

Impact of Process Enjoyment in Value Co-Creation on Customer Satisfaction in Wedding Planning in Sri Lanka

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Abstract

This study aims at understanding the impact of value co-creation on customer satisfaction in wedding planning in Sri Lanka while examining the moderating effect of process enjoyment. Quantitative approach was employed by distributing self-administered questionnaires among 150 customers who have experienced the service of an event planning organization in planning their weddings in Western Province, Sri Lanka, and they were selected based on convenience sampling method. The study found a positive effect of value co-creation on customer satisfaction in wedding planning as such that the effect becomes stronger when customers enjoy their involvement. This research fills the gap in the existing literature by investigating value co-creation, process enjoyment and customer satisfaction in event planning, particularly in the context of wedding planning. As the managerial implication, service organizations can obtain advantage by understanding to which extent and aspects they should collaborate with customers to make them happy. In short, service organizations should attempt to make value co-creation process enjoyable to the customers.

Keywords:

Value Co-Creation, Customer Satisfaction, Process Enjoyment, Event Planning, Wedding Planning.

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INTRODUCTION

The service sector contributes more than half to the world economy, and similarly 55.8% to the Sri Lanka's Gross Domestic Production (Central Bank Report, 2018). Therefore, the trends in the service sector are interesting to be investigated. Among the established services such as tourism, distribution, healthcare, banking and finance, 'event planning' is one of the significant sectors that continues to grow during the recent past that has received a less scholarly attention.

Pine and Gilmore, (1999) named the 21st century as the 'experience economy' where customers and business organizations collaborate with each other to optimize their experiences. Outsourcing events became a trend in making such experiences superior while recognizing customer's role became the key driving factor. Allen et al. (2011, p.8) pointed out a rise of events staged around the world due to "rise of leisure time and discretionary income". During 1980s, most of the countries began to realize the potentials for events to obtain positive image and economic gains. Throughout the first era of the 21st century there have been an outstanding interest in participating in events around all corners of the world. The main reason for this is not only to exhibit the potential to create positive impacts, but also to play a noteworthy role in the expansion of "culture, arts, urban regeneration, education and tourism" (Bowdin et al., 2011). Hence, the successfulness of an event is not just attracting people to a host country, but also its succeeding role to the economic and social welfare (Jago and Shaw, 1998).

Apart from various types of global level events, there are some events specifically limited to a certain geographical, social or to a family context. Among such events, wedding planning plays a significant role in every individual's life. At present, there are number of wedding planning organizations available in Sri Lanka leading the market towards a more competitive environment. To win the competition, the organizations should understand their customers well and deliver what customers exactly expect from them. Therefore, it is imperative to recognize customer's role in wedding planning and its impact on their satisfaction.

In planning weddings, customer collaboration with the event planner becomes more prominent. Typically, in Sri Lankan culture, the couple, their parents or their guardians go through the process of planning the wedding while maintaining a good relationship with the event planners by practically engaging

in designing, producing and delivering the service, which finally determines the overall value. However, the level of customer satisfaction in the co-creation process depends on whether customers enjoy their involvement with the organization termed as 'process enjoyment (Stokburger-Sauer et al., 2016).

Irrespective of the practical growth in outsourcing the service of wedding planning, the scholarly attention given to understand the potential of this context falls behind the industry (Olanga et al., 2015; Blakely, 2007). According to our understanding, there is a lack of scholarly work in understanding value co-creation in wedding planning in the Sri Lankan context. Addressing these theoretical and practical gaps, this study aims in understanding the impact of value co-creation on customer satisfaction in wedding planning while examining the moderating effect of process enjoyment. Following that main objective of the study, the specific objectives are formed as, (1) to examine the impact of value co-creation on customer satisfaction in wedding planning and (2) to examine the moderating effect of process enjoyment on the relationship between value co-creation and customer satisfaction in wedding planning.

Accordingly, we first present the theoretical background of the study. Thereafter, the research methods are elaborated before presenting the findings along with the discussion. Third, the both theoretical and practical contributions are discussed and the final section concludes the findings alongside limitations and future research directions.

LITERATURE REVIEW

In this section first the related literature is presented on event planning, particularly on wedding planning. Next we move to confer the importance of value co-creation and process enjoyment in planning weddings. Finally, literature related to the customer satisfaction is provided.

