

The Effect of Convenience on Customer Loyalty Through Customer Engagement and Value Co-Creation Moderation

Justin Lee^{1*}

^{1*} Universitas Muhammadiyah Yogyakarta, Jl. Brawijaya, Tamantirto, Kec. Kasihan, Kabupaten Bantul, DIY
Justiny@gmail.com

Abstract

This study aims to analyze the influence of convenience on customer engagement and loyalty, as well as the influence of customer engagement on loyalty, by considering the role of value co-creation as a moderation variable in the relationship between convenience and customer engagement. This study uses a quantitative approach with the Structural Equation Modeling method based on Partial Least Squares (SEM-PLS) to test the relationship between variables in the research model. Data was collected through a closed-ended questionnaire measured using a five-point Likert scale. The study population is restaurant consumers in Yogyakarta, with sampling techniques using purposive sampling. A total of 150 respondents who had visited or made purchases at restaurants in Yogyakarta were involved in this study. Data analysis was carried out using SmartPLS software through the evaluation of measurement models (outer model) and structural models (inner model). The results of the study show that convenience has a positive and significant effect on customer engagement, and convenience also has a positive and significant effect on loyalty. In addition, customer engagement has been shown to have a positive and significant influence on loyalty, and is the strongest relationship in the research model. The findings of the study also show that value co-creation plays a role as a moderator variable that strengthens the influence of convenience on customer engagement. These results indicate that ease of service supported by the customer's active participation in the process of shared value creation can increase customer engagement which ultimately strengthens customer loyalty. Therefore, companies need to create services that are easily accessible while encouraging customer engagement in the value creation process to increase customer loyalty on an ongoing basis.

Keywords: Convenience, Customer Engagement, Value Co-Creation, Loyalty

Abstrak

Studi ini bertujuan untuk menganalisis pengaruh kemudahan terhadap keterlibatan dan loyalitas pelanggan, serta pengaruh keterlibatan pelanggan terhadap loyalitas, dengan mempertimbangkan peran penciptaan nilai bersama sebagai variabel moderasi dalam hubungan antara kemudahan dan keterlibatan pelanggan. Studi ini menggunakan pendekatan kuantitatif dengan metode Structural Equation Modeling berbasis Partial Least Squares (SEM-PLS) untuk menguji hubungan antar variabel dalam model penelitian. Data dikumpulkan melalui kuesioner tertutup yang diukur menggunakan skala Likert lima poin. Populasi penelitian adalah konsumen restoran di Yogyakarta, dengan teknik pengambilan sampel menggunakan purposive sampling. Sebanyak 150 responden yang pernah mengunjungi atau melakukan pembelian di restoran di Yogyakarta dilibatkan dalam penelitian ini. Analisis data dilakukan menggunakan perangkat lunak SmartPLS melalui evaluasi model pengukuran (model luar) dan model struktural (model dalam). Hasil penelitian menunjukkan bahwa kemudahan memiliki pengaruh positif dan signifikan terhadap keterlibatan pelanggan, dan kemudahan juga memiliki pengaruh positif dan signifikan terhadap loyalitas. Selain itu, keterlibatan pelanggan terbukti memiliki pengaruh positif dan signifikan terhadap loyalitas, dan merupakan hubungan terkuat dalam model penelitian. Temuan studi ini juga menunjukkan bahwa penciptaan nilai bersama berperan sebagai variabel moderator yang memperkuat pengaruh kemudahan terhadap keterlibatan pelanggan. Hasil ini menunjukkan bahwa kemudahan layanan yang didukung oleh partisipasi aktif pelanggan dalam proses penciptaan nilai bersama dapat meningkatkan keterlibatan pelanggan yang pada akhirnya memperkuat loyalitas pelanggan. Oleh karena itu, perusahaan perlu menciptakan layanan yang mudah diakses sekaligus mendorong keterlibatan pelanggan dalam proses penciptaan nilai untuk meningkatkan loyalitas pelanggan secara berkelanjutan.

