



ORIGINAL RESEARCH ARTICLE

Examining the Antecedents and Consequences of Customer
Engagement: Dual Value Perspective

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ABSTRACT

Modern marketing views markets as a platform where companies and customers share resources and capabilities to create dual value via innovative learning processes, communication, engagement in production, and service delivery. This research focuses on the dual perspective of value to uncover the antecedents and consequences of customer engagement. It uses an experimental and quantitative approach and applies purpose and descriptive-correlative methodology. Customers with active engagement in Mashhad's 5-star hotels make up the statistical population of this study. A questionnaire was used to gather data, then analyzed using the partial least square method. The results show a substantial influence of 1 variable as antecedents for customer engagement (six items involving company resources and six items involving customer resources) and a significant effect of customer engagement on ten variables as consequences of customer engagement (4 cases related to value for the customer and 6 cases related to value for the company). ©authors

Introduction

Customer management methods have developed in response to increased rivalry among firms and the significance of obtaining new customers and maintaining current customers. Although customer management has always been one of the most important aspects of a company, its approaches have evolved over time (Pansari & Kumar, 2017). Before introducing the relationship marketing paradigm, marketing was only focused on the exchanges made with the customer. During this time, the value gained from the customer was restricted to the number of purchases made by the client at the time of the exchange. However, with the introduction of relational marketing (Berry, 1995), the retrospective view of customer value gradually gave way to the forward view. Businesses realized that their profitability lay in establishing and maintaining long-term relationships with customers and making them loyal through developing trust and commitment to the company (Kumar, 2008).

Customers may engage in all phases of manufacturing and service delivery in modern marketing approaches (Ballantyne, 2004). Customers strive to communicate their wishes and expectations to the corporation through this collaboration and get the services and goods they want (Lusch & Vargo, 2014). Markets are seen as a platform where enterprises and customers unite and share their resources and competencies to produce dual value via novel learning mechanisms, communication, involvement in product manufacturing, and service presentation (Barahald & Ramasovami, 2004). Both the firm and the client benefit from this value.

Customers' active engagement and the information they supply have beneficial outcomes and implications (Yi & Gong, 2013). Working with customers improves their happiness since they are a vital component of the value-generating process (Hunt et al., 2012). Customers' pleasure and loyalty to the company's services are shown when they engage in the service development process. Cooperation with customers leads to higher customer satisfaction and lower costs, both indicators of customer and service provider success (Buonincontri et al., 2017). Furthermore, enthusiasm for a company's brand leads to emotional attachments and the effect of behavior-related aspects (Muniz & Schau, 2005). Companies may exploit this brand enthusiasm to reinforce their customer-brand connection emotionally (Merz et al., 2018).

In recent decades, academic marketing and the commercial sector have given much thought to customer engagement. Customer engagement was the eighth most popular term and buzzword in 2014. Customer engagement is seen as a strategy, an investment, a customer voice, an emotional connection, and a relationship with the company that goes beyond what is required in the commercial sector. According to Gallup surveys, customers with full engagement received 44% more annual referrals than regular customers in the electronics industry and spent \$ 84 more. Customers with full engagement in casual and fast-food restaurants referred 56 percent and 28 percent more than regular customers. Hotel customers with full engagement spent 46 percent more on hospitality than other visitors. Customers referred purchased 22% more than regular customers in the insurance industry. These figures demonstrate how vital the notion of customer engagement is. According to Dwivedi (2015), customer engagement is one of the top goals in marketing and the most profound relationship between the customer and the brand. Customer engagement studies reveal that this idea is complex, dynamic, and multidimensional, with varying intensity across time (Brody et al., 2013). Customer engagement as a method for firms to generate profitability and competitive advantage via customer trust, loyalty, and commitment has been studied extensively in empirical research (Prentice et al., 2019; Parihar, 2018; Kumar & Pansari, 2018; Hinson et al., 2019; Pansari & Kumar, 2017; Chan et al., 2014; Robinson, 2013; Van Doorn et al., 2010; Dehdashti Shahrokh et al., 2012; Baradaran, et al., 2019 and Hashemi & Tavakoli, 2013). The dominance of company-centric views over customer views was notable in this

empirical study. From a company-centric view, the emphasis has been on negative and positive customer discourse about the company and the company's advantages of customer engagement. In other words, historically, the primary emphasis of customer engagement has been on what the company can do in its industry to assist consumers via "customer engagement." Variables such as "brand-related shopping behavior" and "community recommendation behavior" were regarded as output variables in research assessing the impact of engagement by pro-brand communities (Algesheimer et al., 2005). However, the effects on consumers were mainly overlooked. This involves not conceptualizing behavior with the customer in mind. For example, Van Doorn et al. (2010) explore the business consequences of customer engagement but do not consider any immediate and evident advantages to customers (other than the financial benefits of engaging in loyalty-based and reward-based programs).