Event planning as an emerging service

Events can be outlined as a "planned occasion or activity such as social gathering or an activity that is planned for a special purpose and usually involves lot of people: a meeting, party, trade show or conference" (Event, 2016). Getz et al. (2015, p. 136) defined an event as "a choice for entertainment, social and cultural area beside common day life". Available literature on event planning has mostly focused on mega sports events such as Olympics, World

Cup as well as events in tourism industry. According to Harris (2004), the worldwide event industry has received a much higher profile in the last ten years. “Mega events such as Olympic Games and the Football World Cup have received a level of media coverage that has made it difficult for all but the most isolated of population to ignore” (Harris, 2004, p.103). Similarly, in UK, prominent festivals such as “Glastonbury and Reading and charity events such as the Flora London Marathon” have raised consciousness of a new industry as well as a new occupation (Harris, 2004, p.103). In an economic perspective, event planning plays a foremost role in generating tourism and contributes to the regeneration of cities (Wood, 2002).

Being the largest international association in event industry, ‘International Meeting of Professionals’ (MPI) attempts to build a global rise in event planning industry (Greenland, 2012). The International Special Events Society (ISES) also has expanded to around 7,200 members from all around the world including event planners, specialties such as balloon designers, florists, caterers, journalists and site managers. The Event Planners Association also consists with various types of groups such as caterers, wedding planners and staff from rental companies (Greenland, 2012).

Wedding planning as an important event planning service

Weddings are important family traditions (Stafford et al., 2020) and according to Ahmed, (2017) it would be the happiest life moment which a person can dream and plan from an early age. Mann, (2018) also note that story of a marriage would be a social investment with wonderful memories.

Weddings can be identified as one of the complicated events to organize. Reasons for this are, weddings involve a variety of people such as friends, family, relatives, invitees and a wide range of service related activities, such as catering, entertainment and also including rituals, and traditional formal features of a wedding (Shone and Parry, 2004). Even though the actual wedding day consist of the ceremony itself shadowed by a reception and a buffet, Shone and Parry, (2004) pointed out that the planning process typically takes few months and also it involves large number of people. “Planning a wedding requires multiple tasks and time that may be intertwined in ways that make their representation and their execution highly complex” (McKenzie and Davies, 2010, p.788). As this is a complex process and also due to the growing number of days, budgets, scope and inadequate time availability, now most of

the people are seeking the service of a wedding planning organization to organize this important event of their lives (Goldblatt, 2005).

It is witnessed in both the global and local contexts that family functions ranging from child care, get-togethers, birthday parties, funerals, alms giving are increasingly being absorbed by the commercial organizations. Hochschild, (2003) defined this situation as “the commercialization of intimate life”. Many middle class families in the world now obtain the service of event management organizations for different occasions in their lifetime. For instance, nannies are employed to look after their children, cooking s replaced with takeout service, birthdays are celebrated outside, responsibilities of weddings are handed over to event planners and finally now people obtain the service of funeral parlors. At present, a growing number of commercial service providers are available to fulfill such demands. As a result, these market niches are developing continuously and the jobs and professions within them are also continuously growing. Hochschild (2003) recognise this phenomenon of the market place as the “commodity frontier” stating “the commodity frontier looks out on one side to the market place and on the other side to the family” (Hochschild, 2003, p.36). On the market side it provides enormous opportunities for business organizations to understand and satisfy the requirements of the people who need to plan and organize their life events. At the same time, customers are also getting massive relief from the burden of arranging life events by themselves with busy schedules and unprofessional capacities. Wedding planning can be identified as one such profession (Blakely, 2007).

Value Co-creation

Co-creation is defined as “the interaction of individuals in the context of developing, redefining or inventing something new” (Ind et al., 2012, p.7). According to Vargo and Lusch, (2004), co-creation indicates the interaction between the customer and the service provider. Vargo and Lusch, (2008) refer co-creation as a collaborative effort while similarly it has been recognized as the joint value creation (Prahalad and Ramaswamy, 2004). Grönroos, (2011) and Grönroos and Voima, (2013) also view value co-creation as the interaction between the service provider and the customers.

