



Value Co-Creation Behavior on Hotel Guests' Revisit Intention: The Mediating Role of Customer Satisfaction and Subjective Well-Being

Chavana Angkanurakbun^{1*} and Natthakan Pruksorranan²

^{1*2}Burapha Business School, Burapha University, Thailand

(Received: August 19, 2024; Revised: October 26, 2024; Accepted: November 4, 2024)

Abstract

This research sought to examine the causal relationships among value co-creation behavior, customer satisfaction, subjective well-being, and revisit intention within the hotel sector. Utilizing a close-ended questionnaire developed through a comprehensive literature review. The data was collected from 494 Thai customers with previous hotel experiences in Thailand and subsequently analyzed through Structural Equation Modeling (SEM)

Notable findings include 1) Value co-creation behavior indirectly influences revisit intention through customer satisfaction and subjective well-being ($\beta = .317, p < .05$) 2) Personal interaction is crucial in enhancing customer satisfaction and well-being, which can lead to increased likelihood of guests returning to the hotel. 3) These insights can guide hotel businesses in improving their strategies and operations, focusing on creating value and enriching the customer experience.

Keywords: 1) Value Co-creation Behavior 2) Customer Satisfaction 3) Subjective Well-being 4) Revisit Intention 5) Hotel Industry

^{1*} Assistant Professor, Department of Tourism and Hotel; E-mail: chavana@buu.ac.th (Corresponding Author)

² Assistant Professor, Department of Tourism and Hotel



Introduction

In the contemporary hotel industry, understanding the factors that influence guests' decisions to return is crucial for maintaining a competitive advantage and fostering long-term customer relationships. A significant factor that has gathered attention recently is value co-creation behavior. This concept emphasizes the joint efforts between customers and service providers to generate value. Co-creation is a collaborative process where businesses and customers work together to create value that benefits both sides. For businesses, this process offers a deeper understanding of their customers, while customers enjoy tailored experiences that meet their unique needs (Prahalad and Ramaswamy, 2000, p. 82). The idea of customer value creation is further supported by the Service-Dominant Logic (S-D Logic), which posits that businesses propose value, but it is the customers who actually create value through their perception and interaction with products and services (Vargo and Lusch, 2004, p. 1).

The hotel industry is inherently customer-oriented, making it a suitable environment for co-creation. Customers' expectations are constantly evolving, particularly concerning travel expenditures, dining, and accommodations. Hotels must be prepared to meet and adapt to these changing expectations as their growth and survival depend on delivering memorable, positive experiences through value creation, which can provide a competitive advantage in the travel and service industry (Monteiro, et al., 2023, p. 2; Payne, Storbacka and Frow, 2008, pp. 83-96). Currently, hotel

customers have more complex needs, seek more knowledge, and have greater selection capabilities, demanding more value from hotels (Solakis, et al., 2021, p. 951). Therefore, creating customer value is essential for the survival of hotel businesses. Customers place higher importance on the products and services received at their destinations after investing their time, effort, money, and knowledge in various activities and experiences. It is evident that in the value creation process, customers are not just service users but also part of the service providers. Customers who invest more time and effort tend to gain more value from positive experiences (Prebensen, Vittersø, and Dahl, 2013, p. 23; Solakis, et al., 2021, p. 952). Conversely, when businesses engage more with customers during the purchasing process, customers perceive more value from the products and services, even if these products and services may be similar in form and characteristics. However, the co-created value of the experiences customers receive cannot be replicated.

Value co-creation involves the participation of both customers and service providers, with customer involvement referred to as value co-creation behavior (Chathoth, et al., 2014, pp. 33-47; Roy, et al., 2020, pp. 353-368). Value creation does not occur without customer participation. As customers engage more in the value creation process, they have opportunities to co-create better experiences with service providers (Grönroos and Voima, 2013, pp. 133-150). Therefore, service providers face the challenge of creating, managing, and controlling customer experiences within

the defined service settings. When customers participate in the value creation process, they must engage in specific behaviors with the business before value can emerge.

Co-creating experiences using existing resources or creating new experiences for customers impacts not only customer satisfaction but also their overall well-being and intention to return (Kwon, Amendah and Ahn, 2024, p. 137). Life satisfaction can increase through participation in life experiences such as travel and events, producing positive outcomes in life domains and influencing overall life quality. Modern tourists are more active, seeking new experiences and positive holiday experiences that can transform their lives. These experiences can affect life satisfaction and well-being, letting customers to develop personally, feel fulfilled, and engage with communities. When customers are satisfied, happy with the products and services, or involved in the co-creation process, they are more likely to repurchase, revisit the same place, and share positive experiences. As the research question focuses on how value co-creation behavior influences hotel guests' satisfaction, well-being, and revisit intentions, this research aims to: 1) develop a theoretical model of value co-creation behavior in the hotel industry, and 2) examine the direct and indirect effects of value co-creation behavior, satisfaction, well-being, and revisit intentions of hotel guests.