Kata kunci: Kemudahan, Keterlibatan Pelanggan, Penciptaan Nilai Bersama, Loyalitas

Copyright (c) 2024 Justin Lee

✉Corresponding author: Justin Lee

Email Address: Justiny@gmail.com (Jl. Brawijaya, Tamantirto, Kec. Kasihan, Kabupaten Bantul, DIY)

Received 14 December 2024, Accepted 20 December 2024, Published 26 December 2024

INTRODUCTION

The restaurant industry is one of the service sectors that is experiencing rapid development and increasingly intensive competition. The growth in the number of restaurants in various regions encourages business actors to continue to improve the quality of service and customer experience in order to maintain business continuity (Mandal et al., 2024). Competition is no longer only based on the quality of food products, but also on how restaurants are able to provide an easy, enjoyable service experience, and are able to build long-term relationships with customers. In the context of service marketing, the concept of convenience or ease of service is one of the important factors that affect customer perception of the quality of service received. Service convenience describes the extent to which customers feel the savings of time and effort in the process of accessing, purchasing, and using the services provided by the company (Berry et al., 2016). The ease of service is able to improve the customer experience and encourage the formation of more positive relationships between customers and companies.

The development of the relational marketing literature also shows an increase in attention to the concept of customer engagement. Customer engagement describes the cognitive, emotional, and behavioral involvement of customers towards a brand or company. Customers who have a high level of engagement tend to be more active in interacting with the company, providing feedback, and showing support for the brand through various positive behaviors. In the service industry, customer engagement is often associated with the formation of stronger customer loyalty because customers not only make transactions, but also develop an emotional relationship with the company (Hapsari et al., 2015; Kosiba et al., 2018). In addition, the development of modern marketing concepts also places customers as parties who contribute to the value creation process through the concept of value co-creation. Through customer participation in the service process, companies can create experiences that are more personalized and relevant to customer needs (Nadeem et al., 2021). Therefore, the integration between convenience, customer engagement, value co-creation, and loyalty is important to learn in understanding customer behavior in the restaurant industry.

Convenience has a strategic role in service organization because the ease of service can reduce the effort required by customers to obtain services. Customers tend to choose companies that are able to provide a simple, fast, and efficient service process. In the context of the restaurant business, convenience can be reflected through the ease of finding a restaurant location, the ease of the food ordering process, the speed of service, and the ease of making payments. Various studies show that a high level of convenience is able to increase positive customer perception of the service experience and encourage customers to interact more actively with the company. Ease of service can also strengthen the relationship between customers and companies because customers feel that the company understands their needs in saving time and effort (Roy et al., 2020; Khan & Wahab, 2023).

In addition to convenience, the variables of customer engagement, loyalty, and value co-creation also have an important role for the organization. Customer engagement allows companies to

build stronger relationships with customers through continuous interactions. Actively engaged customers not only make purchases, but also exhibit other behaviors such as providing recommendations, sharing positive experiences, and participating in brand-related activities. Customer loyalty also provides significant benefits to organizations because loyal customers are more likely to make repeat purchases and have higher resistance to competitors' offers. On the other hand, value co-creation provides an opportunity for customers to participate in the company's shared value creation process, so that the relationship between the company and the customer becomes more collaborative. Recent research shows that customer participation in value creation is able to strengthen customers' emotional relationships with companies as well as increase customer loyalty (Nadeem et al., 2021; Shin & Perdue, 2022).

Previous research has extensively discussed the relationship between convenience, customer engagement, and loyalty in various service industry contexts. Some studies have found that convenience has a direct influence on customer loyalty because customers tend to maintain relationships with companies that provide easy and efficient services. However, other research shows that the influence of convenience on loyalty is not always direct, but often through other variables such as customer satisfaction, perceived value, or customer engagement. The difference in findings suggests that the mechanism of the relationship between convenience and loyalty still requires a more comprehensive explanation (Berry et al., 2016; Grewal et al., 2019).

