

DOES CUSTOMER VALUE CREATION BEHAVIOR DRIVE CUSTOMER WELL-BEING?

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To address the potential ambivalent effects of customer value creation behavior (CVCB) in a service setting, we developed a theoretical model identifying separate psychological mechanisms that account for both positive and negative effects of CVCB on customer outcomes, such as customer value and customer well-being. Participants comprised 103 business customer–supplier dyads. The results show that CVCB enhanced customer outcomes through the intermediate mechanism of customer self-determination, but hindered customer outcomes by generating customer role stress. In addition, the results indicate that relationship quality moderates the effect of CVCB on customer self-determination and role stress, thus channeling its effect in either a positive or a negative direction. The results offer insight into the mixed findings on customer behavior in the service literature.

Keywords: customer value creation behavior, customer self-determination, customer role stress, customer value, customer well-being.

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In an era of rapid growth of service economies, both researchers and practitioners acknowledge that active customer value creation behavior, rather than passive customer buyer behavior, plays a critical role in the competitive advantage of an organization (Payne, Storbacka, & Frow, 2008; Schneider & Bowen, 1995). We defined *customer value creation behavior* (CVCB) as customers' active behavior in value creation during the physical, virtual, and mental processes of using products or services provided by a firm (Grönroos & Voima, 2013). There are two types of CVCB, namely, *customer participation behavior*, which is the required (inrole) behavior necessary for successful value creation (e.g., fulfilling basic, required business responsibilities), and *customer citizenship behavior*, which is voluntary (extrarole) behavior not formally required for successful value creation (e.g., helping with and solving problems together voluntarily; Bettencourt, 1997; Groth, 2005; Yi & Gong, 2013). Previous researchers have suggested that CVCB enhances service quality and customer satisfaction and loyalty (Chan, Yim, & Lam, 2010; Rodie & Kleine, 2000). CVCB can also improve the overall productivity of a firm through both the quality and quantity of service, as well as through cost reduction because fewer employees will be needed (Schneider & White, 2004; Zeithaml, Bitner, & Gremler, 2013).

We found it surprising, however, that not all study results are positive. In fact, contradictory findings regarding the effects of CVCB have been reported. For example, empirical researchers have found that CVCB increases customer stress (Groth, Mertens, & Murphy, 2004) and employee stress (Chan et al., 2010; Hsieh, Yen, & Chin, 2004; Larsson & Bowen, 1989), and even decreases firm performance (Skaggs & Youndt, 2004). Thus, further research is needed so that this inconsistency can be resolved. Unfortunately, little attention has been given to the underlying processes that explain how CVCB can lead to both positive and negative outcomes (Dong, Sivakumar, Evans, & Zou, 2014).

We adopted self-determination theory (SDT; Deci & Ryan, 1985) and role episode theory (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964) to explicate the negative and positive effects of CVCB. Therefore, we contributed to the literature by developing a dual process model in which it is posited that customer self-determination and customer role stress are competing psychological mediators, thereby accounting for distinct value creation outcomes (see Figure 1).

We applied self-determination and role episode theories to examine how CVCB either increases or decreases customer value through customer self-determination and customer role stress, respectively, ultimately leading to customer well-being. We also investigated the moderating role of the relationship quality involving suppliers. Given that the suppliers participate in the value-creating process as value facilitators (Grönroos & Voima, 2013), we expected the relationship quality between customers and suppliers to influence customer value creation. Unlike the