Literature Review

The Effect of Value Co-Creation Behavior on Hotel Guests' Revisit Intention

There are various interchangeable perspectives on this concept, such as customer

involvement, co-production, collaboration, co-creation of value, and value co-creation. These perspectives can be collectively explained in three ways: 1) Co-creation requires collaboration between businesses and customers or involved parties to create value within the context of value co-creation. Therefore, value does not emerge without the participation of both customers and businesses. 2) Co-creation focuses on the co-production of new or improved products, as well as product attributes that influence customer engagement. 3) Customers and their experiences are key to seeking personal value to meet their own needs (Chathoth, et al., 2014, pp. 33-47; Grönroos and Voima, 2013, pp. 133-150; Prahalad and Ramaswamy, 2004a, pp. 5-14). Thus, researchers agree that value is created through the collaboration of customers, businesses, and stakeholders participating in various activities from start to finish. Customers perceive value differently based on individual characteristics, products, services, or situations, all of which need to be interconnected.

Value Co-Creation in Hotel Industry

Value arises when customers engage with the defined service environment, which can include providing feedback, participating in service customization, and engaging in co-production activities (Bouchriha, Farid and Ouiddad, 2023, pp. 1583-1584; Roy, et al., 2020, pp. 353-368). For example, Marriott Hotels incorporate local cultural uniqueness into various activities related to taste, smell, sound, and touch, providing guests with experiences that enhance cultural diversity understanding. This ensures that the hotel's welcoming environment fosters warmth and increases



customer satisfaction (Marriott, 2023, p. 2). The "ibis Styles by Us" program by Accor's ibis Styles brand encourages customers to creatively photograph the hotel, rooms, or areas and share their stylish photos on Instagram with tags @ibishotels and #ibisStyleByUs. This project aims to draw creative inspiration from hotel customers, with participants having a chance to win a trip to Barcelona (Accor, 2019). Another example, Hilton has introduced a new regional prototype for its Hilton Garden Inn brand, specifically tailored for the Asia-Pacific market, beginning with Thailand. This prototype is designed to offering a more adaptable and cost-effective experience that meets the needs and preferences of guests (Hilton, 2023).

From the above examples, value does not emerge if customers do not participate or exhibit behavior in the service context. Customer behavior, coupled with hotel offerings, can create value, aligning with research on customer value co-creation behavior in the travel, service, and hotel industries (Esawe, Esawe, and Esawe, 2024, pp. 1974-1993; Roy, et al., 2020, pp. 353-368). This includes regular behaviors within the co-creation process, such as information searching, data exchange, responsible behavior, and personal relationships, as well as behaviors that are not necessarily required but can add value to the business, like providing feedback, recommendations, assistance, and patience (Mitrega, Klézl, and Spáčil, 2022, pp. 25-26; Yi and Gong, 2013, pp. 1279-1284).

Impact on Revisit Intention

Revisit intention is a critical outcome for hotels as it directly relates to customer loyalty and long-term profitability. The rela-

tionship between value co-creation behavior and revisit intention has been explored in various studies. For instance, Meng and Cui (2020) identified the role of co-creation experience in generating revisit intention to home-based accommodation. Stokburger-Sauer, et al. (2016, pp. 563-590) found that guests who engage in co-creation activities are more likely to develop a strong emotional connection with the hotel, which enhances their intention to return. This is because co-creation fosters a sense of ownership and personal investment in the service experience.

Furthermore, Prahalad and Ramaswamy (2004b) highlighted that co-creation enables customers to derive unique and personalized experiences, which can lead to higher satisfaction and loyalty. In their study, Sugathan and Ranjan (2019, pp. 207-217) also demonstrated that value co-creation positively influences customer loyalty, suggesting that co-creation activities can be an effective strategy for hotels to encourage repeat visits.

Empirical evidence supports the notion that value co-creation behavior enhances guests' revisit intention through improved service experiences and increased emotional attachment to the hotel. For example, a study by Lee, Jeong and Qu (2020, pp. 485-487) found that hotels that actively involve guests in service creation and decision-making processes are more likely to see higher rates of repeat business. This indicates that value co-creation can be a significant driver of guest loyalty and revisit intention.

The Mediating Role of Customer Satisfaction and Subjective Well-Being

The relationship between value co-creation behavior and revisit intention is not direct and is often mediated by other factors, such as satisfaction and subjective well-being. This section explores the literature on how these mediating variables influence the effect of value co-creation behavior on guests' revisit intention.

Customer Satisfaction as a Mediator

Satisfaction is a key mediator in the relationship between value co-creation behavior and revisit intention. Customer satisfaction refers to the overall contentment with the service experience and is a well-established predictor of customer loyalty and behavioral intentions (Oliver, 2010). When guests engage in co-creation activities, they are more likely to experience a sense of control and involvement, leading to higher levels of satisfaction.

Numerous studies have demonstrated the mediating role of satisfaction in the context of value co-creation. For example, Hoyer, et al. (2010, pp. 289-291) found that value co-creation activities positively impact customer satisfaction, which in turn enhances revisit intention. Similarly, a study by Mathis, et al. (2016, pp. 62-75) revealed that satisfaction mediates the relationship between co-creation and customer loyalty, suggesting that satisfied customers are more likely to return to the same hotel.

The positive effect of value co-creation on satisfaction can be attributed to several factors. First, co-creation allows guests to customize their experiences according to their

preferences, leading to higher perceived value. Second, co-creation fosters a sense of partnership and collaboration, enhancing guests' emotional connection with the hotel. These factors collectively contribute to increased satisfaction, which subsequently influences guests' intention to revisit.