In addition, most previous research has emphasized the role of the customer as the recipient of value from the company. This approach has not fully reflected the development of modern marketing theory that emphasizes customer participation in value creation. In the perspective of service-dominant logic, customers are seen as partners who play an active role in the company's shared value creation process. A number of studies have shown that value co-creation can increase customer engagement and customer loyalty, but studies examining the role of value co-creation as a moderation variable in the relationship between convenience and customer engagement are still relatively limited, especially in the context of the restaurant industry (Nadeem et al., 2021). This condition shows that there is a research gap that opens up opportunities to develop a more comprehensive research model.

To explain the relationship between variables more comprehensively, this study proposes a model that integrates convenience, customer engagement, value co-creation, and loyalty in a single conceptual framework. In this model, convenience is seen as a factor that can encourage the formation of customer engagement. The ease of service provides a more positive experience for customers so that customers are more motivated to interact with the company. These interactions can develop into stronger emotional and behavioral engagement, which in turn encourages the formation of customer loyalty to the company (Roy et al., 2020; Santini et al., 2020).

In addition, this study also places value co-creation as a moderation variable in the relationship between convenience and customer engagement. Customers who have the opportunity to participate in the company's shared value creation process tend to experience more meaningful service. Customer

participation in providing feedback, sharing experiences, or interacting with companies can reinforce the influence of convenience on customer engagement. Thus, the influence of convenience on customer engagement is expected to be stronger in customers who have a high level of value co-creation. Through this mechanism, this research model explains how an easy and participatory service experience can increase customer engagement and ultimately strengthen customer loyalty (Shin & Perdue, 2022).

This research was conducted on restaurant consumers in Yogyakarta. The city of Yogyakarta is known as one of the tourist destinations and culinary centers that has a very rapid development of the restaurant business. The large number of restaurant choices creates a high level of competition so business actors need to understand the factors that can affect customer engagement and loyalty. In a situation of intense competition, restaurants need to be able to provide services that are easily accessible and create an engaging customer experience to make customers willing to come back. Restaurant consumers in Yogyakarta also have diverse characteristics, consisting of local communities, students, and domestic and international tourists. The diversity of customer characteristics provides an opportunity to understand how convenience, customer engagement, value co-creation, and loyalty are formed in the context of restaurant services.

This study aims to analyze the effect of convenience on customer engagement, the effect of convenience on loyalty, the effect of customer engagement on loyalty, and the effect of value co-creation on loyalty in restaurant consumers in Yogyakarta. This study also aims to examine the role of value co-creation as a moderation variable in the relationship between convenience and customer engagement. This research is expected to make a theoretical and practical contribution. From the theoretical side, this study enriches the service marketing literature by integrating the concepts of convenience, customer engagement, value co-creation, and loyalty in one research model. From a practical perspective, the results of this research can be a reference for restaurant managers in designing service strategies that are able to increase customer engagement and strengthen customer loyalty through an easy service experience and customer participation in service value creation.

METHOD

This study uses a quantitative approach that aims to test the relationship between variables through objective numerical data processing. This approach was chosen because the research focuses on testing the influence of convenience on customer engagement and loyalty, the influence of customer engagement on loyalty, and the effect of value co-creation on loyalty and its role as a moderation variable in the relationship between convenience and customer engagement. Data analysis was carried out using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) because this method is able to test complex research models by involving direct relationships and moderation effects in one analysis framework. In addition, SEM-PLS is considered more flexible because it does not require strict data distribution and can be used on small to medium sample counts.

Data collection was carried out through a closed questionnaire that was compiled based on indicators from previous research so that each construct had a clear theoretical basis and could be measured systematically. All statements in the questionnaire were measured using a five-point Likert scale, ranging from a score of 1 to a score of 5 to strongly agree, to capture the level of respondents' perception of each research variable. The population in this study is restaurant consumers in Yogyakarta, with sampling techniques using purposive sampling based on certain criteria relevant to the purpose of the study. The respondents in this study were consumers who had visited or made purchases at restaurants in Yogyakarta. The number of samples used was 150 respondents, which was considered adequate for analysis using SEM-PLS. The data that has been collected is then analyzed using SmartPLS software through two main stages, namely the evaluation of the measurement model (outer model) and the structural model (inner model).