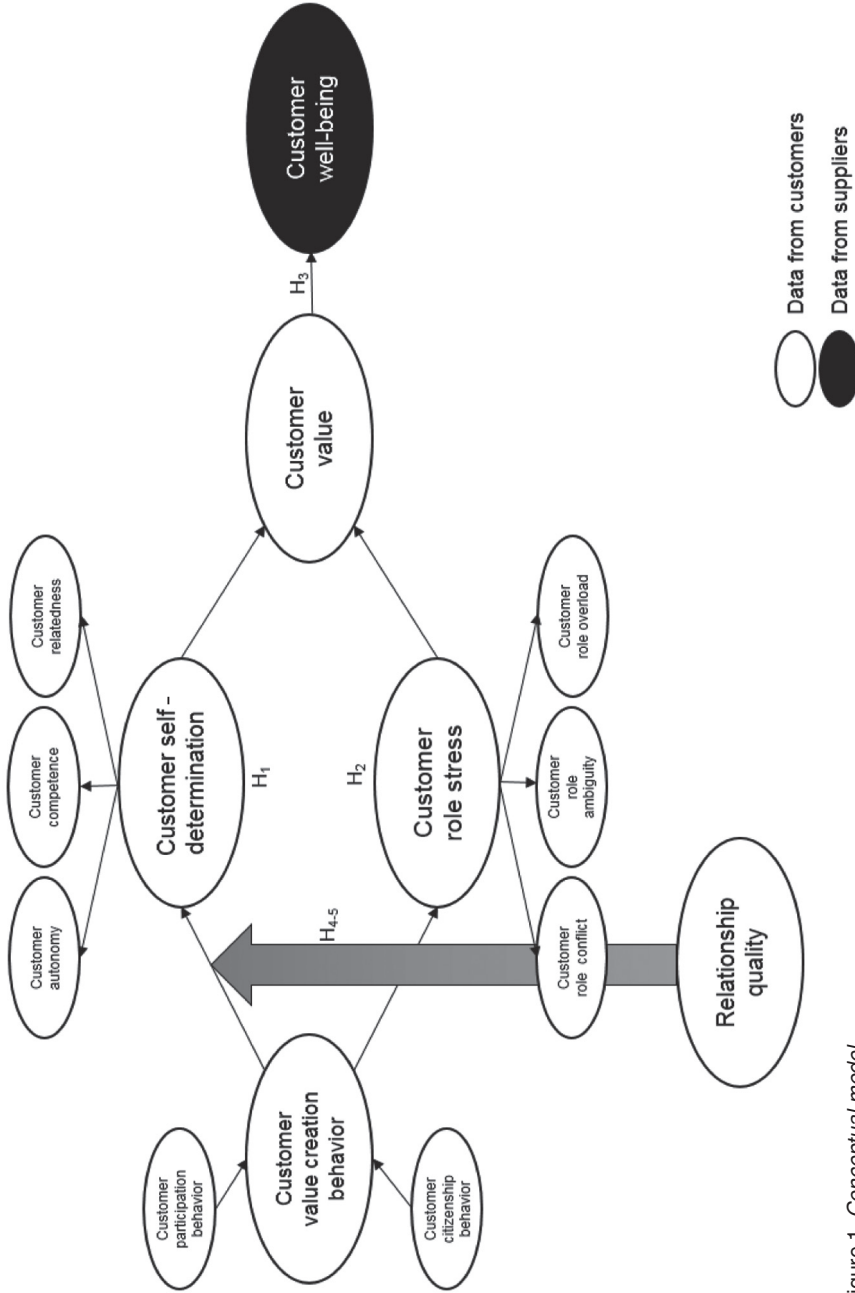


Figure 1. Conceptual model.

focus of researchers in typical service studies that has been mostly on outcomes involving the firm and its employees, we have linked customer value creation to outcomes related to the customers themselves, such as customer well-being.

Theoretical Framework and Hypotheses

Self-Determination Theory

In *self-determination theory* (SDT) it is posited that the fulfillment of three universal psychological needs—autonomy, competence, and relatedness—is necessary for the effective functioning of human beings (Levesque, Zuehlke, Stanek, & Ryan, 2004). In the SDT framework (Ryan & Deci, 2002), *autonomy* refers to being the perceived origin or source of one's own behavior, *competence* refers to the feeling of effectiveness in interacting with the social or physical world, and *relatedness* refers to a feeling of connectedness with others, the nature of being cared for and caring for others, and a sense of belonging within a social context. In SDT, individuals are viewed as active organisms seeking challenges in an attempt to actualize their potential. As such, when individuals successfully accomplish their goals, their basic psychological needs that are then fulfilled (Ryan & Deci, 2002) are expected to energize and sustain their behavior (Gagné & Deci, 2005).

According to SDT, when customers display value creation behavior, they can experience this behavior as self-endorsed and volitional, and as having an internal locus of control from an attributional perspective; this is because customers exhibit value creation behavior in accordance with their genuine interests and needs (Chirkov, Ryan, Kim, & Kaplan, 2003; Levesque et al., 2004). This volitional nature of customer participation and citizenship behavior promotes a sense of freedom or autonomy.