Subjective Well-Being as a Mediator

Subjective well-being, encompassing both hedonic and eudaimonic dimensions, is another important mediator in the relationship between value co-creation behavior and revisit intention. Subjective well-being refers to an individual's overall assessment of their quality of life and includes elements such as life satisfaction, positive affect, and a sense of purpose (Cui, Cheng and Shang, 2024, pp. 9-11; Diener and Biswas-Diener, 2003).

Engaging in value co-creation activities can enhance guests' subjective well-being by providing enjoyable and meaningful experiences. Studies have shown that positive service interactions and personalized experiences contribute to higher levels of well-being (Mathis, 2013, p. 83; Urry, et al., 2004, pp. 367-372). For example, a study by Karagöz and Ramkissoon (2023, p. 5) found that value co-creation positively influences guests' subjective well-being, which in turn enhances their loyalty and revisit intention.

The mediating role of subjective well-being can be explained through the psychological benefits of co-creation. When guests actively participate in service creation, they experience a sense of autonomy, competence, and relatedness, which are fundamental components of well-being according to self-deter-



mination theory (Chen, Cottam and Lin, 2020, pp. 30-37). These positive psychological states can lead to higher satisfaction and a stronger intention to return to the hotel.

Empirical research supports the mediating role of subjective well-being in the value co-creation-revisit intention relationship. For instance, a study by Mathis, et. al. (2016, pp. 62-75) demonstrated that subjective well-being mediates the relationship between service quality and revisit intention, highlighting the importance of well-being in influencing customer loyalty. Similarly, Kwon, Amendah and Ahn (2024, p. 137) found that subjective well-being mediates the effect of value co-creation on customer loyalty in the context of luxury hotels.

Methods

This research aims to explore the causal relationships using observable variables and to test theoretical relationships against empirical data through the technique of Structural Equation Modeling (SEM). The study population involves of Thai tourists who have had experiences staying in and using hotel services in Thailand. The appropriate sample size for data analysis using SEM should be 10 to 20 times the total number of variables to be measured (Kline, 2010, p. 214), which totals 45 items. Therefore, the minimum sample size is 450. The research tool was a questionnaire developed from a review of relevant theories and literature, consisting of general tourist information, co-creation behavior (Roy, et al., 2020, pp. 353-368; Vega-Vazquez, Revilla-Camacho and Cossío-Silva, 2013, pp. 1945-1953; Yi and Gong, 2013, pp. 1279-1284), satisfaction (Han

and Back, 2007, pp. 5-30; Hwang and Lyu, 2015, pp. 248-257; Jani and Han, 2013, pp. 970-993), subjective well-being (Sirgy, Uysal and Kruger, 2017, pp. 205-228; Su, Swanson and Chen, 2016, pp. 82-95), and revisit intentions (Jani and Han, 2013, pp. 970-993; Su, Swanson and Chen, 2016, pp. 82-95). A seven-point rating scale was used in this study to measure each construct, offering nuanced responses, reducing bias, and allowing for robust statistical analysis, with the data interpreted using five classes. It was then tested with 30 tourists to assess the content validity and reliability of the questionnaire, with the reliability results meeting the required criteria.

The researcher collected data by using a convenience sampling method, resulting in 497 returned questionnaires. The data were then examined using Mahalanobis' Distance (D2). A p-value of $<.001$ indicates the presence of multivariate outliers (Hair, et al., 2010, p. 662; Tabachnick and Fidell, 2013, pp. 79-97). The calculation revealed 3 cases with outliers, leaving 494 questionnaires with normally distributed data. Additionally, internal consistency was checked using Cronbach's Alpha, and all variables met the reliability criterion with $\alpha > .70$ (Hair, et al., 2010, p. 662). The reliability scores for customer co-creation behavior, customer satisfaction, subjective well-being, and revisit intention were $\alpha = .934, .934, .909,$ and $.912$, respectively. The Pearson's Correlation coefficients between the variables ranged from $.500$ to $.794$, which is within the acceptable range ($r < .80$), indicating that the variables are not highly correlated. Therefore, the data can be further analyzed without resulting in inaccu-

racies (Tabachnick and Fidell, 2013, p. 12). The data analysis is presented using percentages, means, and standard deviations. Meanwhile, the hypothesis testing against empirical data and the development of the theoretical model of customer co-creation were conducted using Confirmatory Factor Analysis and Path Analysis.

Results

The study surveyed 494 Thai tourists and uncovered key demographic and travel preferences. The sample consisted of 56.5% females and 43.5% males, with the majority being Gen-Y (35.4%) and Gen-Z (34.4%). Educationally, 61.9% held a bachelor’s degree. Income distribution showed that 35.2% earned between USD 351-800, while 24.3% earned USD 801-1600. The majority traveled with

family (36.2%) or friends (25.7%), and 70.6% stayed for 1-2 nights. Accommodation choices revealed a preference for resorts in natural areas (53.0%), followed by city/business hotels (25.7%) and boutique hotels (21.3%).

The data presented in Table 1 summarizes the mean values and interpretations of various variables evaluated among respondents. The overall behavior of value co-creation was rated high ($\bar{x} = 5.40$). Within this category, personal interaction received the highest rating ($\bar{x} = 5.92$), interpreted as very high. Other aspects, such as information sharing ($\bar{x} = 5.43$), responsible behavior ($\bar{x} = 5.45$), feedback ($\bar{x} = 5.66$), and advocacy ($\bar{x} = 5.66$), were all rated high. tolerance, though still rated high, had a relatively lower mean ($\bar{x} = 4.66$).

