Value Co-creation and Co-destruction Behaviour: Relationship with Basic Human Values

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Abstract

Whilst co-destruction and co-creation are both likely outcomes of interactions between firms and consumers, co-destruction has not been studied as extensively as co-creation. This work attempts to bridge this gap by highlighting value types likely to facilitate consumer co-destruction behaviour and how they compare to value types likely to facilitate consumer co-creation behaviour. We find that personal values which express self-enhancement and openness-to-change facilitate co-destruction behaviour, while personal values which express self-transcendence and conservation facilitate co-creation behaviour. The results also suggest that the basic human values circumplex structure can be divided beyond the current division into those previously suggested to reflect co-creation and co-destruction values.

1. Introduction

Co-creation occurs when both the firm and consumer have congruent expectations of how resources should be integrated during interactions (Plé and Cáceres, 2010). Both parties therefore exhibit behaviours expected to facilitate resource integration. Co-destruction occurs when there is incongruence or discrepancies in the way resources are integrated during interactions (Plé and Cáceres, 2010). In this case, neither party exhibits the expected set of behaviours or they exhibit adverse behaviours. When firms make value propositions, firms expect consumers to behave in certain ways for value to be co-created. Failure of consumers to exhibit such behaviours will result in mis-integration of resources. This undermines the wellbeing of the service system, ultimately leading to value co-destruction (Plé and Cáceres, 2010). Anticipating and setting up processes to deal with such adverse behaviours is necessary, if firms are to ensure creation of value.

Anticipating potential consumer behaviours during interaction is not possible without understanding the determinants of behaviour. Values have been identified as important determinants of behaviour and consumers typically behave in ways that express their values (Bardi and Schwartz, 2003). This makes understanding values and their relation to behaviour crucial, if firms are to understand consumer co-destruction behaviours. The compatibilities and conflicts between value types show a grouping into value types which show a concern for oneself versus a concern for others and an embrace of change versus a resistance to change (Schwartz, 1992). This makes values ideal for understanding the co-creation/co-destruction behaviours. Since most behaviours can express more than one value (Bardi and Schwartz, 2003), this paper focuses on identifying which groups of values will facilitate value co-destruction and which group will facilitate value co-creation. Specifically, this paper seeks to answer two research questions, firstly "*which value dimensions are more likely to facilitate value co-destruction behaviour?*" and secondly "*how do these compare to the value dimensions that are likely to facilitate value co-creation?*". The findings can be beneficial to firms when they develop consumer touch points, by providing a means to anticipate likely behaviours.

2. Literature Review and Hypothesis Development

2.1. Consumer Behaviour and Co-creation/ Co-destruction

Understanding consumer behaviour during interactions is important to facilitate the achievement of organisational goals (Daunt and Harris, 2012). The literature identifies at least two types of customer behaviour in service delivery. The first is customer participation behaviour, which refers to all the required (in-role) behaviours expected of consumers

necessary for the successful delivery of service (Groth, 2005). The second is customer citizenship behaviour, which refers to voluntary (extra-role) behaviours not necessarily required for service delivery, but, when performed by consumers generate extra value for the firm (Groth, 2005). Research has shown that both customer participation and citizenship behaviours influence customer and firm outcomes, such as customer satisfaction and firm performance respectively (Ennew and Binks, 1999, Skaggs and Youndt, 2004). Whilst both participation and citizenship behaviours facilitate co-creation, consumers who choose not to exhibit these behaviours or exhibit other adverse behaviours will destroy value for the firm. Just like co-creation, consumers can exhibit customer detrimental behaviour, which refers to customer in-role co-destructive behaviour and customer impropriety behaviours, which refers to customer extra-role co-destructive behaviour (Table 1).