CVCB creates opportunities for customers to exercise, maintain, and enhance their capabilities through their value creation activities (Yim, Chan, & Lam, 2012). Customer participation and citizenship behavior allow customers to adapt to a complex value creation environment. As a result, customers can feel confidence in their behavior, thus allowing them to experience a sense of competence (Ryan & Deci, 2000).

CVCB enables customers to feel connected to others because they contribute behavior that benefits themselves, employees, and other customers. Thus, through customer participation and citizenship behavior, customers can be integrated into the social matrix, feel a psychological attachment to a group, and experience a sense of community and relatedness (Gagné & Deci, 2005; Van den Broeck, Vansteenkiste, De Witte, Soenens, & Lens, 2010).

If customers thus fulfill their psychological needs, they can function effectively and optimally as value creators, enabling them to “recognize value in the

context of customer experiences as part of extended social systems” (Grönroos & Voima, 2013, p. 134). Previous researchers have consistently reported that, as opposed to other-determined behavior, customer self-determination leads to greater motivation, effort, persistence, and engagement over long periods of time (Dholakia, 2006); that is, when performing an action, customers may view their behaviors as either self-instigated (self-determined) or instigated in response to an inducement by an external agent (other-determined). Consequently, customers acting with self-determination are more likely to benefit from the physical, virtual, and mental processes of using products and services provided by a firm, thus leading to their increased value-in-use or customer value. Thus, we proposed the following hypothesis:

Hypothesis 1: Customer self-determination will positively mediate the relationship between CVCB and customer value by virtue of the fact that CVCB will increase customer self-determination, which will then increase customer value.

Role Episode Theory

According to *role episode theory* (Kahn et al., 1964), role is defined by interaction between two individuals, namely, the *role receiver*, who performs the role, and the *role sender*, who is a communicator of a set of role expectations (Aritzeta, Swales, & Senior, 2007). During this interaction, incompatible and unclear expectations and/or demands exceeding the role receiver’s ability become *role stressors* (Rhoads, Singh, & Goodell, 1994). An incompatible expectation would be if the role sender has an excessive expectation from the role receiver within too short a time period and if clear information regarding the expectation is lacking (Van Sell, Brief, & Schuler, 1981). As a result, role occupants experience role stressors. These trigger a process that may negatively affect individuals’ attitudinal outcomes, undermine their psychological well-being, overwhelm their resources, and finally deplete such resources (Singh, 1998; Singh, Verbeke, & Rhoads, 1996). As a consequence, role stress can lead to role dissatisfaction, anxiety, and decreased performance (Rizzo, House, & Lirtzman, 1970; Solomon, Suprenant, Czepiel, & Gutman, 1985). *Role stress* consists of (a) *role overload*, which is the extent to which role demands exceed the ability of role receivers (Bettencourt & Brown, 2003; Chan et al., 2010; Singh, 1998); (b) *role conflict*, which is “the incompatibility of role expectations and demands” (Singh, 2000, p. 18); and (c) *role ambiguity*, which is “the degree to which information is lacking about role expectations” (Singh, 2000, p. 18).

We proposed that CVCB could create customer role stress. When customers engage in value creation behavior (either by participation or citizenship behavior), they face additional role expectations as value creators. This means that they have to spend more time and effort to fulfill such a role; in turn, this causes role overload, especially when their role demands exceed their ability, leading to a

feeling of resource loss and stress (Bolino & Turnley, 2005). In particular, for customers engaging in citizenship behavior, considerable additional resources are required, thus engendering customer role overload (Bolino, Klotz, Turnley, & Harvey, 2013).

Customer role stress can also be triggered when customers experience incompatibility between their initial role on the one hand, and new demands and role expectations from suppliers on the other: The customers do not have enough information regarding their new role as value creators. Thus, an increase in customers' participative and citizenship roles makes it difficult for them to determine what is expected of them; this lack of role clarity can lead to customer role ambiguity and accompanying frustration (Groth et al., 2004). Exhibiting customer participation and citizenship behavior increases the possibility that customers will encounter divergent expectations of simultaneous viewpoints of the supplier and customer, given that customers undertake additional demands from suppliers as value creators (Johnson & Sohi, 2014). Customer voluntary citizenship behavior further enhances role conflict by facilitating the flexibility and autonomy in dealing with other members; hence, customers are likely to deviate from the norms required by the organization (Michaels, Day, & Joachimsthaler, 1987).