Table 1 Mean Values and Interpretation of the Evaluation of Variables

| Variables | Item | \bar{X} | S.D. | Interpretation |
|----------------------------|------|-----------|------|----------------|
| Value Co-creation Behavior | | 5.40 | .77 | High |
| Information seeking | 3 | 5.34 | .94 | High |
| Information sharing | 4 | 5.43 | 1.06 | High |
| Responsible behavior | 4 | 5.45 | .98 | High |
| Personal interaction | 5 | 5.92 | .92 | Very High |
| Feedback | 3 | 5.66 | 1.06 | High |
| Advocacy | 3 | 5.66 | 1.04 | High |
| Helping | 4 | 5.07 | 1.25 | High |
| Tolerance | 3 | 4.66 | 1.41 | High |
| Customer Satisfaction | 7 | 5.43 | .88 | High |
| Subjective Well-being | 6 | 5.22 | .95 | High |
| Revisit Intention | 3 | 5.30 | 1.11 | High |

Note: 5.81-7.00 = Very High, 4.61-5.80 = High, 3.41-4.60 = Medium, 2.21-3.40 = Low, 1.00-2.20 = Very Low



Customer satisfaction, measured across seven items, indicated a high level of satisfaction ($\bar{x} = 5.43$). Subjective well-being, assessed through six items, was also rated high ($\bar{x} = 5.22$). Lastly, the intention to revisit, based on three items, was rated high ($\bar{x} = 5.30$). Overall, these evaluations suggest that the respondents rated their experiences and behaviors positively, with most variables falling within the "high" interpretation range.

Based on the first objective, the researcher conducted an exploratory factor analysis using method of principal axis factoring with varimax rotation on the response for value co-creation behavior with 29 items in order to determine the correlation among the variables in a dataset. The result of EFA compounded new set of variables, five factors with eigenvalues exceeding 1, and explained 66.07% of the cumulative variance. The KMO value of .928 and a significant chi-square value for Bartlett's Test of Sphericity ($\chi^2 = 9367.27$, $df = 406$, $p < 0.001$) indicated that factor analysis was appropriate for the data. Factor loading ranged from .539 to .842. In this stage, item 'Feed3' was eliminated due to loading value below than .5.

Since measurement items belonged to newly identified components, the researcher renamed and refined the operational definitions to better capture value co-creation behavior. These values emerge from the interaction between customers and the hotel, particularly in the areas of information seeking, information dissemination, personal interaction, service adaptability, and ownership attitude. Information Seeking (IS) refers to the actions

taken by customers to search for or inquire about information regarding hotels, rooms, and services, both directly from the hotels and indirectly from other sources. As a result, images, perceptions, and knowledge naturally develop, making customers more familiar with the hotel. Information Dissemination (ID) refers to the actions customers take to communicate their needs, preferences, and expectations to hotel staff. This enables the staff to fully respond to and personalize the services according to the customers' needs. Personal Interaction (PI) refers to the positive expressions or behaviors that customers exhibit toward hotel staff to foster a positive connection between the customers and the hotel. Service Adaptability (SA) refers to the ability of customers to adjust to new environments and modifications in service offerings, as well as their capacity to adapt to the presence and needs of other customers. Ownership Attitude (OA) refers to the ability of customers to think and act as if they were the hotel owner, providing feedback for service improvement, assisting others with hotel-related matters, and sharing positive perspectives with potential customers. Therefore, 44 variables will be used for data processing in the next step, including 28 items on value co-creation behavior (VCB) across 5 aspects, 7 items on customer satisfaction (CSA), 6 items on subjective well-being (SWB), and 3 items on customer revisit intention (CRI).

Confirmatory Factor Analysis (CFA) was subsequently conducted using AMOS software to evaluate the structural validity of each latent variable, ensuring alignment with both the theoretical framework and the empirical

data analyzed. This analysis focused on the measurement models for value co-creation behavior, customer satisfaction, subjective well-being, and revisit intention. The model was further refined by applying the recommended Modification Indices (MI), allowing for correlations between the measurement errors of observed variables associated with the same latent variable.

The Goodness-of-Fit Index analysis for the first-order and second-order Confirmatory Factor Analysis (CFA) models of value co-creation behavior, customer satisfaction, subjective well-being, and revisit intention. The refined model meets the criteria for the relative Chi-square statistic (χ^2/df) as recommended by (Schumacker and Lomax, 2010, p. 202). Additionally, the indices NFI, GFI, IFI, CFI, TLI, and RMSEA all meet the required thresholds (Hair, et al., 2010, p. 662). Therefore, it can be concluded that the CFA models for all variables are consistent with the empirical data.

The values for Composite Reliability (CR), Average Variance Extracted (AVE), Max-

imum Shared Variance (MSV), and Average Shared Variance (ASV) are presented in Table 2. It was found that the CR values for the latent variables, value co-creation behavior, customer satisfaction, subjective well-being, and revisit intention, are all greater than the corresponding AVE values. Therefore, it can be concluded that the latent variables of value co-creation behavior, customer satisfaction, subjective well-being, and revisit intention exhibit convergent validity, meaning that all observed variables within each latent variable are well-correlated internally. When considering discriminant validity, it was found that the AVE values of all four latent variables are greater than the MSV and ASV values of all the latent variables. Therefore, it can be concluded that the latent variables—value co-creation behavior, customer satisfaction, subjective well-being, and revisit intention—exhibit discriminant validity. This means that each observed variable is more strongly correlated with other variables within the same latent variable than with those of other latent variables.