Table 1: Co-creation and co-destruction dimensions

Co-creation		Co-destruction	
Participation	Information Seeking	**Detrimental**	Ignoring Information
	Information Sharing		Withholding Information
	Responsible Behaviour		Irresponsible Behaviour
	Personal Interaction		Impersonal Interaction
Citizenship	Feedback	**Impropriety**	Negative Feedback
	Advocacy		Opposition
	Helping		Neglecting
	Tolerance		Intolerance

2.2.   Basic Human Values

Values are desirable intermediate goals, varying in importance, and which serve as guiding principles in people's lives (Schwartz, 2007). Values influence the selection or evaluation of policies, actions and events; values thereby influence consumer decisions. The influence of values on behaviour has been acknowledged by various authors (Carman, 1978, Schopphoven, 1991). People and actions in pursuit of any value have psychological, practical and social effects, which could be congruent or conflicting with the pursuit of other values. Consequently, during interactions, individuals are likely to act based on their values in value creating or destroying encounters. Ten sets of basic values were proposed by Schwartz (2007), (Table 2). The conflicts and congruities between the Schwartz (1992) values yielded four higher value types, which form two basic, bipolar, conceptual dimensions.

Table 2: Higher order value dimensions and 10 sets of basic human values (Schwartz, 2007)

Higher Order Dimensions	Value Types	Motivational Goal
Openness to Change Values Values which motivate people to follow their own intellectual and emotional interests and	Self-Direction	independent thought and action
	Stimulation	excitement, novelty, and challenge in life
	Hedonism	pleasure or sensuous gratification for oneself
Conservation Values	Conformity	restraints of actions and impulses likely to harm or upset others and violate social expectations or norms
	Tradition	acceptance of customs

Values which motivate people to preserve the status quo and associated certainty	Security	harmony and stability of society
Self-Enhancement Values Values which motivate people to enhance their own personal interests	Achievement	personal success through demonstrating competence
	Power	control or dominance over people and resources
	Hedonism	pleasure or sensuous gratification for oneself
Self-Transcendence Values Values which motivate people to promote the welfare of others	Universalism	tolerance and protection of all people
	Benevolence	preserving and enhancing the welfare of those with whom one is in frequent contact

The motivational nature of these values and conflicts indicate that grouping both self-enhancement and openness to change values together (SE+O) mirrors co-destruction behaviour and grouping self-transcendence and conservation (ST+C) together mirrors co-creation behaviour. A divide can thus be drawn on the Schwartz (1992) circumplex model to reflect values more likely to serve co-creation, and values on opposing sides which are likely to serve co-destruction (Figure 1).

Figure 1: Relationship between basic human values and co-creation/co-destruction behaviour
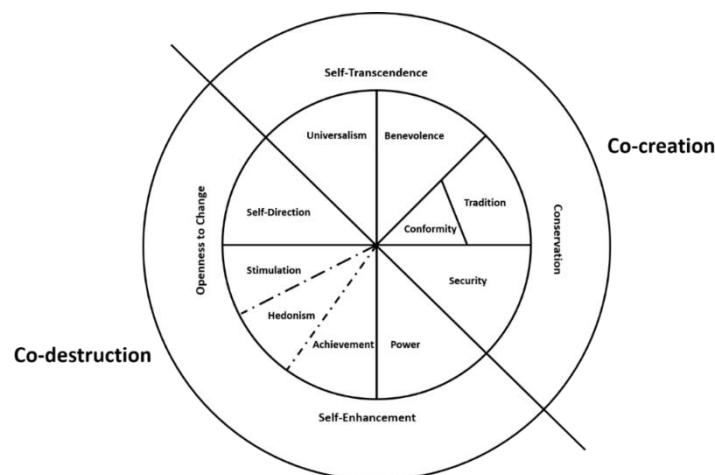
SE+O higher order values are values which motivate people to follow their own intellectual and emotional interests and enhance their own personal interests (Schwartz, 1992). Self-enhancement values include power, achievement and hedonism, while openness to change values include stimulation and self-direction. These values are likely to facilitate mis-integration of resources during interactions between firms and consumers. Customers who exhibit these values are therefore more likely to co-destroy value, considering the motivational goals served by these values relate more to behaviours expected during co-destruction. Both, when combined, will show stronger correlation and prediction of co-destruction dimensions in comparison to ST+C values. We therefore propose that:

H1: Self-enhancement and openness to change values will show a stronger positive relationship and effect on co-destruction detrimental and impropriety dimensions in comparison to self-transcendence and conservation values when value is being co-destroyed.