The Service Dominant logic (SD logic) implies that co-creation occurs through resource integration (Lusch et al., 2010; Zhang et al., 2015) which takes place through combining skills, capabilities and physical resources of both parties (Zhang et al., 2015). Vargo and Lusch, (2008); Vargo and Lusch,

(2010) explained resource integration as beneficiary's use of operant resources (skills, knowledge), that can be transmitted through operand resources (products, services) with the resources provided by the service provider. Vargo and Lusch, (2016, p.9) note that "value is not completely individually or even dynamically created, but, rather it is created through the integration of resources, provided by many sources, including a full range of market-facing, private and public actors".

The SD logic inspires the customer participation as a competitive advantage (Bendapudi and Robert, 2003). According to Payne et al. (2008) SD logic advocates seeing customers as "proactive co-creators" rather than recognizing them as "passive value receivers" and advice service organizations to be value facilitators in the co-creation process. Simply, the logic explains that "customer participation is not the key to customer satisfaction but value co-creation is what matters" (Chan and Stella, 2010, p.1035). Customer value co-creation can favor on customer satisfaction, customer loyalty and afterward on overall business performance (Yacob et al., 2018).

Value co-creation is interactional (Vargo and Lusch, 2016) and a business initiative (Taghizadeh et al., 2016) where organizations seek the active role of the customer (González-Mansilla et al., 2019). Similarly, Ramaswamy, (2009) pointed out the responsibility of organizations in enhancing mutual relationships between customers and service providers ensuring the success in value co-creation (Ballantyne and Varey, 2006; Grönroos, 2011; Payne et al., 2008). Business organizations are gradually identifying the significance of customer engagement in creating value (Payne et al., 2008; Prahalad and Ramaswamy, 2003). According to Nambisan, (2002), online tools and communities help enabling the value co-creation through generating ideas, designing own offering and developing and testing offerings for defects. Accordingly, co-creation involves in the stages of "ideation, design and development" (Mustak et al., 2013).

Yi and Gong, (2013, p.1280) recognized two forms of customer engagement behaviors in value co-creation; namely "customer participation behavior" and "customer citizenship behavior". Participation behavior refers to the behavior that customers adopt during the service encounter. Citizenship behavior is voluntary and provides astonishing value to the firm and however it is not essential for value creation. Customer participation behavior comprises of four activities such as "information seeking, information sharing, responsible

behavior and personal interaction” while customer citizenship behavior consists of “feedback, advocacy, helping and tolerance”. Providing access to relevant information paves the way for a clear service transaction and satisfy other cognitive needs of the customers (Kellogg et al., 1997). Customer knowledge on the service would enable their resource integration process in value co-creation. Information on service status and parameters, specifically on how to perform their service transactions in different service encounters would create confidence in the customer’s mind about the service (Lengnick-Hall, 1996). Similarly, sharing information is also necessary to have successful interactions between the customer and the service provider. Ennew and Binks, (1999) stated that effective sharing of information cause to meet customer expectations successfully.

In value co-creation, customers also become responsible for the outcome (value) since it is a result of collaborative efforts. Following guidelines and rules of the organization, performing duties and responsibilities are important to all customers (Ennew and Binks, 1999). Bettencourt, (1997) recognize cooperative behaviors, observing rules, policies and accepting direction from employees is required for a successful value co-creation. Openness among the parties, trustworthiness and inclusiveness are also essential in value co-creation (Pera et al., 2016). Sharing knowledge (Higuchi and Yamanaka, 2017) and communication (Gustafsson et al., 2012) are also vital since it cause in building trust and long-term relationships. Preikschas et al., (2017) view customers as a key resource, especially when they are equipped with skills and abilities such as “relational, adaptation and innovation”. Prebensen and Xie, (2017) identified the significance of customers’ psychological participation in building value perceptions. Similarly, Merz et al. (2018) recognize the implication of ‘customer-owned resources’ including their “skills, knowledge, creativity, connectedness and their motivation” on successful value co-creation.

Quality of the interpersonal interaction is also recognized as crucial for a successful value co-creation. It was termed as “member functional quality” by Kelley et al. (1990) and elaborates that the interaction between customers and employees, includes qualities such as “courtesy, friendliness and respect”. Neghina et al. (2014) view all organizational level competencies should focus on joint actions between the organization and the customer which need to practice value co-creation. Hoyer, (2010) stated that a business organization can achieve two types of competitive advantages by successfully implementing co-

creation activities. Firstly, by realizing productivity gains through efficiency (Carbonell, et al., 2009) lower costs and reduced risks (Prahalad and Ramaswamy, 2004) and secondly through effectiveness such as increased willingness to pay (Chung et al., 2011), increased revenues and profits (Ostrom, 2010) or innovativeness (Fuller et al., 2008).