Similarly, Verhoef et al. (2009) concentrate on the impacts of customer engagement on KPIs like customer retention, customer lifetime value, and new product success in their conceptual model for customer engagement. These, in turn, contribute to the company's increased worth. However, in recent years' theoretical foundations (Palmatier et al., 2017), customer resources and interests have been acknowledged as crucial variables in building the customer engagement model. As a result of the research vacuum in this area caused by the lack of a two-pronged perspective of value in customer engagement, the current study investigates the causes and repercussions of customer engagement in the Iranian hotel sector by concentrating on a dual view of value.

Literature Review

Customer Engagement

With the advent of technology, the Internet's development, and the emergence of online social media, vital infrastructure for mass communication and the sharing of experiences has been established. These changes in the environment have altered the interaction between customers and businesses, leading to the development of a new concept known as customer engagement, which academics think may provide considerable profit and financial return for businesses (Hollebeek et al., 2019). Since 2010, customer engagement research has continued (Palmatier et al., 2017). There are several chances for academics in this subject to contribute theoretically and practically to completing the theory of customer engagement marketing (Aali et al., 2019).

Whether active or inactive, engagement denotes collaboration and cooperation in work, business, or activity and attendance in groups and organizations to debate and decide (Jafari et al., 2017). According to Zach Kowski (1987), engagement may be a psychological aspect in generating motivation or interest in an activity or product (Nadalipour & Chiti, 2018). Cermak et al. (1994) define engagement as specific actions related to services, such as the degree of customer effort or cognitive, emotional, and physical interaction. (Musavi et al., 2020).

Customer engagement refers to the activities and resources contributed by customers in the production of products and services (Rodie & Kleine, 2000). According to Van Doorn et al. (2010), customer engagement is defined as customer activity toward a brand or business that extends beyond purchase and is prompted by motivating factors. According to Brody et al. (2011), customer engagement is a mental state that comes from the customer's interactive experience and co-creation of an item (such as a brand). Customer belonging was defined by Wick et al. (2012) in terms of the level of customer engagement and their link with the company's propositions or organizational operations. According to Pansari and Kumar (2018), customer engagement is a process by which the customer, directly or indirectly, contributes to creating value for the firm. Customer purchases are an example of direct cooperation. In contrast, the indirect collaboration includes recommending other customers to the firm based on corporate incentives, customer conversations about the brand on social

media, and customer feedback to the company. According to Pansari and Kumar (2017)'s customer engagement theory, the customer collaborates with the firm when content with his connection with the company and has an emotional tie to the company (cited by Aali et al., 2019).

Collaborative Value Creation and a Dual Value Perspective in Customer Engagement

Collaborative Value Creation is the maximum degree of customer engagement in designing and manufacturing goods and services. It necessitates consumers' cooperation in the manufacturing and distributing of a company's products and the provision of additional innovations to generate more value. Continuous communication and interaction between the customer and the firm are handled under this strategy so that, on one side, the company is encouraged to co-create value with customers. On the other hand, customers' desired demands are addressed. (Hossein Nia et al., 2016). Chan et al (2014) defined value co-creating behavior with customers as the process of mutually meeting the company's requirements and the individual (Chan et al., 2014). Value is generated jointly between the company and the customer via collaboration and interaction rather than entirely created by the company. It is represented in the production of goods and services in the co-creation approach (Parahald & Ramaswami, 2004). Customer value co-creation refers to the connections that customers form with suppliers in the face of customers' products and services to generate value (Moeller et al., 2013).

One of the exceptions is Larivière et al. (2013)'s idea of value fusion, which focuses mainly on company-based outcomes. This notion asserts that a shared emphasis on the value obtained by the customer and the company may result in a mutually beneficial connection. This dual emphasis, which includes both company and customer engagement and an appreciation of each side's potential advantages to the collaboration, may result in synergies and improved results for all parties involved (customer and company). (Kunz et al., 2017).