Table 2 Correlation Coefficients, Composite Reliability (CR), Average Variance Extracted (AVE), Maximum Shared Variance (MSV), and Average Shared Variance (ASV)

| Latent Variables | Correlation | | | | CR | AVE | MSV | ASV |
|------------------|-------------|-------|-------|-------|------|------|------|------|
| | VCB | CSA | SWB | CRI | | | | |
| VCB | 1.000 | | | | .931 | .634 | .558 | .447 |
| CSA | .747 | 1.000 | | | .921 | .659 | .613 | .572 |
| SWB | .665 | .783 | 1.000 | | .884 | .633 | .613 | .536 |
| CRI | .584 | .739 | .743 | 1.000 | .867 | .771 | .552 | .480 |

Structural Model

The examination of the goodness-of-fit for the structural model of value co-creation behavior, customer satisfaction, subjective

well-being, and revisit intention included one exogenous latent variable (28 observed variables) and three endogenous latent variables (16 observed variables). The index results



showed that the Chi-square value (χ^2) was 3,458.467 with 891 degrees of freedom, and the relative Chi-square (χ^2/df) was 3.882, which falls within the acceptable range. However, the NFI, GFI, IFI, CFI, TLI, and RMSEA values did not meet the required criteria. This indicates that the initial theoretical model cannot yet be accepted as a good fit with the empirical data.

The researcher improved the model by considering the suggested Modification Indices. The results showed a Chi-square value of 1,880.375 with 852 degrees of freedom), and a relative Chi-square of 2.207, which is within the acceptable range. The NFI, GFI, IFI, CFI, TLI, and RMSEA values all met the required criteria, as shown in Table 3 and Figure 2.

Table 3 Goodness-of-Fit Indices

| Fit Indices | Cutoff Value | 1st Model | Revised Model |
|-------------|--------------|-----------|---------------|
| χ^2/df | < 3.00 | 3.882 | 2.207 |
| NFI | > 0.90 | .899 | .951 |
| GFI | > 0.90 | .836 | .950 |
| IFI | > 0.90 | .834 | .937 |
| CFI | > 0.90 | .842 | .937 |
| TLI | > 0.90 | .832 | .930 |
| RMSEA | < 0.05 | .076 | .049 |

This indicates that the revised structural model can be accepted as a good fit with the empirical data. In other words, this model is appropriate for the theoretical framework of value co-creation behavior in the hotel indus-

try. Furthermore, the variables of value co-creation behavior, customer satisfaction, and subjective well-being together explain 71% of the variance in customer revisit intention in the hotel industry ($R^2 = .71$)

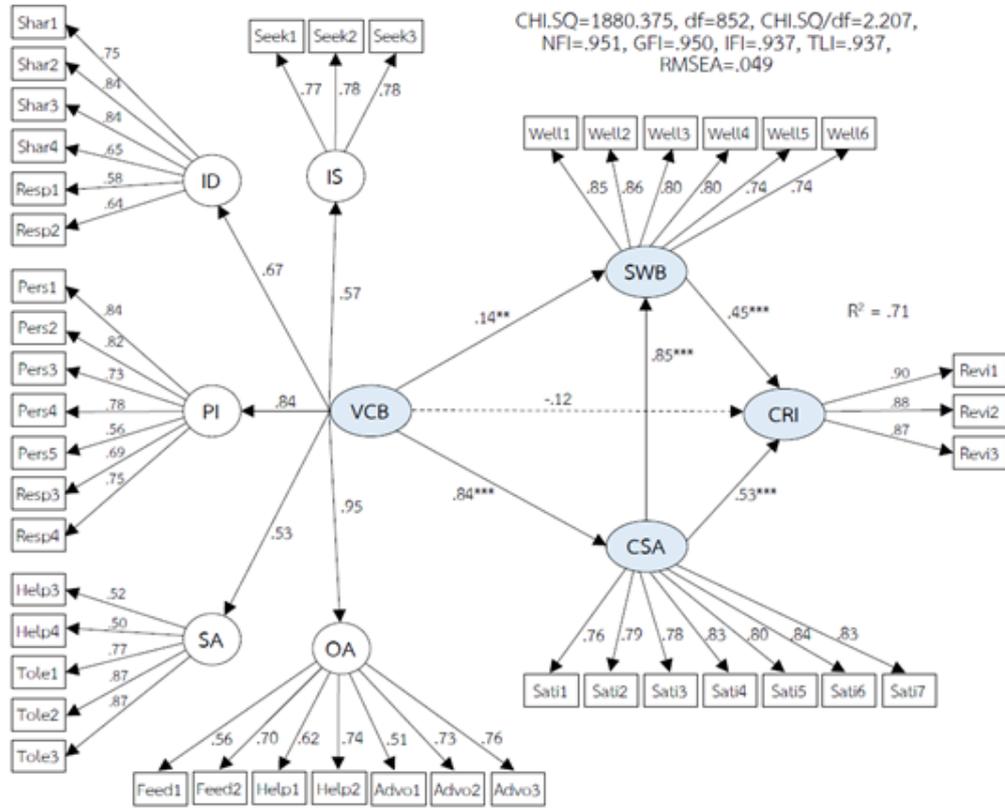


Figure 2 Structural Model of Value Co-creation Behavior, Customer Satisfaction, Subjective Well-being, and Revisit Intention (Adjusted)