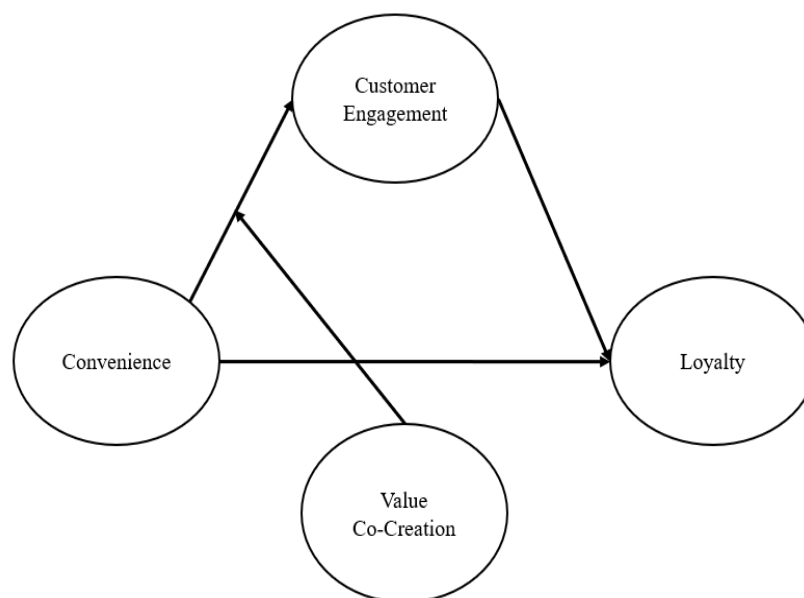


Figure 1. Proposed Research Model

RESULTS AND DISCUSSION

Results

Table 1. Outer Model Evaluation based on Loading, AVE, and CR

Variables	Items	Loading	CA	CR	AVE
Convenience (C)	C.1	0,95	0,95	0,95	0,87
	C.2	0,93			
	C.3	0,91			
	C.4	0,94			
Customer Engagement (EC)	EC.1	0,95	0,96	0,97	0,90
	EC.2	0,95			
	EC.3	0,95			
	EC.4	0,95			
Value Co-Creation (VCC)	VCC.1	0,93	0,94	0,95	0,84
	VCC.2	0,91			
	VCC.3	0,93			

	VCC.4	0,89			
	L.1	0,93			
	L.2	0,93			
Loyalty (L)	L.3	0,91	0,96	0,96	0,87
	L.4	0,95			
	L.5	0,95			

Table 1 shows that the PLS-SEM measurement model in this study has excellent quality from the loading values, Cronbach's alpha, composite reliability, and AVE in each construct. All indicators in each variable have a high loading value, which ranges from 0.89 to 0.95, so that each item is considered to be able to represent its construct strongly. In terms of reliability, Cronbach's alpha value in Convenience is 0.95, Customer Engagement is 0.96, Value Co-Creation is 0.94, and Loyalty is 0.96, all of which show a very high level of internal consistency. This is also strengthened by the composite reliability value which is at a very adequate level, namely 0.95 for Convenience, 0.97 for Customer Engagement, 0.95 for Value Co-Creation, and 0.96 for Loyalty, so that it can be concluded that the measurement instrument is reliable. Furthermore, the AVE value in each construct is also relatively high, namely 0.87 for Convenience, 0.90 for Customer Engagement, 0.84 for Value Co-Creation, and 0.87 for Loyalty, which confirms the fulfillment of convergent validity because each variable is able to explain most of the variance of the indicator. Overall, these results show that the measurement model is feasible to use for further analysis on the structural model as the entire construct has been proven to be valid and reliable.

Table 2. R-square

	R-square
Loyalty	0,715

Table 2 shows the R-square value for the Loyalty variable of 0.715. This value shows that the ability of independent variables in the research model to explain the Loyalty variable is relatively strong. Statistically, this value means that 71.5% of the variation in Loyalty can be explained by the variables that affect it in the research model, namely Convenience, Customer Engagement, and Value Co-Creation, while the remaining 28.5% is influenced by other factors outside the research model that were not studied in this study. Thus, these results show that the structural model used has good predictive power in explaining the Loyalty variable.

