Science*, *36*, pp. 1-10. https://doi.org/10.1007/s11747-007-0069-6

Vargo, S. L. & Lusch, R. F. (2016). Institutions and axioms: an extension and update of service-dominant logic. *Journal of the Academy of Marketing Science*, *44*, 5-23. https://doi.org/10.1007/s11747-015-0456-3

Wattanakamolchai, S. (2008). Managing customer participation in the service production process. *Academic Review*, *8*(1), 1-9.

Xie, K., Wu, Y., Xiao, J. & Hu, Q. (2016). Value co-creation between firms and customers: The role of big data-based cooperative assets. *Information and Management*, *53*(8), 1034-1048. https://doi.org/10.1016/j.im.2016.06.003

Yeh, Y. P. (2013). The impact of customer advocacy on customer perceived value. *Journal of Business and Retail Management Research*, *8*(1), 91-102. https://doi.org/10.24052/JBRMR/158

Yi, Y. & Gong, T. (2013). Customer value co-creation behavior: Scale development and validation. *Journal of Business Research*, *66*(9), 1279-1284. https://doi.org/10.1016/j.jbusres.2012.02.026

Yi, Y., Gong, T. & Lee, H. (2013). The impact of other customers on customer citizenship behaviour. *Psychology and Marketing*, *30*(4), 341-356. https://doi.org/10.1002/mar.20610

Yi, Y. & La, S. (2004). What Influences the Relationship between Customer Satisfaction and Repurchase Intention? Investigating the Effects of Adjusted Expectations and Customer Loyalty. *Psychology and Marketing*, *21*(5), 351 – 373. https://doi.org/10.1002/mar.20009

Zhang, Y. & Shao, B. (2018). The effect of customer participation types on online recovery satisfaction: A mental accounting perspective. *Future Internet*, 10(10), 97. https://doi.org/10.3390/fi10100097