Based on the second objective, when considering the direct effects presented in Table 4, the path analysis results indicate that all variables have a statistically significant direct influence on each other ($p < .05$), except for the relationship between value co-creation behavior and revisit intention, where no direct influence was found ($\beta = -.123$, $t = -1.647$, $p = .099$). Specifically, value co-creation behavior has a strong positive influence on customer satisfaction ($\beta = .839$, $t = 8.446$, $p < .001$) and a

weaker positive influence on customers' subjective well-being ($\beta = .138$, $t = 2.825$, $p = .005$). Additionally, it was found that both customer satisfaction and subjective well-being have a positive relationship with revisit intention ($\beta = .526$, $t = 4.967$, $p < .001$ and $\beta = .447$, $t = 5.697$, $p < .001$, respectively). Moreover, customer satisfaction also has a strong positive influence on subjective well-being ($\beta = .845$, $t = 11.407$, $p < .001$)

Table 4 Direct Effects, Indirect Effects, and Total Effects

| Path | Direct Effect | Indirect Effect | Total Effect |
|-------------|---------------|-----------------|--------------|
| VCB --> CSA | .839*** | - | .839 |
| VCB --> SWB | .138** | .709 (CSA) | .747 |
| VCB --> CRI | -.123 | .775 | .652 |
| CSA --> SWB | .845*** | - | .845 |



| Path | Direct Effect | Indirect Effect | Total Effect |
|-----------------------------|---------------|-----------------|--------------|
| CSA --> CRI | .526*** | .378 (CWB) | .904 |
| CWB --> CRI | .447*** | - | .447 |
| VCB --> CSA --> CRI | | .441 | |
| VCB --> CSA --> SWB --> CRI | | .317 | |
| VCB --> SWB --> CRI | | .062 | |

Indirect Effect (Mediating Effects)

Although value co-creation behavior does not have a direct influence on revisit intention, it has a statistically significant indirect influence ($p < .05$) through two mediating variables: customer satisfaction and subjective well-being ($\beta = .317$). Customer satisfaction acts as a complete mediator ($\beta = .441$) in the relationship between value co-creation behavior and revisit intention, while subjective well-being also serves as a complete mediator, but with a lesser influence ($\beta = .062$). The coefficient between value co-creation behavior and revisit intention decreased from .652 to -.123 without statistical significance, indicating the role of complete mediation. Additionally, customer satisfaction partially mediates ($\beta = .709$) the relationship between value co-creation behavior and subjective well-being. The statistically significant reduction in the coefficient from .747 to .138 indicates partial mediation. Similarly, subjective well-being partially mediates ($\beta = .378$) the relationship between customer satisfaction and revisit intention, with the coefficient significantly decreasing from .904 to .526, further indicating partial mediation.

Conclusion and Discussion

The theoretical structural model

demonstrates that value co-creation behavior, customer satisfaction, and subjective well-being together can explain up to 71% of customer revisit intention in the hotel industry. Therefore, this structural model helps clarify the understanding of the concept of value co-creation. Additionally, the model shows that value is created when customers engage or behave in relation to the service environment provided by the hotel business. This aligns with research findings indicating that customers place the highest importance on personal relationships ($\bar{X} = 5.92$), particularly the interactions between customers and staff during service, which can generate positive emotional value. Examples include humility, politeness, kindness, friendliness, and following staff recommendations. Moreover, it was found that value co-creation behavior has a positive influence on customer satisfaction ($\beta = .839$) and subjective well-being ($\beta = .138$), which are outcomes of value co-creation.

The structural model in this research is consistent with Grönroos and Voima (2013, p. 136) model of value co-creation, which explains that value co-creation involves the participation of both customers and businesses in the value creation process. Customers create value through the use of products and services, and co-creation occurs when custom-

ers engage with the resources and activities offered by the business. This interaction leads to customer value outcomes, emphasizing the importance of active customer participation in achieving desired results and enhancing overall satisfaction.

Another key finding of this research is the influence of mediating variables, specifically customer satisfaction and subjective well-being. Although value co-creation behavior does not have a direct impact on revisit intention, it indirectly influences revisit intention through these mediating variables. Customer satisfaction acts as a complete mediator ($\beta = .441$), which suggests that regardless of the extent of customer engagement or behavior in the value co-creation process, it does not directly affect revisit intention if the customer does not derive satisfaction from the experience. Conversely, if customers are satisfied with their experience using the hotel's products and services, their intention to revisit increases. Similarly, subjective well-being also serves as a complete mediator ($\beta = .062$), indicating that customers who feel happy and have a sense of well-being from their hotel stay are more likely to revisit. Additionally, customer satisfaction mediates the relationship between value co-creation behavior and subjective well-being, meaning that if customers are satisfied with the value co-creation behavior, their subjective well-being will also increase. These findings align with the research by Lee, Jeong and Qu (2020, pp. 485-487) and Altunel and Erkut (2015, pp. 218-219), which confirms that the quality of the experience and tourist satisfaction mediate the relationship between

engagement and customers' intention to recommend. This indicates that when tourists have a high-quality experience and are satisfied, they are more likely to engage and recommend the destination or service to others. Similarly, the study by Karagöz and Ramkissoon (2023, p. 5) and Su, Swanson and Chen (2016, pp. 90-91) found that overall satisfaction fully mediates the relationship between perceived service quality and both revisit intention and tourists' subjective well-being. This indicates that when tourists perceive high service quality, their overall satisfaction increases, which in turn enhances their likelihood of revisiting and contributes positively to their subjective well-being. Therefore, hotels dedicated to creating exceptional customer experiences should encourage proactive customer engagement in the value co-creation process and make efforts to facilitate interactions between customers and the business. This approach not only boosts satisfaction but also strengthens the overall relationship with the customer.