In brief, when there is a strong link between customer expectations and company activities in the sphere of "customer engagement," customers see the company's actions more positively, are more inclined to join in an activity and are more eager to engage again in the future. According to studies by Grönroos and Voima (2013) and Heinonen et al. (2010), value creation happens in three separate domains in partnership schemes: the company domain, the customer domain, and the shared domain (Figure 1).

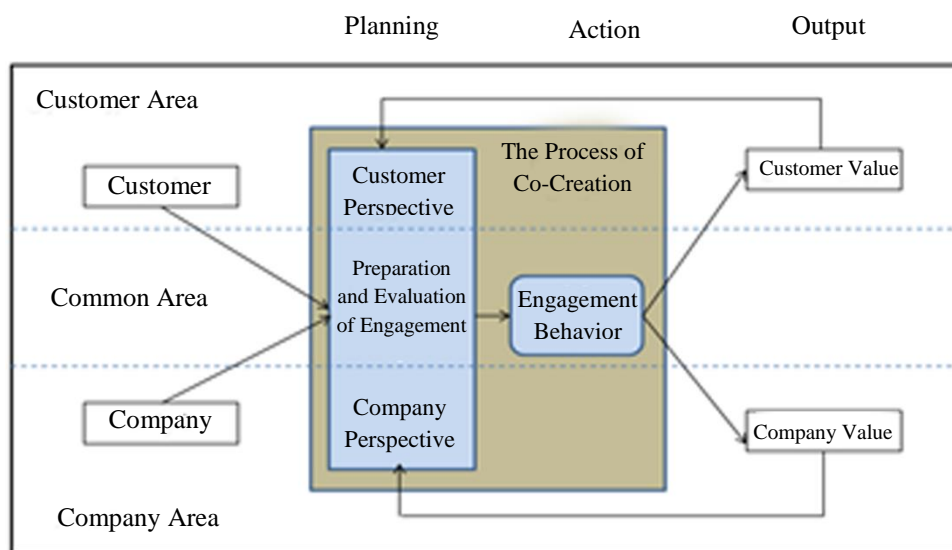


Figure 1. Customer Engagement as a Co-Creation Process

As a result, value emerges through customer-company interactions and, more crucially, from individual and social activity in the customer domain (Grunros & Gamros, 2014; Heinonen & Strandvik, 2015). As a result, the customer's perception of value can be seen as

complementary to the company's perception of value, with outcomes such as customer referral value (i.e., gaining new customers through referral programs), customer influence value (i.e., spreading word-of-mouth advertising), and the customer knowledge value (measured by providing feedback to the company (Kumar et al., 2013) to capture the value created by the partnership more fully). Furthermore, it allows businesses to integrate their customers and online communities into various corporate value chain operations, such as new product or service development processes (Verleye et al., 2016), and empower them to create value as co-creators, marketing partners, co-distributors, and co-producers of products and services. Customer engagement in non-transactional activities broadens the role of customers as value creators (Sashi, 2019), leads to the establishment and promotion of customer-company relationships (Malthus et al., 2013, Sigala, 2018; Turns Wick et al., 2012), and transforms clients into co-creators of their own unique, integral, and valuable experiences.

According to the dual perspective, customer engagement is driven by two factors: customer resources and corporate resources. According to this viewpoint, customer engagement will have two types of repercussions. The values generated for the client and the values created for the corporation are two different things.

Antecedents and Consequences of Customer Engagement

Antecedents of Customer Engagement. This refers to the sources of customer engagement.

The two primary sources of consumer engagement, according to research by Vivek, et al., 2012 (cited by Palmatier et al., 2017), are:

Customer Resources. Customer resources are the sources of customer engagement that come directly from them. Consumers are more likely to desire to associate with a firm if they wish to gain experience, feel psychologically protected from a program, feel significant, and feel comfortable. Customers are driven to transfer knowledge based on uneven objectives, such as commitment, a desire to help others/altruism (Mazrol et al., 2007), and a positive sense of talking to others about items and obtaining social capital. Customers may also be driven to work with a company to defend their actions (affirmation), gain social status, or boost their self-esteem, self-improvement, and visibility (Demateus & Roosi, 2008).