Table 3. Hypotheses Testing

	Original sample	P values
Convenience -> Customer Engagement	0,639	0,000
Convenience -> Loyalty	0,392	0,005
Customer Engagement -> Loyalty	0,784	0,000
Value Co-Creation x Convenience-> Customer Engagement	0,121	0,000

Table 3 shows the results of hypothesis testing on the structural model used in this study. The test was carried out by looking at the original sample value to find out the direction and magnitude of the influence between variables, and the p-value to assess the significance of the relationship. A

hypothesis is declared acceptable if the p-value is less than 0.05. Based on the test results, all relationships proposed in this study have p-values below 0.05, so all hypotheses are empirically supported. The first hypothesis shows that Convenience has a positive and significant effect on Customer Engagement, with an original sample value of 0.639 and a p-value of 0.000. These results show that the higher the level of convenience that customers feel, the higher the customer involvement with the company or service used. The ease of accessing, using, and obtaining services encourages customers to interact more actively, participate, and build closer relationships with the company.

The second hypothesis shows that convenience has a positive and significant effect on loyalty, with an original sample value of 0.392 and a p-value of 0.005. These findings indicate that the convenience felt by customers can directly increase customer loyalty. In other words, when customers feel that a service is easy to use, practical, and efficient, they tend to have a greater desire to keep using the service, make a repeat purchase, and recommend it to others. The third hypothesis shows that Customer Engagement has a positive and significant effect on Loyalty, with an original sample value of 0.784 and a p-value of 0.000. These results confirm that customer engagement has a very strong role in shaping loyalty. Customers who have a high emotional, cognitive, and behavioral attachment to a brand or service are more likely to be loyal, interact more often, and have a greater commitment to maintaining a long-term relationship with the company.

When compared between direct channels, the influence of Customer Engagement on Loyalty is the strongest relationship, because it has the largest coefficient value of 0.784. This shows that customer loyalty in this study is more shaped by the level of customer engagement than by convenience factors alone. Although convenience has also been proven to have a direct effect on loyalty, the power of influence is still smaller than the role of customer engagement. Thus, customer engagement can be understood as a key factor in increasing customer loyalty.

The fourth hypothesis shows that Value Co-Creation moderates the influence of convenience on Customer Engagement positively and significantly, with an original sample value of 0.121 and p-values of 0.000. This result means that the existence of value co-creation strengthens the relationship between convenience and customer engagement. The higher the customer involvement in the process of creating shared value, the greater the influence of convenience on increasing customer engagement. Thus, value co-creation acts as a moderator variable that strengthens the relationship, so companies need to encourage active customer participation so that the impact of convenience on engagement is more optimal.

Discussion

The results of the study show that convenience has a positive and significant effect on customer engagement. These findings indicate that the higher the level of convenience that customers feel in using a service, the higher the customer involvement with the company. The ease of accessing services, obtaining information, and completing transactions is able to create a more efficient and

comfortable experience, thus encouraging customers to interact more actively with the company. These findings are in line with the view that convenience is an important factor that can strengthen customer attachment through reducing the time and effort that customers have to spend (Berry, 2016; Grewal et al., 2019; Roy et al., 2020).

The findings are also supported by previous studies that confirm that convenience is an important antecedent of customer engagement in various contexts, such as hospitality, retail, digital services, and e-commerce. Khan and Wahab (2023) found that service convenience strengthens the relationship between satisfaction and customer engagement, while Roy et al. (2020) show that convenience encourages engagement behaviors such as cooperation, word of mouth, and customer participation. In addition, Santini et al. (2020) and Asante et al. (2023) emphasized that in the digital context, convenience plays a role in increasing engagement, especially when customers also feel satisfaction and positive emotions while interacting with services.