This research highlights that value co-creation significantly enhances the service experience, leading to higher satisfaction and well-being among guests. This, in turn, increases the likelihood of them returning to the hotel. Understanding these relationships offers valuable insights for hotel managers aiming to foster customer loyalty and achieve long-term success in the highly competitive hospitality industry. Encouraging proactive customer engagement and supporting interactions between customers and the business are crucial strategies in this context.



Recommendation

Scholars and practitioners can utilize the research tools from this study to explore value co-creation behavior, customer satisfaction, subjective well-being, and revisit intention, as these tools have demonstrated structural reliability values ranging from .867 to .931, indicating good internal consistency and measurement accuracy. Additionally, the researcher suggests further studying moderating effects, such as customer nationality, hotel type, or length of stay, to examine relationships between different groups, which may yield new and valuable insights.

Practitioners and hotel businesses can use the study's findings as a guide for strategic

and marketing planning, focusing on value co-creation. This approach enables staff to deliver personalized experiences and enhances service quality by exploring methods to increase guest engagement through tailored interactions. Investigating customizable services aligned with guest preferences can shed light on their impact on satisfaction and well-being. Additionally, training staff to actively involve guests in co-creation activities is crucial for fostering collaboration. Furthermore, analyzing strategies for creating unique experiences that encourage repeat visits and emphasizing the importance of gathering and utilizing guest feedback will help refine service offerings in line with evolving customer expectations.

Bibliography

- Accor. (2019). **Creating is good. Co-creating is better!**. Retrieved July 11, 2019, from <https://group.accor.com/en/Actualites/2019/06/ibis-styles-by-us>
- Altunel, M. C. and Erkut, B. (2015). Cultural tourism in Istanbul: The mediation effect of tourist experience and satisfaction on the relationship between involvement and recommendation intention. **Journal of Destination Marketing and Management**, 4(4), 213-221.
- Bouchriha, Z., Farid, S. and Ouiddad, S. (2023). Enhancing value co-creation behaviors through customer engagement in the Moroccan hotel context: How does it influence customer satisfaction and brand image?. **Journal of Quality Assurance in Hospitality and Tourism**, 25(6) 1581-1606.
- Chathoth, P. K., Ungson, G. R., Harrington, R. J., Altinay, L., Okumus, F. and Chan, E. S. W. (2014). Conceptualization of value co-creation in the tourism context. In N. K. Prebensen, J. S. Chen and M. S. Uysal (Eds.), **Creating experience value in tourism** (pp. 33-47). Wallingford: CABI.
- Chen, Y., Cottam, E. and Lin, Z. (2020). The effect of resident-tourist value co-creation on residents' well-being. **Journal of Hospitality and Tourism Management**, 44, 30-37.
- Cui, M., Cheng, L. and Shang, Y. (2024). The influence of experiencescape of home-based accommodation on tourists' subjective well-being at cultural heritage sites: The role of value co-creation. **Journal of Destination Marketing and Management**, 31, 100845.



- Diener, E. and Biswas-Diener, R. (2003). Findings on subjective well-being and their implications for empowerment. In **Measuring Empowerment: Cross Disciplinary Perspectives**. Washington: The World Bank.
- Esawe, A. T., Esawe, K. T. and Esawe, N. T. (2024). Understanding the implications of value co-creation in eco-hotels: The antecedents and consequences. **Journal of Hospitality and Tourism Insights**, 7(4), 1974-1993.
- Grönroos, C. and Voima, P. (2013). Critical service logic: Making sense of value creation and co-creation. **Academy of Marketing Science**, 41(2), 133-150.
- Hair, J. F., Black, W. C., Babin, B. J. and Anderson, R. E. (2010). **Multivariate data analysis** (7th ed.). Upper Saddle River: Pearson.
- Han, H. and Back, K. J. (2007). Investigating the effects of consumption emotions on customer satisfaction and repeat visit intentions in the lodging industry. **Journal of Hospitality and Leisure Marketing**, 15(3), 5-30.
- Hilton. (2023). **Hilton unveils new regional prototype for Hilton garden Inn, ramps up brand's growth momentum in Thailand**. Retrieved August 24, 2023, from <https://stories.hilton.com/apac/releases/hilton-unveils-new-regional-prototype-for-hilton-garden-inn-ramps-up-brands-growth-momentum-in-thailand>
- Hoyer, W. D., Chandy, R., Dorotic, M., Krafft, M. and Singh, S. S. (2010). Consumer cocreation in new product development. **Journal of Service Research**, 13(3), 283-296.
- Hwang, J. and Lyu, S. O. (2015). The antecedents and consequences of well-being perception: An application of the experience economy to golf tournament tourists. **Journal of Destination Marketing and Management**, 4(4), 248-257.
- Jani, D. and Han, H. (2013). Personality, social comparison, consumption emotions, satisfaction, and behavioral intentions: How do these and other factors relate in a hotel setting?. **International Journal of Contemporary Hospitality Management**, 25(7), 970-993.
- Karagöz, D. and Ramkissoon, H. (2023). Nostalgic emotions, meaning in life, subjective well-being and revisit intentions. **Tourism Management Perspectives**, 48, 101159.
- Kline, R. B. (2010). **Principles and practice of structural equation modeling** (3rd ed.). Guilford Press: New York.
- Kwon, J., Amendah, E. and Ahn, J. (2024). Mediating role of perceived authenticity in the relationship between luxury service experience and life satisfaction. **Journal of Strategic Marketing**, 32(2), 137-151.
- Lee, S., Jeong, E. and Qu, K. (2020). Exploring theme park visitors' experience on satisfaction and revisit intention: A utilization of experience economy model. **Journal of Quality Assurance in Hospitality and Tourism**, 21(4), 474-497.
- Marriott. (2023). **2023 serve 360 report: Environmental, social, and governance progress**. Retrieved July 10, 2023, from <https://serve360.marriott.com/wp-content/uploads/2023/07/Marriott-2023-Serve-360-ESG-Highlights-accessible.pdf>