Hypothesis 1-1: Psychological Ownership affects the Customer Engagement.

Hypothesis 1-2: Value Congruity affects the Customer Engagement.

Hypothesis 1-3: Customer Experience Search affects the Customer Engagement.

Hypothesis 1-4: Customer Emotions affects the Customer Engagement.

Hypothesis 1-5: Customer Expectations affects the Customer Engagement.

Hypothesis 1-6: Perceived Cost/Benefit affects the Customer Engagement.

Company Resources. Customer engagement sources from the corporation are company resources. According to the company's perspective, the corporation invests in high-level engagement activities. Companies establish conditions that encourage consumers to join the engagement by delivering superior services and goods, customer satisfaction, multi-layered loyalty programs, buyer marketing, etc. customer engagement programs that originated from the company are reliable and consumer-focused, resulting in successful communication between the firm and the customer (Quoted by Palmatier et al., 2017).

Hypothesis 2-1: Brand Personality affects the Customer Engagement.

Hypothesis 2-2: The Company's Long-term Commitment to the customer affects the Customer Engagement.

Hypothesis 2-3: Customer Engagement Strategies affect the Customer Engagement.

Hypothesis 2-4: Brand Equity affects the Customer Engagement.

Hypothesis 2-5: Multilayer Loyalty Programs affect the Customer Engagement.

Hypothesis 2-6: Brand's Social Influence affects the Customer Engagement.

Consequences of Customer Engagement. The results and advantages of the customer engagement program are the consequences of customer engagement. In other words, the value that a partnership program generates. There are two ways to produce this value:

Value for the customer. Customers can profit from customer engagement. Customer engagement may provide a variety of rewards for the customer, including economic, social, emotional, and cognitive value (Sheth et al., 1991).

Hypothesis 3-1: Customer Engagement creates Economic Value for the Customer.

Hypothesis 3-2: Customer Engagement creates Social Value for the Customer.

Hypothesis 3-3: Customer Engagement creates Emotional Value for the Customer.

Hypothesis 3-4: Customer Engagement creates Cognitive Value for the Customer.

Value for the company. Companies can gain on three levels (market level, business level, and customer level) when consumers share their ideas, brand enthusiasm, and experiences or pass them on to the firm. Results such as the value of customer referrals (i.e., obtaining new customers through referral programs), the value of customer influence (i.e., the spread of word of mouth), and the value of customer knowledge (with Giving feedback to the firm) may all be used to quantify the value produced for the organization (Kumar et al., 2013).

Hypothesis 4-1: Customer Engagement creates the Customer Lifetime Value.

Hypothesis 4-2: Customer Engagement creates the Customer Influence Value.

Hypothesis 4-3: Customer Engagement increases the Customer Referrals Value.

Hypothesis 4-4: Customer Engagement provides Customer Knowledge.

Hypothesis 4-5: Customer Engagement is influential in shaping Customer Loyalty.

Hypothesis 4-6: Customer Engagement affects Customer Commitment to the Brand.

The conceptual model of the research is drawn as follows, based on a review of the theoretical underpinnings of the research and the produced hypotheses:

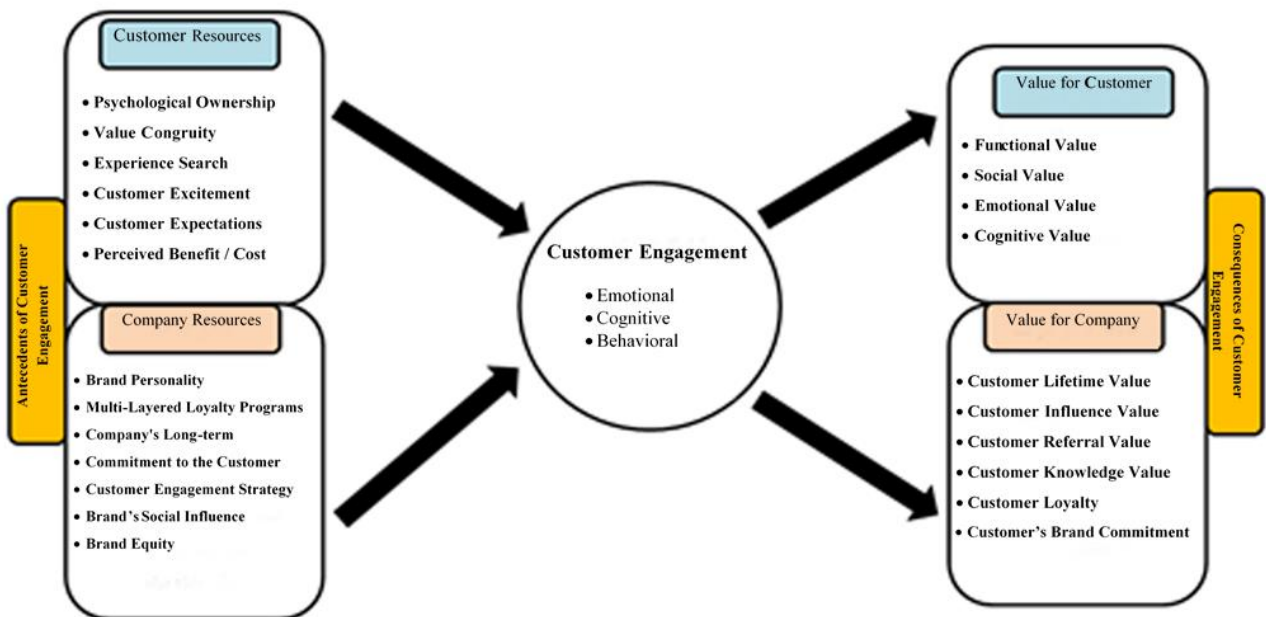


Figure 2. Conceptual Model of Research

In terms of the article's innovation and knowledge base, it is worth noting that previous research has looked at some of the antecedents (customer expectations, customer experience, customer engagement, etc.) and the consequences of customer engagement (customer retention, customer loyalty, customer value) separately. Customer loyalty, word of mouth, and so on. The company's engagement benefits have often been examined in these studies, and attention to the customer's interests has been restricted. Kumar and Pansari (2016) developed a dual value perspective for the consumer and enterprise in this sector's most notable conceptual research. As a result, the main contribution of this article can be described as the development of knowledge and theoretical foundations of customer engagement through an empirical study based on actual data from the hotel industry, with a focus on the dual value perspective for customers and companies, which can pave the way for future experimental studies - in many sectors, concentrating on the antecedents and repercussions of the study.

Method

In terms of practical goal and method, this study takes an experimental and quantitative approach and is a correlational description. Customers with active engagement in Mashhad's 5-star hotels make up the statistical population of this study. The sample size was calculated to be 384 persons based on Cochran's calculation due to the uncertainty of the population size. A non-random sampling approach was employed. People who have used the services of 5-star hotels in Mashhad and have shared their opinions and experiences on the hotel website or virtual page (Instagram) or the reservation websites of the mentioned hotels were identified in this study using an identification code or email posted on the website / virtual page, and then contacted and given their consent to participate in the study. The demographic features of the statistical sample are shown in Table 1. The data collecting method was a questionnaire prepared for each of the study variables (Table 2) based on initial research questionnaires and was electronically altered and delivered to the statistical sample. The 5-point Likert scale ranges from extremely low (1) to very high (5).

Table 1. Descriptive statistics of statistical sample characteristics

Variables	Scale	Frequency	Percentage of Frequency
Gender	Male	153	39.8
	Female	231	60.2
Education	Diploma and lower	37	9.6
	Associate Degree	73	19
	Bachelor	183	47.6
	Master's degree and higher	91	23.7
Age	Under 25 years	54	14
	25 to 35 years	90	23.4
	35 to 45 years	137	35.7
	Over 45 years	103	26.8
Experience in using 5-star hotels	Less than 3 times	95	24.7
	Between 3 to 6 times	157	40.9
	More than 6 times	132	34.4