Therefore, we proposed that CVCB through participation and citizenship can hinder customer value creation owing to its stress-inducing implications. Customer role stress is related to unfavorable psychological and behavioral outcomes, which may lead to negative consumption experiences and no positive values being generated from CVCB (Grönroos & Voima, 2013; Helkkula, Kelleher, & Pihlström, 2012; Leroi-Werelds, Streukens, Brady, & Swinnen, 2014). As a result, the overall value or benefit generated by customers while engaging in value creation decreases when they experience role stressors, as indicated by role episode theory. Therefore, we proposed the following hypothesis:

Hypothesis 2: Customer role stress will negatively mediate the relationship between CVCB and customer value, by virtue of the fact that CVCB will increase customer role stress, thus decreasing customer value.

Customer Value to Customer Well-being

Customer value can be understood as value-in-use for the customer (Helkkula et al., 2012), according to *service logic* (Grönroos & Voima, 2013), which is defined as “a customer’s functional and/or hedonic outcome that is directly served through product/service usage” (Lemke, Clark, & Wilson, 2011, p. 849). Thus, customer value is not embedded in products, but rather is created through customers’ own use processes, with the emphasis that customer value is characterized as utilitarian and/or hedonic. This relates to customers’ lives,

objectives, and aspirations (Lemke et al., 2011; Payne et al., 2008). Furthermore, Woodruff (1997) noted that customer value facilitates the achievement of customers' goals and purposes. Therefore, we expected that customer value would increase customer well-being, with customers being better off in various aspects of their lives, such as having peace of mind, satisfied needs, and reduced responsibility (Grönroos & Voima, 2013). Thus, we proposed the following hypothesis:

Hypothesis 3: Customer value will increase customer well-being.

Relationship Quality

According to the service logic theory, value creation is an interactional behavioral process to which both suppliers and customers contribute (Grönroos & Voima, 2013). Researchers have suggested a customer–supplier relationship perspective of value creation, in which the importance of collaborative customer–supplier relationships is highlighted (Eggert, Ulaga, & Schultz, 2006; Ulaga, 2003). Thus, we focused on the moderating role of relationship quality in this study. *Relationship quality* is defined as “an overall evaluation of the strength of a relationship and is composed of trust, satisfaction, and commitment” (Kaufman, Jayachandran, & Rose, 2006, p. 581). In this context, *trust* refers to the extent to which a party in a relationship has confidence in the reliability and integrity of an exchange partner. *Satisfaction* is defined as the resulting affective state given to the evaluation of a relationship, and *commitment* indicates the extent to which an exchange partner views a relationship as being important.

When relationship quality is high, customers can reduce relationship-related uncertainty with suppliers. This increases interaction efficiency, social-need fulfillment, and positive affective responses (Hennig-Thurau & Klee, 1997). In addition, these customers show more cooperative tendencies toward suppliers than other customers do, attach more importance to their relationship with them, and foster a constructive orientation toward them (Yilmaz & Hunt, 2001). Dorsch, Swanson, and Kelley (1998) argued that when customers trust suppliers, they are more likely to risk depending on them to obtain a goal, develop common ground to work out their problems with them, and willingly make promises to them and keep promises with them.

For these reasons, customers with high-quality relationships with their suppliers are more likely than are other customers to accept positive challenges and see opportunities to fulfill their needs, thus enabling them to experience self-determination in the process of CVCB. At the same time, these customers are less likely to experience role stress when they have developed a stable, high-quality long-term relationship with suppliers, and are confident that the suppliers will help decrease their role-related stress caused by engaging in value creation behavior (Crosby, Evans, & Cowles, 1990; Dorsch et al., 1998). Therefore, these

customers are more satisfied with, and committed to, their assumed roles and value creation behavior (Hennig-Thurau, Gwinner, & Gremler, 2002). Therefore, we proposed the following hypotheses:

Hypothesis 4: The better the relationship quality, the stronger will be the relationship between CVCB and customer self-determination.

Hypothesis 5: The better the relationship quality, the weaker will be the relationship between CVCB and customer role stress.