ST+C higher order values are values which motivate people to preserve the status quo and promote the welfare of others (Schwartz, 1992). Self-transcendence values include both universalism and benevolence, while conservation values include security, conformity and tradition. These value types are likely to facilitate the integration of resources during firm/ consumer interactions. Customers who subscribe to these values are therefore more likely to co-create value, considering that the motivational goals served by these values relate more to behaviours expected during co-creation. Both, when combined, will show stronger prediction of co-creation dimensions in comparison to SE+O values. We therefore posit:

H2: Self-transcendence and conservation values will show a stronger positive relationship and effect on co-creation participation and citizenship dimensions in comparison to self-enhancement and openness to change values when value is being co-created.

3. Methodology

3.1. Data Collection, Sampling & Questionnaire

Data was collected using a U.S. online consumer panel. A total of 390 respondents answered the questionnaire. The sample showed substantial variance on key demographic characteristics: Gender 209 females and 181 males (53.6% and 46.4% respectively); Age (<39 = 26.2%), (40-59 = 36.9%) and (>60 = 36.9%); Income (<$24,999 = 24.9%), ($25,000-$49,999 = 33.1%), ($50,000-$74,999 = 14.9%), ($75,000-$99,999 = 11.5%) and (>$100,000 = 15.6%).

Basic human values were measured using The Short Schwartz's Value Survey (SSVS) (Lindeman and Verkasalo, 2005). The SSVS requires individuals to rate the importance of the 10 values directly. This was done on a 9-point scale. Scores for ST+C values and similarly for SE+O were calculated by averaging the scores of their respective value types. Alpha coefficients were calculated for ST+C values (.802) and SE+O values (.912).

To measure co-destruction, participants were asked to think of a time when they had a negative experience with a firm's product, service or employee and felt justified to take negative actions towards the firm. For co-creation, they were asked to think of a time when they had a positive experience with a firm's product, service or employee and felt justified to take positive actions towards the firm. The respondents were then asked questions with regards to these instances (Table 4). Co-creation and Co-destruction were measured with items adopted from Yi and Gong (2013)'s co-creation scale. This scale conceptualises co-creation as a third order dimension with both the consumer participation behaviour and consumer citizenship behaviour as second order dimensions, each consisting of 4 third order

dimensions. Co-creation items were utilised directly as stated by the scale. A negative alternative to the co-creation items was used to measure co-destruction. Participants rated their degree of agreement with the issues on a 7-point Likert scale with responses ranging from "extremely unlikely" to "extremely likely." Co-destruction and co-creation dimension scores were calculated by taking the average of items measuring each dimension.

Table 4: Co-destruction & co-creation scale items & alpha coefficients - adopted from (Yi & Gong, 2013)