Table 2. Resources used to design tools for measuring research variables

Variable / structure	Source
Psychological Ownership of Brand	Kumar & Kumar (2018)
Value Congruity	Kumar & Kumar (2018)
Customer Excitement	Pansari & Kumar (2017)
Customer Expectations	Huang & Su (2016)
Perceived Cost/Benefit	Van Doorn et al. (2010)
Experience Search	Dehdashti Shahrokh et al. (2012) and Prentice (2019)
Brand Personality	Van Doorn et al. (2010)
Multilayer Loyalty Programs	Pansari & Kumar (2018)
Company's Long-term commitment to customers	Hashemi & Tavakoli (2013)
Customer Engagement Strategy	Hashemi & Tavakoli (2013)
Brand's Social Influence	Andre (2015)
Brand Equity	France et al. (2016)
Functional Value	Seth, Newman & Gross (1991)
Social Value	Seth, Newman & Gross (1991)
Emotional Value	Seth, Newman & Gross (1991)

Variable / structure	Source
Cognitive Value	Seth, Newman & Gross (1991)
Customer Lifetime Value	Kumar & Pansari (2016)
Customer Referral Value	Kumar & Pansari (2016)
Customer Influence Value	Kumar & Pansari (2016)
Customer Knowledge Value	Kumar & Pansari (2016)
Customer Loyalty	Parihar (2018)
Customer Commitment	Wick et al. (2012)

The study hypotheses were tested using PLS Smart software, a one-step methodology, and structural equation modeling (partial least squares technique). The structural model analysis and measurement model are both conducted simultaneously in the one-step technique.

Findings

Structural equation modeling (partial least squares approach) was utilized to examine the connections between variables and test the study hypotheses. Reliability assessment: Cronbach's alpha and combined reliability (CR) methodologies assessed the study instrument's dependability. Cronbach's alpha must be at least 0.7, and composite reliability must be at least 0.6. (Bagozi et al., 1988). Table 3 displays the results of the two tests, which are all higher than the minimum allowed value for all research variables, indicating that the research variables assessment tool's reliability is acceptable.

Validity evaluation: Two content and construct validity methodologies (convergent and divergent validity) were employed to assess the validity of the study instrument. Expert and professional views were used to verify the content veracity. Fornell Larker (1981) recommends the mean-variance index (AVE), with a minimum acceptable value of 0.5, to assess convergent validity. Convergent validity is further corroborated by the values obtained for this index in the research variables (Table 3), more than 0.5. The approach described by Klein was used to determine divergent validity (2005). As a result, the projected factor correlation coefficient should be smaller than 0.85. Because the correlation between components in this study was smaller than the maximum permitted value for this measure, the research model tool's divergent validity was also established.

Table 3. Results of validity and reliability of research variables

Structure	Variables	Cronbach's alpha	Composite Reliability	AVE
Customer Resources	Psychological Ownership	0.735	0.758	0.551
	Value Congruity	0.701	0.715	0.581
	Experience Search	0.729	0.749	0.515
	Customer Excitement	0.756	0.744	0.591
	Customer Expectations	0.783	0.796	0.528
	Perceived Benefit/Cost	0.766	0.785	0.532
Company Resources	Brand Personality	0.714	0.783	0.550
	Multi-layered Loyalty Programs	0.793	0.878	0.707
	Company's long-term Commitment to Customers	0.711	0.761	0.520
	Customer Engagement Strategies	0.702	0.735	0.526
	Brand Social Influence	0.717	0.722	0.579
	Brand Equity	0.736	0.835	0.559
Value for the Customer	Functional Value	0.732	0.816	0.598
	Social Value	0.701	0.830	0.621
	Emotional Value	0.707	0.838	0.634
	Cognitive Value	0.755	0.818	0.603
Value for the Company	Customer Lifetime Value	0.640	0.807	0.585
	Customer Influence Value	0.724	0.844	0.643
	Customer Referral Value	0.675	0.820	0.607
	Customer Knowledge Value	0.721	0.842	0.641
	Customer Loyalty	0.720	0.842	0.641
	Customer's Brand Commitment	0.822	0.894	0.737
Customer Engagement	Emotional Engagement	0.713	0.834	0.598
	Cognitive Engagement	0.745	0.856	0.624
	Behavioral Engagement	0.719	0.811	0.575

Hypothesis Test Results

The path coefficients, significance values, and coefficient of determination values derived from the correlations between the variables are shown in Table 4. The findings back up all of the research assumptions.