The results of this study also show that convenience has a positive and significant effect on loyalty. This means that the higher the convenience that customers feel, the more likely the customer is to continue using the service, make repeat purchases, and show loyalty to the company. In the context of consumer behavior, convenience can reduce barriers in the consumption process so that customers are more likely to maintain relationships with service providers. These findings are in line with the literature that states that convenience is an important predictor of loyalty, either directly or indirectly through satisfaction, perceived value, and trust (Berry et al. 2016).

Theoretically, the influence of convenience on loyalty can be explained through its ability to create a more practical, fast, and effort-saving service experience. When customers feel that the decision-process, access, transactions, and service benefits can be obtained easily, then customers will form a more positive evaluation of the company. This condition ultimately strengthens loyalty, both in the form of repurchase intentions and recommendations to others. This explanation is supported by an integrative study that places convenience as one of the main drivers of customer loyalty in various service and trade sectors, especially in the omnichannel environment and digital services that strongly emphasize the efficiency of the customer experience (Berry, 2016; Grewal et al., 2019).

Furthermore, this study found that customer engagement has a positive and significant effect on loyalty. These results show that customer engagement is a very important factor in forming loyalty. Customers who are cognitively, emotionally, and behaviorally engaged tend to have a stronger relationship with the brand or company, making them more likely to remain loyal in the long run. These findings are consistent with various studies that state that customer engagement is a major predictor of loyalty in various contexts, such as banking, retail, hospitality, e-commerce, and digital platforms (Hapsari et al., 2015). In fact, Tena et al. (2019) emphasized that engagement can be an important pathway that connects customer experience, satisfaction, and trust with loyalty.

In addition, the results of the study show that customer engagement has the strongest influence on loyalty compared to other direct channels. This signifies that customer loyalty is not only shaped

by functional factors such as convenience, but also by the quality of relationships built through customer engagement. In other words, convenience is important for attracting and retaining customers, but engagement has a bigger role to play in creating long-term commitments. These findings are in line with the synthesis of literature that confirms that engagement is the main mechanism that translates positive customer experiences into loyalty, both in the form of repurchase intention, advocacy, and emotional attachment (Rachbini, 2018; Khan & Fatma, 2023).

Finally, this study shows that value co-creation moderates the influence of convenience on customer engagement positively and significantly. This means that when customers are involved in the process of creating value with the company, the influence of convenience on customer engagement becomes stronger. Customer involvement in providing feedback, sharing experiences, participating in service development, or participating in two-way interactions will make the ease felt by customers not only functional, but also relational and emotional. These findings are supported by the perspective of Service-Dominant Logic which places value co-creation as an important mechanism in building customer engagement and loyalty (Nadeem et al., 2021; Shin & Perdue, 2022). A number of studies have also shown that in the digital ecosystem and interactive services, value co-creation is able to strengthen the relationship between a convenient service experience and customer engagement, because customers feel they have an active role in the formation of the value of these services (Hijazi, 2022; Muravskaia, 2022).

CONCLUSION

This study aims to analyze the influence of convenience on customer engagement and loyalty, as well as the role of value co-creation as a moderation variable. The results of the study show that convenience has a positive and significant influence on customer engagement and loyalty. In addition, customer engagement has also been shown to have a positive and significant effect on loyalty, even becoming the strongest influence in the research model. These findings show that the higher the level of convenience that customers feel in using the service, the higher the customer engagement which will ultimately increase loyalty. In addition, value co-creation has been shown to strengthen the relationship between convenience and customer engagement, which means that customer involvement in the process of creating shared value can increase the effect of ease of service on customer engagement. Overall, the research model has a good ability to explain customer loyalty. However, this study still has some limitations, such as the use of cross-sectional research designs that only describe conditions over a period of time and the limitations of variables used in explaining customer loyalty. Therefore, further research is recommended to use longitudinal design in order to understand changes in customer behavior more deeply. In addition, subsequent research can add other relevant variables, such as customer satisfaction, trust, perceived value, or customer experience, so that the research model becomes more comprehensive. Further research can also be conducted in different industry or

regional contexts so that it can provide a broader understanding of the factors that affect customer engagement and loyalty.