Method

Participants and Procedure

In this study, dyads were the unit of analysis, with each unit comprising an individual salesperson in a supplier company (who was responsible for business customers only) and a business customer for whom that salesperson was responsible. The business customers were employees of purchasing or procurement departments in buying firms. They were expected to perform several tasks, such as receiving requests for purchasing materials and services from other departments, issuing and monitoring purchasing orders, as well as negotiating and ensuring the quality of services delivered and the efficiency of logistical controls. In the first stage (Time 1), we obtained contact information for industrial suppliers representing various industries (e.g., industrial supplies, electronic components, chemicals, appliances) from a local Commerce Association in South Korea. These suppliers provided a list of full contact information for their customers, from which we randomly selected one customer per supplier. These business customers represented various industries (e.g., chemical, machinery, hardware, furniture, electronics industries) to enhance the generalizability of the proposed model (Skaggs & Youndt, 2004). These customers completed the survey, which was developed for customers on-site, and were asked to return the forms directly to the researchers. Of the 300 business customers approached, 166 participated in the Time 1 survey (response rate = 55.3%).

In the second stage (Time 2), conducted 1 year after Time 1, we visited suppliers corresponding to the customers who had participated at Time 1 and another version of the survey was collected on-site. Of the 166 suppliers contacted, 103 matched suppliers participated in the Time 2 survey (response rate = 62.0%). Thus, the final data set consisted of 103 business customer–supplier dyads. The average age of the 206 participants was 44 years ($SD = 11.8$) and 38% were women. The average length of participants' employment in the current organization and of the business relationship were 18 ($SD = 39.64$) and 12 years ($SD = 52.77$), respectively. The retained sample of 103 dyads was compared with the respondents excluded from the analysis to assess nonresponse bias in terms of

demographic characteristics and response patterns, all of which were found to be nonsignificant ($p > .05$), suggesting that there was no nonresponse bias.

Measures

All instruments were prepared in English and then translated into Korean by a professional translator. The Korean versions were back-translated into English by another translator, and these versions were compared with the original versions to ensure the content validity of the translated items (Brislin, 1980). All scales were completed by customers at Time 1, except for the outcome measure (customer well-being), which was assessed by suppliers at Time 2. Unless indicated otherwise, the response format was a 7-point Likert scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*).

Customer value creation behavior (CVCB). We employed a second-order factor model for CVCB, with two first-order factors. We adopted this procedure because changes in first-order dimensions are expected to cause corresponding changes in the second-order dimensions, suggesting a formative model specification (Jarvis, MacKenzie, & Podsakoff, 2003). We adapted six items (three items each for customer participation behavior and customer citizenship behavior) from the measure developed by Yi and Gong (2013). Sample items are “I adequately complete all the expected behaviors when I work with this supplier,” (customer participation, $\alpha = .74$) and “If this supplier makes a mistake, I help him or her solve the problem,” (customer citizenship, $\alpha = .87$). The response format for these items was a 7-point Likert scale ranging from 1 (*never*) to 7 (*all the time*).

Customer self-determination. To assess customer self-determination, we used items from versions of the Basic Need Satisfaction at Work Scale as used by Deci et al. (2001) and Van den Broeck et al. (2010), which we modeled as a second-order construct with three first-order factors: customer autonomy (three items, $\alpha = .89$; e.g., “I feel free to do my job the way I think it could best be done.”), customer competence (three items, $\alpha = .90$; e.g., “I really master my tasks at my job.”), and customer relatedness (three items, $\alpha = .92$; e.g., “I really feel connected with other people at my job.”).

Customer role stress. We modeled customer role stress as a second-order construct formed by three first-order factors, all of which were measured by a three-item scale: customer role overload (Singh, 1998; $\alpha = .88$; e.g., “It often seems like I have too much work for one person to do.”), customer role conflict (Arnold, Flaherty, Voss, & Mowen, 2009; $\alpha = .90$; e.g., “I receive incompatible requests from two or more people.”), and customer role ambiguity (Singh, 1998; $\alpha = .91$; e.g., “I have clear, planned goals and objectives for my job,” reverse coded).

Customer value. To measure customer value, which was defined as customers' functional and hedonic outcomes created through their workplace experiences (Leroi-Werelds et al., 2014), we constructed a four-item measure ($\alpha = .94$). Sample items are "My job gives me pleasure," and "My job offers value for money."