Table 4. Hypothesis test results

Hypothesis	Route	Effects of Standard Coefficients	Critical values (t-value)	Result
1-1	Psychological Ownership → Customer Engagement	0.192	2.732	Confirm
1-2	Value Congruity → Customer Engagement	0.174	2.113	Confirm
1-3	Customer Experience Search → Customer Engagement	0.174	3.422	Confirm
1-4	Customer Emotions → Customer Engagement	0.210	4.775	Confirm
1-5	Customer Expectations → Customer Engagement	0.241	4.118	Confirm
1-6	Perceived Cost/Benefit → Customer Engagement	0.196	3.869	Confirm
2-1	Brand Personality → Customer Engagement	0.134	2.439	Confirm
2-2	Company's Long-term Commitment → Customer Engagement	0.164	2.832	Confirm
2-3	Customer Engagement Strategies → Customer Engagement	0.148	2.289	Confirm
2-4	Brand Equity → Customer Engagement	0.116	2.147	Confirm
2-5	Multi-layered Loyalty Programs → Customer Engagement	0.199	1.989	Confirm
2-6	Brand's Social Influence → Customer Engagement	0.190	3.412	Confirm
3-1	Customer Engagement → Functional Values	0.501	7.391	Confirm
3-2	Customer Engagement → Social Values	0.488	8.332	Confirm
3-3	Customer Engagement → Emotional Values	0.442	7.232	Confirm
3-4	Customer Engagement → Cognitive Values	0.497	8.594	Confirm
4-1	Customer Engagement → Customer Lifetime Values	0.542	11.848	Confirm
4-2	Customer Engagement → Customer Influence Value	0.538	9.707	Confirm
4-3	Customer Engagement → Customer Referral Values	0.582	12.671	Confirm
4-4	Customer Engagement → Customer Knowledge Values	0.410	7.05	Confirm
4-5	Customer Engagement → Customer Loyalty	0.498	7.563	Confirm
4-6	Customer Engagement → Customer's Brand Commitment	0.505	6.997	Confirm

The relevance of the acquired standard coefficients is validated since the resulting t-statistic for all expected correlations in the structural model of the research is more than 1.96. Social branding is endorsed by customer engagement, and these variables are accepted as antecedents of customer engagement based on the impact of psychological ownership variables, value Congruity, customer experience search, customer excitement, customer expectations, perceived cost/benefit, brand personality, firm long-term commitment, customer engagement strategies, brand equity, multi-layered loyalty programs, and influence. According to the research's conceptual framework, the first six examples of antecedents are connected to consumer resources, whereas the second six cases are related to firm resources. Also, based on the results of path analysis of the impact of customer engagement on the variables of functional value, social value, emotional value, cognitive value, the value of customer longevity, the value of customer impact, the value of customer referral, the value of customer knowledge, customer loyalty, and customer commitment to the brand, these variables have been approved to be recognized as outcomes of customer engagement.

Discussion

In a competitive market, businesses must acquire the art and science of customer management to engage consumers positively and long-term, particularly if they have a loyal and emotionally attached client base. With an emphasis on the two-way view of value, the goal of this study was to look at the causes and repercussions of consumer engagement. According to the research, twelve of the variables that were regarded as factors impacting consumer involvement were considered requirements for customer engagement, and 10 of the variables influenced by customer engagement were considered consequences of customer engagement. Based on this, 22 hypotheses were developed. The acquired data from the statistical sample of the research were examined using structural equation modeling (path analysis) and PLS software to evaluate these assumptions. All study hypotheses were validated by the findings (Table 4). According to the findings, customer engagement may be

a win-win approach in the customer-company relationship. Customer involvement may be developed and strengthened by both the customer and the firm, which were recognized in this study as customer resources and corporate resources in the form of customer engagement antecedents. Hypotheses 1 to 6 revealed that psychological ownership, value congruity, customer experience search, customer emotions, customer expectations, and perceived cost/benefit positively and substantially influenced customer engagement.