Process Enjoyment

Consumers perform interactive co-creation activities as they believe that it would be fun (Füller and Bilgram, 2017). This is either the outcome of a commitment such as a better product or a reward, or the task or process itself, from which customers get value (Vargo and Lusch, 2004; Füller J, 2010; Raasch and von Hippel, 2013). According to Füller et al. (2011) and Kohler et al. (2011) the term enjoyable co-creative means a fun, enjoyable and an intrinsic experience that gives consumers the best incentive to participate and to sustain the state of pleasure.

In addition to the increased preference fit, customers are ready to take part in the process of value co-creation as it is a fun and a pleasurable experience (Franke and Schreier, 2010). According to Etgar, (2008) taking part in co-creation yields psychological freedom and emotional benefits. Self-determination theory explains how a process can raise constructive emotional reactions (Gagne and Deci, 2005) while elaborating on one's inborn psychological needs that drive self-motivation and subsequent behaviors such as enjoying their engagements (Ryan and Deci, 2000).

Dabholkar (1990), note that customer participation fundamentally becomes attractive to those who enjoy the participation. Perceived process enjoyment, denotes a "customer's enjoyment, experienced during the coproduction process, as a psychological reaction that contributes substantially to the value customers derive from coproduction" (Yim et al., 2012). However, as Etgar (2008) declared, customers need both the extrinsic and intrinsic rewards to motivate the participation in self-service transactions. Similarly, Arnould and Thompson (2005), note the importance of "hedonic pursuit of pleasure" in consumption experience. In a similar note Chan and Stella, (2010) mention that customer participation can create enjoyable experience (psychological benefits) while ensuring positive affective outcomes.

According to Akaka and Chandler, (2011), value co-creation occurs through interaction and takes place when customers enjoy this interaction.

Higher level of customer participation can be witnessed when the task is becoming interesting or exciting (Dahl and Moreau, 2007; Füller et al., 2011). Customers' willingness in participation has been found in self-service technologies, online communities and self-design (Franke and Schreier, 2010). When compared with a standardized product, process enjoyment increases the value customer attributes of a coproduced alternative.

Process enjoyment is moreover effortless, by contrast, some activities are there which need much effort but also enjoyable at the same time such as climbing a mountain, adventure events etc. Engagement in co-creation can also seem joyful (Franke and Schreier, 2010), especially, when customers feel that the co-creation is an enjoyable and a fun experience, where they create a positive feeling during the process. Moreover, this positive feeling will overcome the negative effects that are created due to higher involvement. Intrinsic enjoyment causes high persistence and interest in the co-creation (Füller et al., 2011). Customers seek to continue a satisfied and lifelong relationship with the company if their engagements with the organization become enjoyable. In addition, this relationship ultimately leads to display a higher loyalty towards the organization.

Customer Satisfaction

Consumer satisfaction is one of the main priorities of service companies due to the long-term advantages of having satisfied customers including positive feedback, customer loyalty and sustained productivity (Greenwell et al., 2002; Liu and Jang, 2009). Wysong et al. (2011, p.8) demarcated satisfaction as “understanding the quality of people's experience through their perceptions and expectations of event criteria”. A most common approach in recognizing customer satisfaction is using disconfirmation paradigm. Satisfaction occurs when customers' perception of experience on organizational performance exceed their predetermined expectations. Since there are many factors that can influence on customers' expectations and organization's performance, satisfaction become complex to be identified (Wysong et al., 2011). Customer satisfaction can be defined as “an assessment of the extent to which the supplier could satisfy or surpass the customers' expectations” (Kursunluogly, 2011). The simple idea of this is customers compare the performance of the goods or services with the level of expectation that they have prior to using it.