Co-destruction		Co-creation	
Measurement Item	**α**	**Measurement Item**	**α**
Co-destruction Detrimental		**Co-creation Participation**	
Ignoring Information I intentionally withheld information from others on what this service offers. I intentionally have not searched for information on where this service is located. I intentionally ignored paying attention to how others behave in order to use this service well.	0.910	**Information Seeking** I have asked others for information on what this service offers. I have searched for information on where this service is located. I have paid attention to how others behave to use this service well.	0.863
Withholding Information I intentionally did not clearly explain what I wanted the employee to do. I intentionally withheld important information from the employee. I intentionally provided unnecessary or did not provide all the information necessary and the employee could not perform his or her duties. I did not answer all the employee's service-related questions.	0.972	**Information Sharing** I clearly explained what I wanted the employee to do. I gave the employee proper information. I provided necessary information so that the employee could perform his or her duties. I answered all the employee's service-related questions.	0.936
Irresponsible Behaviour I intentionally performed only a few or none of the tasks that were required. I inadequately completed all the expected behaviours intentionally. I intentionally did not fulfil my responsibilities to the business. Intentionally, I did not follow the employee's directives or orders.	0.978	**Responsible Behaviour** I performed all the tasks that were required. I adequately completed all the expected behaviours. I fulfilled my responsibilities to the business. I followed the employee's directives or orders.	0.964
Impersonal Interaction I was not friendly to the employee intentionally. I was unkind to the employee intentionally. I was impolite to the employee intentionally. I was discourteous to the employee intentionally. I intentionally acted rudely to the employee.	0.979	**Personal Interaction** I was friendly to the employee. I was kind to the employee. I was polite to the employee. I was courteous to the employee. I didn't act rudely to the employee.	0.967
Co-destruction Impropriety		**Co-creation Citizenship**	
Negative Feedback If I have a useful idea on how to improve service, I intentionally don't let the employee know. Even when I receive good service from the employee, I intentionally complain about it. When I experience a problem, I intentionally don't let the employee know.	0.926	**Feedback** If I have a useful idea on how to improve service, I let the employee know. When I receive good service from the employee, I comment about it. When I experience a problem, I let the employee know about it.	0.896
Opposition I intentionally said negative things about this firm and the employee to others. I intentionally dissuade others from this firm and the employee. I intentionally discourage my friends and relatives from using this firm.	0.924	**Advocacy** I said positive things about this firm and the employee to others. I recommended this firm and the employee to others. I encouraged my friends and relatives to use this firm.	0.939
Neglecting	0.959	**Helping**	0.950

I intentionally snub/hinder other customers if they need my help. I intentionally don't help other customers if they seem to have problems. I intentionally teach other customers to use the service incorrectly. I intentionally give incorrect advice to other customers.		I assist other customers if they need my help. I help other customers if they seem to have problems. I teach other customers to use the service correctly. I give advice to other customers.	
Intolerance If service is not delivered as expected, I would not be willing to put up with it. If the employee makes a mistake during service delivery, I would not be willing to be patient. If I have to wait longer than I normally expected to receive the service, I would not be willing to adapt.	0.850	**Tolerance** If service is not delivered as expected, I would be willing to put up with it. If the employee makes a mistake during service delivery, I would be willing to be patient. If I have to wait longer than I normally expected to receive the service, I would be willing to adapt.	0.782

3.2. Analysis

Following data collection and calculation of variables, we computed correlations between the value scores and the co-creation and co-destruction dimensions. We also performed a series of regression analysis. The SE+O values score and also the ST+C values score were the independent variables, while the co-creation and co-destruction dimensions were the dependent variables. Regression analysis was used instead of structural equation modelling (SEM) to evaluate the effects due to the way the basic values were measured. SSVS requires individuals to rate the importance of the 10 values directly, therefore only one item was used to measure each value.

4. Results

When value is being co-destroyed, we hypothesised that there would be stronger positive relationships and effects between SE+O values and co-destruction impropriety and co-destruction detrimental dimensions in comparison to ST+C values. This can be seen in Table 5 and 6 below, where all dimensions of value co-destruction (detrimental and impropriety) showed stronger positive correlations to SE+O values in comparison to ST+C values.

Table 5: Correlations between co-destruction dimensions and SE+O & ST+C values.