Customer well-being. In line with previous measures of well-being (Grönroos & Voima, 2013), we used a three-item measure ($\alpha = .87$) to assess the extent to which, as observed by the suppliers, customers became better off over the period of 1 year. Suppliers rated the following items: "The quality of life of my customer becomes better," "The happiness of my customer becomes better," and "The peace of mind of my customer becomes better."

Relationship quality. To assess the quality of the customer-supplier relationship, we averaged the scores of the three dimensions of relationship quality. We adapted items developed by Kaufman et al. (2006), to form a nine-item scale ($\alpha = .90$), to measure the dimensions, namely, trust (e.g., "This supplier is trustworthy."), commitment (e.g., "The relationship that I have with this supplier is something I am very committed to."), and satisfaction (e.g., "I am delighted with my overall relationship with this supplier.>").

Data Analysis

We validated the measurement model and tested the hypotheses, using the SmartPLS program (Ringle, Wende, & Will, 2005). The significance of each path was determined using a bootstrapping procedure with 1,000 resamples (Henseler & Chin, 2010; Zhao, Lynch, & Chen, 2010). We used the bootstrapping method to test the mediation and moderation hypotheses (see Figure 1).

Results

The composite reliability for all variables exceeded the recommended .70 level, and the average variance extracted (AVE) for all variables exceeded the recommended .50 level, demonstrating that each construct had acceptable psychometric properties (see Table 1). The convergent validity of the scales was supported, as all indicators loaded significantly ($p < .05$) on their hypothesized factors (all loadings were greater than .70 as recommended). In addition, the square root of the AVE for each construct exceeded the correlations between the construct and any other model construct (see Table 1), supporting the discriminant validity of the constructs (Hair, Hult, Ringle, & Sarstedt, 2014; Price, Choi, & Vinokur, 2002). Descriptive statistics and correlations among study variables are shown in Table 1.

Table 1. *Descriptive Statistics, Reliabilities, and Correlations Among Study Variables*

Variable	<i>M</i>	<i>SD</i>	CR	1	2	3	4	5	6
1. Customer value creation behavior	5.47	0.89	.85	.89					
2. Customer self-determination	5.29	1.28	.94	.36	.90				
3. Customer role stress	5.84	1.10	.95	.40	.56	.92			
4. Customer value	5.16	1.43	.96	.19	.59	.61	.93		
5. Customer well-being	4.95	1.14	.92	.09	.22	.18	.32	.89	
6. Relationship quality	5.56	1.14	.89	.57	.38	.53	.33	.21	.86

Note. The square root of the average variance extracted is on the diagonal. CR = composite reliability.

Hypotheses Testing

We constructed a structural model that included all the relationships we investigated (see Figure 1). The explained variances (R^2) for customer self-determination, role stress, value, and well-being were .18, .21, .47, and .11, respectively, indicating acceptable explanatory power of the model (Hair et al., 2014). As customer self-determination positively mediated the relationship between CVCB and customer value ($\beta = .15, p < .01$), Hypothesis 1 was supported. Customer role stress negatively mediated the relationship between CVCB and customer value ($\beta = -.17, p < .01$), meaning that Hypothesis 2 was also supported. Customer value had a positive effect on customer well-being ($\beta = .34, p < .001$), which was consistent with Hypothesis 3. The interaction between CVCB and relationship quality positively affected customer self-determination ($\beta = .15, p < .05$), showing that Hypothesis 4 was supported. In contrast, as the interaction between CVCB and relationship quality negatively affected customer role stress ($\beta = -.30, p < .05$), Hypothesis 5 was supported.

Post Hoc Analysis

To ascertain the direction of the relationships as hypothesized, we tested a theoretically plausible alternative model, in which customers' role stress and self-determination predicted their engagement in value creation behavior. The results were nonsignificant ($p > .05$), thus supporting the hypotheses. In addition, we also measured customer well-being from the responses of the customers themselves—instead of suppliers—to confirm that our analysis was not confounded by one individual assessing another's well-being. These results were no different from the original results. Finally, we tested the potential differences across industries and the effects of other basic covariates, such as account size in dollar amount and the duration of the relationship between customer and supplier in the current structural relationship. The structural results, including these covariates, were the same. These results of the post hoc analysis demonstrated the robustness of our findings.