Even though satisfaction is simply recognized as an individual's judgment of performance versus expectation, Hunt et al. (2012), note that satisfaction judgments are more social (Fournier and Mick, 1999). Fornell, (1992, p32) defined satisfaction as a "general feeling of a human being that can be directly assessed by comparing goods and services with individual's ideal standards". Simply, satisfaction is an assessment to which the organization could fulfill or exceed customer expectations (Levy and Weitz, 2007).

According to Mascarenhas et al. (2004) customer satisfaction is a vague concept. The comparison standards of customer satisfaction are challenged (Lemon et al., 2002) on the notion that customers who have little expectations can simply be satisfied by a poor performance of a product or service. Spreng et al., (1996) stated that more informed customers expect beyond the mere satisfaction and try to find self-actualization of their desires. According to Vandenbosch and Dawar, (2002) people seek unique experiences through customer-service provider interactions and the co-creation process (Prahalad and Ramaswamy, 2003). Keiningham and Vavra, (2002) note that today's consumer expectations are simply beyond receiving a product or a service but to engage with the creation of their own value while obtaining a unique experience, excitement and consumer delight.

Past researchers have scrutinized the effect of member participation on satisfaction, (Bendapudi and Robert, 2003), suggesting the possible options for joint value creation (Prahalad and Ramaswamy, 2004). When considering the cooperative context, this member participation is a vital factor as it causes to create a long-term relationship with both parties. Scholarly work discovered that the interconnection between member participation and member satisfaction cause to enhance the service quality, productivity and satisfaction (Claycomb et al., 2001). According to Revilla-Camacho et al. (2015) it allows the recognition of new opportunities to be created and maintain relationships that boost customer loyalty.

Customer satisfaction is an important as well as a complex paradigm in the marketing literature and connects with customer's purchasing and consumption processes with the post-purchase stage such as changing attitudes, engaging with repeat purchasing or becoming brand loyal. Loyalty remains just a strategic aim for an organization unless paying attention on enhancing customer satisfaction. Even though there is a variety of factors that can be identified as drivers of customer loyalty, the most predominant factor among

those is customer satisfaction (Chandrashekar et al., 2007). According to Jani and Han, (2015) when organizations recognize their customer's needs completely/carefully, they can focus on satisfying them, ensuring the customer retention. Thus, customer participation, satisfaction and loyalty become prominent in building sustainable relationships (Al-Hawari and Ward, 2006). Based on the literature, the following hypotheses were developed.

H1: Value co-creation makes a positive impact on customer satisfaction in wedding planning.

H2: Process enjoyment moderates the relationship between value co-creation and customer satisfaction in wedding planning, such that the effect becomes stronger.

The following theoretical framework best explains this study and is used to test hypotheses.

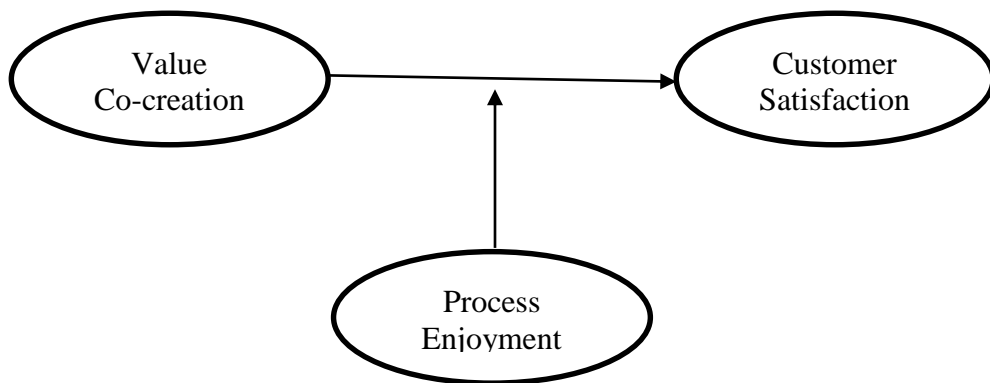


Figure 01: Theoretical Framework

Source: Author compiled

METHODOLOGY

The study was placed within the positivistic research paradigm, following the quantitative research approach (Sekaran and Bougie ,2016). Research design was single cross-sectional in nature and carried out in a natural environment where there is an undisturbed flow of procedures. Data was

collected through a self-administered questionnaire from individuals who experienced or currently experiencing the service of a wedding planning organization to plan their wedding in Western Province in Sri Lanka. Accordingly, the sample consisted with 150 individuals who were selected through a non-probabilistic convenience sampling method.