Dimensions	SE+O	ST+C
Co-destruction Detrimental		
Ignoring Information	.370**	.026
Withholding Information	.354**	-.082
Irresponsible Behaviour	.339**	-.081
Impersonal Interaction	.342**	-.075
Co-destruction Impropriety		
Negative Feedback	.328**	-.067
Opposition	.308**	.077
Neglecting	.344**	-.064
Intolerance	.300**	.083

Table 6: Regression results - co-destruction

Dimension	Values	β	t	p	b	SE	CI		R^2
Co-destruction Detrimental							Lower	Upper	

Dimension	Values	β	t	p	b	SE	CI Lower	CI Upper	R²
Ignoring Information	Constant		8.692	0.000	2.472	0.284	1.912	3.031	.186
	SE+OC	.523	9.401	.000	0.487	0.052	0.385	0.589	
	ST+C	-.270	-4.857	.000	-0.244	0.050	-0.343	-0.145	
Withholding Information	Constant		8.559	0.000	2.497	0.292	1.924	3.071	.243
	SE+OC	.590	10.996	.000	0.584	0.053	0.480	0.689	
	ST+C	-.416	-7.760	.000	-0.400	0.052	-0.501	-0.298	
Irresponsible Behaviour	Constant		8.313	0.000	2.494	0.300	1.904	3.084	.224
	SE+OC	.566	10.423	.000	0.570	0.055	0.462	0.677	
	ST+C	-.402	-7.394	.000	-0.392	0.053	-0.496	-0.288	
Impersonal Interaction	Constant		8.263	0.000	2.497	0.302	1.903	3.091	.223
	SE+OC	.566	10.403	.000	0.573	0.055	0.464	0.681	
	ST+C	-.395	-7.263	.000	-0.388	0.053	-0.492	-0.283	
Co-destruction Impropriety									
Negative Feedback	Constant		8.577	0.000	2.538	0.296	1.957	3.120	.202
	SE+OC	.539	9.780	.000	0.527	0.054	0.421	0.633	
	ST+C	-.372	-6.756	.000	-0.353	0.052	-0.456	-0.250	
Opposition	Constant		7.912	0.000	2.519	0.318	1.893	3.145	.109
	SE+OC	.389	6.689	.000	0.388	0.058	0.274	0.502	
	ST+C	-.144	-2.468	.014	-0.139	0.056	-0.249	-0.028	
Neglecting	Constant		8.372	0.000	2.453	0.293	1.877	3.029	.217
	SE+OC	.559	10.244	.000	0.547	0.053	0.442	0.652	
	ST+C	-.381	-6.972	.000	-0.361	0.052	-0.462	-0.259	
Intolerance	Constant		9.502	0.000	2.707	0.285	2.147	3.267	.101
	SE+OC	.372	6.364	.000	0.330	0.052	0.228	0.432	
	ST+C	-.127	-2.180	.030	-0.110	0.050	-0.209	-0.011	

We also hypothesised that the relationship and effect between ST+C values and co-creation citizenship and co-creation participation dimensions would be positive and stronger in comparison to SE+O values when value is being co-created. This can be seen in Table 7 and 8 below, where all dimensions of value co-creation (participation and citizenship but not information seeking, helping and tolerance) showed stronger positive correlations and effect on ST+C values in comparison to SE+O values.

Table 7: Correlations between co-creation dimensions and SE+O & ST+C values.

Dimensions	SE+O	ST+C
Co-creation Participation		
Information Seeking	.450**	.349**
Information Sharing	.360**	.533**
Responsible Behaviour	.354**	.542**
Personal Interaction	.289**	.571**
Co-creation Citizenship		
Feedback	.425**	.565**
Advocacy	.399**	.551**
Helping	.447**	.377**
Tolerance	.444**	.404**

Table 8: Regression results - co-creation

Dimension	Values	β	t	p	b	SE	CI Lower	CI Upper	R²
Co-creation Participation							**Lower**	**Upper**	
Information Seeking	Constant		9.610	0.000	2.276	0.237	1.810	2.741	.216
	SE+OC	.372	6.809	.000	0.294	0.043	0.209	0.378	
	ST+C	.139	2.542	.011	0.106	0.042	0.024	0.188	
Information Sharing	Constant		11.481	0.000	2.510	0.219	2.080	2.939	.289
	SE+OC	.085	1.639	.102	0.065	0.040	-0.013	0.144	
	ST+C	.485	9.330	.000	0.360	0.039	0.284	0.436	