Discussion

In this study, we have provided empirical evidence in support of service logic that “the customer is the value creator, and a firm facilitate[s] value for its customers” (Grönroos & Voima, 2013, p. 138). We have also provided conceptual and empirical clarification regarding the separate pathways that are responsible for positive and negative effects of CVCB on customer value and well-being. In addition, by expanding the prevailing research focus on business outcomes, such as firm profitability and customer loyalty (Guo, Arnould, Gruen, & Tang, 2013), we investigated the implication of CVCB on customers themselves by focusing on customer well-being as the consequence. Previous researchers of customer value creation have mainly focused on exploring antecedents in a business-to-customer context. However, we examined the consequences of CVCB in a business-to-business context by focusing on the link between CVCB and customer value and well-being.

The results show that the effect of CVCB on customer outcomes, such as customer value and well-being, is more complex than previously thought (Grönroos & Voima, 2013; Payne et al., 2008; Yi & Gong, 2013), and confirm that the customer is the value creator. However, value-creation behavior produces both positive and negative effects on customer value. Customer value is increased through the mediating role of customer self-determination between CVCB and outcomes, and is decreased through the mediating role of customer role stress between CVCB and outcomes. Thus, customer value increases only if the indirect effect of customer self-determination is greater than that of customer role stress. If it is not, customer value decreases. Thus, through our theory and empirical findings, we have resolved the inconsistency in results regarding the effect of CVCB on various customer outcomes.

Furthermore, the results show that the implication of CVCB for customer outcomes depends significantly on the quality of the customer-supplier relationship. Previous researchers have also demonstrated the significance of the characteristics of long-term customer-supplier relationships in shaping business outcomes from customer value-creation efforts (Anderson, 1995; Walter, Ritter, & Gemünden, 2001). It is apparent that customers have a better chance of exploiting the increasing positive and decreasing negative outcomes of CVCB if they remain sensitive to the quality of the customer-supplier relationship, which may activate the path toward self-determination instead of role stress. In addition, this finding confirms that suppliers can influence the customer’s value-creation process by forming and maintaining high-quality customer-supplier relationships. In this way, suppliers can facilitate customers’ value creation and function as a value facilitator or cocreator of values, which is consistent with service logic theory (Grönroos & Voima, 2013).

Finally, we have made a meaningful empirical contribution by investigating the link between CVCB and customer well-being. Although customer well-being is a topic that has received researchers' attention in the service marketing literature (Guo et al., 2013), there has been minimal research in which the antecedents of customer well-being have been investigated. Our findings are in line with service logic theory, according to which it is stated that "value creation entails a process that increases the customer's well-being, such that the user becomes better off in some respect" (Grönroos & Voima, 2013, p. 134). Further, researchers may expand these findings by exploring additional interactive and intermediate processes involving the supplier–customer exchange, which can affect customer well-being.

There are several limitations in this study. Firstly, the effectiveness of various moderators should be studied in more detail. For example, future researchers can investigate other characteristics, such as firm size (e.g., small, medium, and large), type of industry (e.g., service vs. product), and sales volume. In addition, it would be worthwhile to account for potential additional moderating effects of cultural-value orientations (e.g., individualism vs. collectivism), given that most firms conduct business in a global context. Secondly, future researchers can incorporate a wider array of psychological variables to explain the relationship between CVCB and customer outcomes. For example, researchers can consider the implications of personality traits and cognitive or affective states that may explain the effects of CVCB on customer outcomes. Thirdly, although we collected data from different sources at two different time points, customers reported on five variables at Time 1. Therefore, common method bias could have inflated the relationships among the variables that were rated by the customers. This issue should be addressed in future studies by employing a multisource, multiwave panel design for data collection or by adopting an experimental approach. We also acknowledge that a methodological limitation in our study is that our findings may have been influenced by uncontrolled and unmeasured variables, a feature that cannot be avoided in survey-based studies.

Conclusion

We found it interesting that in this study we demonstrated that CVCB has the potential to impede customer value and well-being by inducing customer role stress. Alternatively, CVCB can promote these customer outcomes through the mediating effect of customer self-determination. We further revealed the significant moderating effect of relationship quality on both customer self-determination and role stress. Thus, improving relationship quality on the part of suppliers and making an effort to accrue benefits from CVCB, should be the target of managerial attention. In this study, we expanded the scope of the service

and marketing literature by identifying critical intermediate psychological mechanisms that underlie the implications of customer behavior for customer outcomes.

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