The research was conducted in three stages. Firstly, a literature survey was conducted to collect detailed information on the research topic. Constructs were operationalized through a rigorous literature review (Yim et al., 2012; Yi and Gong, 2013) and measured with a five-point Likert scale ranging from 1=strongly disagree to 5=strongly agree. Secondly, few expert reviews were conducted to ensure the quality and the applicability of the questionnaire. Next, a pilot study was conducted with 20 respondents and based on the outcomes of it, necessary changes to the final questionnaire were done. Finally, a field survey was conducted to gather data.

All the questionnaires were screened to identify missing values and outliers. Then, the multivariate assumptions such as normality were checked. Next, validity and reliability of the data were checked and finally data was analyzed using descriptive statistics and regression analysis.

Data

Data cleaning: Upon receiving the questionnaires, first of all the data went through the cleaning process to recognize missing values and outliers. Improving the questionnaire based on the outcomes of expert reviews and pilot study eased the customer response process and therefore a minimum amount of missing values were found. Those missing values were treated by substituting the median (Little & Rubin, 2002). As suggested by Aguinis et al. (2013) and Aguinis et al. (2013), box plots were used to recognize the presence of outliers and the six cases which were recognized as outliers were omitted from the database.

Testing multivariate assumptions: Among many assumptions, Normality of the data was tested using Skewness and Kurtosis values and further graphically using histograms (Hair, Hult, Ringle, & Sarstedt, 2013). They also suggested univariate skewness and kurtosis respectively ± 2.00 and ± 7.00 as appropriate. The outcomes were within the accepted range indicating that data were normally distributed.

Validity and Reliability of the data: To ensure the validity of a study, content validity, criterion validity and construct validity should be ensured (Sekaran and Bougie ,2016). Since the researchers have gone through rigorous literature review in conducting this study and the research instrument was developed based on well-established literature, content validity is already satisfied. Construct validity was ensured through convergent validity and discriminant validity. The summary of convergent validity results are provided in Table 01.

Table 01: Summary of Convergent Validity

Variable	KMO	Approximate Chi Square	Bartlett’s test of Sphericity	AVE	CR
VCC	0.903	1185.704	0.000	0.513016	0.926062
CS	0.790	372.135	0.000	0.665363	0.88816
PE	0.784	447.502	0.000	0.635816	0.872694

Source: Survey Data

As shown in the Table 01, Kaiser-Meyer-Olkin Measure (KMO) values are greater than 0.5 and all the values of the Bartlett’s test of Sphericity are less than 0.05. The Average Variance Extracted (AVE) values of all variables are greater than 0.5 which is the suggested minimum while Composite Reliability (CR) values of all variables are greater than 0.7. Since this study has only two independent variables, the discriminant validity was ensured through checking inter item correlations which was less than 0.7 (Pallant, 2013). Internal consistency is used to assess the reliability and is ensured through Cronbach’s Alpha value which is higher than 0.7 (Malhotra and Dash, 2011).

Table 02: Results of the Reliability test

Variables	Cronbach’s Alpha Value	No. of items
VCC	0.937	12
CS	0.897	04
PE	0.922	04

Source: Survey Data

Sample profile of the study

Sample of this study consists with individuals who have already experienced or currently experiencing the service of a wedding planning organization in planning their wedding and those who are in Western Province. In the sample, the majority is represented by males (60.7%) and in 25-30 age groups (36.7%) who do executive level jobs (29.3%). Further, the highest number of respondents was graduates (44.7%) and earned in between Rs.50,000-100,000 monthly (32.7%). When considering the spending patterns, most of the respondents spend their parent’s savings (34.7%) and only (23.1%) of the respondents had spent their own money on their wedding.