REFERENCES

- Asante, I., Jiang, Y., & Miao, M. (2023). Exploring the motivating factors for using live-streaming and their influence on consumers' hedonic well-being: The mediating effect of psychological engagement. *Psychology and Marketing*, 41(1), 27-44. <https://doi.org/10.1002/mar.21881>
- Grewal, D., Noble, S., Roggeveen, A., & Nordfält, J. (2019). The future of in-store technology. *Journal of the Academy of Marketing Science*, 48(1), 96-113. <https://doi.org/10.1007/s11747-019-00697-z>
- Hapsari, R., Clemes, M., & Dean, D. (2015). The Role of Customer Engagement in Enhancing Passenger Loyalty in Indonesian Airline Industry: Relationship Marketing Approach. *Asia Pacific Management and Business Application*, 3(3), 135-144. <https://doi.org/10.21776/ub.apmba.2015.003.03.1>
- Hijazi, R. (2022). Mobile banking service quality and customer value co-creation intention: a moderated mediated model. *The International Journal of Bank Marketing*, 40(7), 1501-1525. <https://doi.org/10.1108/ijbm-01-2022-0004>
- Khan, S. and Wahab, A. (2023). Engaging customers through satisfaction; Does social media marketing and perceived innovativeness really matter? A time-lagged study in the hospitality industry. *Journal of Hospitality and Tourism Insights*, 7(4), 2347-2366. <https://doi.org/10.1108/jhti-04-2023-0290>
- Khan, S. and Wahab, A. (2023). Engaging customers through satisfaction; Does social media marketing and perceived innovativeness really matter? A time-lagged study in the hospitality industry. *Journal of Hospitality and Tourism Insights*, 7(4), 2347-2366. <https://doi.org/10.1108/jhti-04-2023-0290>
- Kosiba, J., Boateng, H., Amartey, A., Boakye, R., & Hinson, R. (2018). Examining customer engagement and brand loyalty in retail banking. *International Journal of Retail & Distribution Management*, 46(8), 764-779. <https://doi.org/10.1108/ijrdm-08-2017-0163>
- Mandal, S., Dubey, R. K., Basu, B., & Raman, R. (2024). Modelling enablers of business continuity for casual dining restaurants in post-COVID-19 era: an ISM and MICMAC perspective. *International Journal of Quality and Service Sciences*, 16(2), 270-294.
- Muravskaia, S. (2022). The place of gamification in customer engagement theory. *Vestnik of Saint Petersburg University Management*, 21(2), 263-283. <https://doi.org/10.21638/11701/spbu08.2022.205>
- Nadeem, W., Tan, T., Tajvidi, M., & Hajli, N. (2021). How do experiences enhance brand relationship performance and value co-creation in social commerce? The role of consumer

- engagement and self brand-connection. *Technological Forecasting and Social Change*, 171, 120952. <https://doi.org/10.1016/j.techfore.2021.120952>
- Roy, S., Shekhar, V., Quazi, A., & Quaddus, M. (2020). Consumer engagement behaviors: do service convenience and organizational characteristics matter?. *Journal of Service Theory and Practice*, 30(2), 195-232. <https://doi.org/10.1108/jstp-03-2018-0049>
- Santini, F., Ladeira, W., Pinto, D., Herter, M., Sampaio, C., & Babin, B. (2020). Customer engagement in social media: a framework and meta-analysis. *Journal of the Academy of Marketing Science*, 48(6), 1211-1228. <https://doi.org/10.1007/s11747-020-00731-5>
- Shin, H. and Perdue, R. (2022). Developing a Multi-Dimensional Measure of Hotel Brand Customers' Online Engagement Behaviors to Capture Non-Transactional Value. *Journal of Travel Research*, 62(3), 593-609. <https://doi.org/10.1177/00472875211073618>
- Tena, M., Monferrer, D., & Estrada, M. (2019). Customer engagement, non-transactional behaviors and experience in services. *The International Journal of Bank Marketing*, 37(3), 730-754. <https://doi.org/10.1108/ijbm-04-2018-0107>