- Mathis, E. F. (2013). **The effects of co-creation and satisfaction on subjective well-being**. Master Thesis, M.Sc., Virginia Tech, USA.
- Mathis, E. F., Kim, H. L., Uysal, M., Sirgy, J. M. and Prebensen, N. K. (2016). The effect of co-creation experience on outcome variable. **Annals of Tourism Research**, 57, 62-75.
- Meng, B. and Cui, M. (2020). The role of co-creation experience in forming tourists' revisit intention to home-based accommodation: Extending the theory of planned behavior. **Tourism Management Perspectives**, 33, 100581.
- Mitrega, M., Klézil, V. and Spáčil, V. (2022). Systematic review on customer citizenship behavior: Clarifying the domain and future research agenda. **Journal of Business Research**, 140, 25-39.
- Monteiro, C., Franco, M., Meneses, R. and Castanho, R. A. (2023). Customer co-creation on revisiting intentions: A focus on the tourism sector. **Sustainability**, 15(21), 15261, 1-22.
- Oliver, R. L. (2010). **Satisfaction: A behavioral perspective on the consumer** (2nd ed.). New York: Routledge.
- Payne, A. F., Storbacka, K. and Frow, P. (2008). Managing the co-creation of value. **Journal of the Academy of Marketing Science**, 36, 83-96.
- Prahalad, C. K. and Ramaswamy, V. (2000). Co-opting customer competence. **Harvard Business Review**, 78, 79-87.
- Prahalad, C. K., and Ramaswamy, V. (2004a). Co-creation experiences: The next practice in value creation. **Journal of Interactive Marketing**, 18(3), 5-14.
- Prahalad, C. K. and Ramaswamy, V. (2004b). **The future of competition: Co-creating unique value with customers**. Boston: Harvard Business School Press.
- Prebensen, N. K., Vittersø, J. and Dahl, T. I. (2013). Value co-creation significance of tourist resources. **Annals of Tourism Research**, 42, 240-261.
- Roy, S. K., Balaji, M., Soutar, G. and Jiang, Y. (2020). The antecedents and consequences of value co-creation behaviors in a hotel setting: A two-country study. **Cornell Hospitality Quarterly**, 61(3), 353-368.
- Schumacker, R. E. and Lomax, R. G. (2010). **A beginner's guide to structural equation modeling** (3rd ed.). New York: Routledge.
- Sirgy, M. J., Uysal, M. and Kruger, S. (2017). Towards a benefits theory of leisure well-being. **Applied Research in Quality of Life**, 12, 205-228.
- Solaklis, K., Pena-Vinces, J., Lopez-Bonilla, J. M. and Aguado, L. F. (2021). From value co-creation to positive experiences and customer satisfaction. A customer perspective in the hotel industry. **Technological and Economic Development of Economy**, 27(4), 948-969.
- Stokburger-Sauer, N. E., Scholl-Grissemann, U., Teichmann, K. and Wetzels, M. (2016). Value cocreation at its peak: The asymmetric relationship between coproduction and loyalty. **Journal of Service Management**, 27(4), 563-590.



- Su, L., Swanson, S. R. and Chen, X. (2016). The effects of perceived service quality on repurchase intentions and subjective well-being of Chinese tourists: The mediating role of relationship quality. **Tourism Management**, 52, 82-95.
- Sugathan, P. and Ranjan, K. R. (2019). Co-creating the tourism experience. **Journal of Business Research**, 100, 207-217.
- Tabachnick, B. and Fidell, L. S. (2013). **Using multivariate statistics** (6th ed.). Boston: Pearson.
- Urry, H. L., Nitschke, J. B., Dolski, I., Jackson, D. C., Dalton, K. M., Mueller, C. J., et al. (2004). Making a life worth living: Neural correlates of well-being. **Psychological Science**, 15(6), 367-372.
- Vargo, S. L. and Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. **Journal of Marketing**, 68(1), 1-17.
- Vega-Vazquez, M., Revilla-Camacho, M. Á. and Cossio-Silva, F. J. (2013). The value co-creation process as a determinant of customer satisfaction. **Management Decision**, 51(10), 1945-1953.
- Yi, Y. and Gong, T. (2013). Customer value co-creation behavior: Scale development and validation. **Journal of Business Research**, 66(9), 1279-1284.