Table 03: Sample Profile

		Frequency	Percent
Gender	Male	91	60.7
	Female	59	39.3
	<i>Total</i>	<i>150</i>	<i>100.0</i>
Age	Below 20	03	02.0
	20-25	31	20.6
	25-30	55	36.7
	30-35	49	32.7
	Above 35	12	08.0
	<i>Total</i>	<i>150</i>	<i>100.0</i>
Occupation	Trainee/Intern	18	12.0
	Assistant/Staff	43	28.7
	Executive level	44	29.3
	Managerial level	18	12.0
	Self employed	21	14.0
	Not working	06	04.0
	<i>Total</i>	<i>150</i>	<i>100.0</i>
Education Level	G.C.E A/L	30	20.0
	Undergraduate	12	08.0
	Graduate	67	44.7
	Postgraduate	41	27.3
	<i>Total</i>	<i>150</i>	<i>100.</i>
Income (Monthly)	Below 25,000	17	11.3
	25,000-50,000	46	30.7
	50,000-100,000	49	32.7
	100,000-150,000	24	16.0
	Above 150,000	14	09.3
	<i>Total</i>	<i>150</i>	<i>100.0</i>

Means of spending on wedding	My own savings	33	22.0
	My money	26	17.3
	Parent's savings	52	34.7
	Other	39	26.0
	<i>Total</i>	<i>150</i>	<i>100.0</i>

Source: Survey Data

DATA ANALYSIS

The impact of Value Co-Creation on Customer Satisfaction

The main aim of the study is to examine the impact of value co-creation on customer satisfaction in the wedding planning sector. A linear regression was used to test the related hypothesis statistically.

Table 04: Model Summary Table

R	R Square	Adjusted R Square	Sig.
0.547	0.299	0.294	0.000

Source: Survey Data

According to the findings, the model became significant and customer satisfaction is explained by value co-creation alone which was 30%. Further it indicates a positive moderate relationship between value co-creation and customer experience (R=0.54).

Table 05: Coefficients Table

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	1.945	0.270		7.198	0.000
Co-creation	0.537	0.069	0.547	7.746	0.000

Dependent Variable: Customer Satisfaction

Source: Survey Data

Table 05 shows that there is a moderate positive impact ($\beta = 0.54$, $p < 0.05$) of value co-creation on customer satisfaction in wedding planning. In achieving the study objectives, as the next step the moderating effect of process enjoyment was tested.

The moderating effect of Process Enjoyment on the relationship between value co-creation and customer satisfaction

As per the model summary stated in Table 6, the R square value increased up to 41.3 with the moderating effect of process enjoyment.

Table 06: Model Summary Table

Model	R	R Square	Adjusted R Square	P value
1	0.643	0.413	0.409	0.000

Source: Survey Data

Table 07: Coefficients Table

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	2.661	0.420		18.789	0.000
VCC	0.292	0.053	0.441	5.501	0.000
VC_PE	0.880	0.019	0.715	5.265	0.000

Source: Survey Data

With moderating effect of process enjoyment, the impact of value co-creation on customer satisfaction became stronger ($\beta=0.88$, $p<0.05$).

DISCUSSION

This study mainly focused on examining the impact of value co-creation on customer satisfaction in wedding planning with the moderating effect of process enjoyment. Results show a moderate positive impact of value co-creation on customer satisfaction ($\beta=0.537$, $p<0.05$) such that the effect became stronger with the moderating effect of process enjoyment ($\beta=0.88$, $p<0.05$).

The literature related to value co-creation and process enjoyment in wedding planning is rare. However, similar results were found in different service contexts. For an instance, Vega-Vazquez et al. (2013) found a positive relationship between value co-creation and customer satisfaction in beauty parlor and personal care sector. Further, this study suggests that service firms engaged in personal care should foster the active participation of its customers in the value co-creation process. Cossio-Silva et al. (2016) also proved a positive significant relationship between value co-creation and customer

satisfaction in personal health care service firms. Grissemann and Stokburger-Sauer, (2012) found that support of service organizations enhances the co-creation ability, while higher degree of co-creation enhance the customer satisfaction and loyalty towards the service company. Similarly, Yacob et al. (2018) and Grissemann and Stokburger-Sauer, (2012) proved that there is a positive relationship between value co-creation and customer satisfaction in travel services.

Furthermore, Chan and Stella, (2010) identified a positive significant relationship between value co-creation and customer satisfaction in financial services. Similarly, Ennew and Binks, (1999) stated that customer's participation in creating value affect the perceived quality of the service provided; this, in turn also affects on customer satisfaction and retention of customers. Chen and Wang, (2016) mentioned that customer participation in online check-in system in airport is positively related with the "enjoyment value, economic value and relational value" and ultimately it will affect to customer loyalty. Apart from the customer satisfaction, value co-creation also impact on the success of New Product Development (NPD) process (Hoyer, 2010).