These results are consistent with most findings from previous studies. Thus, the results related to the effect of psychological ownership and value congruity with the results of Kumar and Kumar (2018) research, in relation to the impact of customer emotions and multi-layered loyalty programs with the results of Pansari and Kumar (2017) research, in relation to the effect of customer experience search and expectations with the results of research by Huang and Su (2016) and Dehdashti Shahrokh et al. (2012), in relation to the effect of perceived benefit cost and brand personality with the results of research by Van Doorn et al. (2010), in relation to The effect of the company's long-term commitment to the customer with the results of Van Doorn et al. (2010) and Hashemi and Tavakoli (2013), in relation to the impact of customer engagement strategies with the results of Pansari and Kumar (2017) and Hashemi and Tavakoli (2013) , In relation to the impact of brand equity with the results of research by France et al. (2016), in relation to the impact of social influence is consistent with the results of Andre.(۳۰۱۵)

On the other hand, customer engagement offers advantages for both the company and the consumer, which were recognized in this study as value for the customer and value for the company in the form of customer engagement's consequences. The results of path analysis show that customer engagement has a positive and significant impact on customer value (economic value, cognitive value, social value, emotional value) and company value (customer referral value, customer longevity value, impact value, the value of customer knowledge). Customer loyalty has been defined as a customer's commitment to a brand. These findings are in line with the majority of past research findings. Thus, the findings of Pansari and Kumar (2017), Van Doorn et al. (2010), and Seth, Newman, and Gross (1991) study the influence of consumer engagement on economic value, cognitive value, social value, and emotional value are congruent.

In addition, the findings of Vivek et al. (2012), Robinson (2013), Chan et al. (2014), Islam and Rahman (2017), and Pansari and Kumar (2018) on the influence of customer engagement on the value of customer referrals are consistent. The findings on the influence of customer engagement on customer lifetime value, impact value, and knowledge value are similar to Kumar et al.'s theoretical research (2010). The findings on the influence of consumer engagement on customer commitment are also similar to the findings of Vivek et al. (2012) and the Baradaran Sorkhabi et al. (2019) research. The findings of various investigations, including Kumar and Kumar (2018), Parihar (2018), Puritut et al. (2016), Chan et al. (2014), Reitz (2012), Gummerus et al. (2012), and Baradaran Sorkhabi et al. (2019), are consistent.

Conclusion

This study, titled Examining the Antecedents and Consequences of Customer Engagement: Dual Value Perspective, aimed to explore the factors influencing customer engagement and the resulting benefits for both customers and organizations. The findings validated all 22 hypotheses, highlighting the dual-value nature of customer engagement. Specifically, antecedents such as psychological ownership, value congruity, customer emotions, customer expectations, and perceived cost-benefit emerged as key drivers, while outcomes such as economic, cognitive, social, and emotional value for customers and referral, longevity, impact, and knowledge value for organizations underscored the reciprocal benefits Like all studies, this research has certain limitations. The sample was limited to clients of five-star hotels, restricting the generalizability of the findings across other segments of the hospitality industry or service sectors. Additionally, access to customers for data collection presented

challenges that may have influenced the sample's representativeness. The findings provide actionable insights for businesses aiming to strengthen customer engagement:

The findings revealed that increasing and improving consumer engagement provides significant business and customer benefits. Hotel management should plan strategically, design and implement marketing plans, and employ associated marketing models to improve consumer involvement. In addition, given the proven antecedents impacting customer engagement in this study, hotel management should have practical methods in place to enhance the status of these antecedents, notably the variables that had the most significant influence (such as customer expectations, customer excitement, loyalty programs, and cost-benefit Perceived by the customer). In this regard, measures such as anticipating presents for clients (on occasions such as birthdays), giving services corresponding with the cost paid by the customer, and offering services commensurate with the cost paid by the customer might be beneficial.

Hotel management should strengthen customer communication channels as information and communication technology advances to promote customer engagement and increase effective interactions with customers. Information, reaction, ongoing connection with consumers in various methods to gather feedback and suggestions, and an understanding of expectations and perceived quality of services are all critical.

Additionally, it is recommended that hotel managers use collective sharing relationship patterns to attract and keep clients. Creating brand communities, establishing a customer club, hosting ideation events and sharing experiences, and increasing the interaction platform between the hotel and customers can help develop customer engagement.

Future studies should broaden the scope to include other service sectors such as banking, retail, or healthcare, as well as examine customer engagement in mid-tier or budget hotels. Additionally, cross-cultural comparisons and longitudinal studies could provide deeper insights into the long-term impact of customer engagement and its evolving dynamics. By advancing understanding in this field, this study offers theoretical and practical contributions to the ongoing discourse on customer engagement, emphasizing its role as a win-win strategy in customer-company relationships.

Declaration of Competing Interest

We declare that we have no competing financial interests or known personal relationships that would influence the report presented in this article.

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