Our study found that the process enjoyment significantly moderates the effect of value co-creation on customer satisfaction such that the effect becomes stonger. Similarly, positive effect of process enjoyment on the relationship between value co-creation and customer satisfaction was found in services (Yim et al., 2012). However, Stokburger-Sauer et al. (2016) stated that when value co-creation exceeds its optimum level, it results negative effects on customer satisfaction. This negative effect can be partially offset by perceived process enjoyment, such that customers who enjoy the process exhibit increased satisfaction after the optimum co-creation point.

CONCLUSION

21st century is the experience economy (Pine and Gilmore; 1999), where people seek memorable and unique ways to celebrate their special life events. Therefore, customers colloborate with specialized organizations in event planning in creating their life events. This study focused on "identifying the impact of value co-creation on customer satisfaction in wedding planning with the moderate effect of process enjoyment". The study found a positive impact of value co-creation on customer satisfaction in wedding planning such that the impact became stronger with the moderating effect of process enjoyment.

Therefore, this study suggests that wedding planning organizers to involve with their clients in a way that they happily collaborate with the organisation to perform each and every transaction. This is mainly due to the fact that customer involvement does not solely guarantee customer satisfaction, unless the customer enjoy their process of involvement.

IMPLICATIONS OF THE STUDY

As wedding planning is an emerging service, and also there are only few prior literature available, this study provide valuable insights to the development of both the theoretical and practical aspects in wedding planning context. When considering the past, the scholarly attention given to understand value co-creation in wedding planning is very low in both the global and local contexts and most importantly, none are found in the Sri Lankan context. This study fills the existing gap in the literature by adding knowledge on value co-creation, process enjoyment and customer satisfaction in event planning, particularly in the wedding planning sector.

As practical implications, this study provide insights for service organizations in event planning; especially for wedding planning organizations on how to interact with customers to ensure the satisfaction. This study found that customer value co-creation is one of the most important factors that influence on the customer satisfaction and this can be further intensified by making the wedding planning process an enjoyable one. Therefore, service firms related to wedding planning should foster the customers' active engagement in the process of value creation. Behavior of service employees when dealing with customers directly influence on the customer's positive interaction and satisfaction. Therefore, training service employees in wedding planning organizations on how to interact professionally and be friendly with customers would enhance the customer enjoyment in value co-creation process enhancing winning benefits for both parties. Furthermore, by enhancing customer enjoyment in value co-creation process, the organization can position themselves as 'customer centered' and win competitive advantages through differentiating from other competitors.

Additionally, Bitner et al. (1997), found that when customers engage in co-creation, they blame themselves for the errors in the process or service outcome. Similarly, when a company practices co-creation by collaborating with customers in a friendly manner, both the parties will be responsible for the final outcome. Therefore, customer also will be responsible in the service

outcome, and if any service failure occurs, they cannot pass the whole responsibility to the service organization. Therefore, wedding planners can use co-creation properly to minimize the customer's blame to the organization in an event of failure.

Not only wedding planning organizations, other service organizations such as tourism and hospitality, banks, healthcare, education also can obtain advantages by understanding, to which extent and in which aspects they should collaborate with customers to make them happy.

LIMITATIONS AND FUTURE DIRECTIONS

Confining the sample of this study to 150 customers those who reside in Western Province in Sri Lanka is a significant limitation of the study. Since this is an initiative study to the wedding planning context, the researcher was unable to explore some of the most important insights of the customers as this was limited to a quantitative stage. Therefore, as future research directions we can recommend exploring customer insights on their engagement with service providers through a qualitative inquiry. Additionally, the study can be extended to different geographic contexts or can be conducted as a comparative study comparing two geographic contexts.

In addition to that, as this study is limited to wedding planning sector, there are avenues to investigate the process enjoyment and value co-creation in other event planning services such as conferences, forums and etc. as well as other service sectors such as tourism and hospitality, banks and etc. This study only investigated process enjoyment in value co-creation activities. However, there can be many factors such as self-efficacy, innovativeness, novelty seeking, and process effort that influence co-creation process and can be incorporated in the future studies.

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CONFLICT OF INTEREST

The authors declare no conflicts of interest.

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