Responsible Behaviour	Constant		11.456	0.000	2.520	0.220	2.087	2.952	.297
	SE+OC	.070	1.347	.179	0.054	0.040	-0.025	0.133	
	ST+C	.502	9.705	.000	0.377	0.039	0.301	0.453	
Personal Interaction	Constant		12.593	0.000	2.761	0.219	2.330	3.192	.328
	SE+OC	-.051	-1.014	.311	-0.040	0.040	-0.119	0.038	
	ST+C	.600	11.866	.000	0.459	0.039	0.383	0.535	
Co-creation Citizenship									
Feedback	Constant		10.001	0.000	2.142	0.214	1.721	2.563	.336
	SE+OC	.154	3.071	.002	0.120	0.039	0.043	0.197	
	ST+C	.478	9.504	.000	0.359	0.038	0.285	0.434	
Advocacy	Constant		10.559	0.000	2.317	0.219	1.886	2.749	.315
	SE+OC	.128	2.512	.012	0.100	0.040	0.022	0.179	
	ST+C	.478	9.363	.000	0.363	0.039	0.287	0.439	
Helping	Constant		8.651	0.000	2.168	0.251	1.675	2.661	.222
	SE+OC	.343	6.312	.000	0.288	0.046	0.198	0.378	
	ST+C	.183	3.363	.001	0.149	0.044	0.062	0.236	
Tolerance	Constant		12.166	0.000	2.485	0.204	2.083	2.887	.231
	SE+OC	.316	5.845	.000	0.217	0.037	0.144	0.291	
	ST+C	.225	4.160	.000	0.150	0.036	0.079	0.221	

5. Discussion

This study sought to contribute to the literature by identifying groups of values which are likely to facilitate value co-destruction and how these values compare to those which facilitate co-creation. The results offer evidence of relationships between value co-destruction/ co-creation behaviour and groups of values. Self-enhancement and openness to change higher order values (SE+O) when grouped together better correlate and show a greater effect on impropriety and detrimental dimensions of co-destruction in comparison to self-transcendence and conservation higher order values (ST+O). People who exhibit self-enhancement values tend to focus more on their own self and well-being as opposed to those of others around them. People who exhibit openness-to-change values are willing to try new things out and are usually in need of constant stimulation (Schwartz, 1992). The higher correlation and effect of co-destruction impropriety and detrimental dimensions show that these values, when exhibited, are more likely to facilitate value co-destruction. Individuals with these values are less likely to share information, act responsibly during interactions, ultimately leading to weaker personal interactions with firms. The results also show self-transcendence and conservation higher order values when grouped together better correlate and show a greater effect on citizenship and participation dimensions of co-creation in comparison to self-enhancement and openness to change higher order values. Self-transcendence values are values which emphasise the acceptance of others and the concern for their welfare before one's own self, while conservation values are values which emphasise the preservation of traditional practices, self-restriction and the protection of stability (Schwartz, 1992). The higher correlation and effect of co-creation citizenship and participation dimensions show that

these values, when exhibited, are more likely to facilitate value co-creation. Individuals with these values are more likely to share information and act responsibly during interactions, ultimately leading to better personal interactions with firms.

6. Conclusion

Co-destruction and co-creation of value are both likely outcomes of interactions between firms and consumers. Whilst firms have behaviours expected of consumers during and beyond interactions to ensure the successful co-creation of value (Yi and Gong, 2013), consumers could exhibit adverse behaviours which result in value co-destruction. This study has found self-enhancement and openness to change value types both show higher prediction and correlation with co-destruction behaviour in comparison to self-transcendence and conservation value types. Consumers with a higher number of both self-enhancement and openness to change value types are therefore more likely to destroy value during interactions. This study also finds self-transcendence and conservation value types show higher prediction and correlation with co-creation behaviour in comparison to self-enhancement and openness to change value types. Individuals with a higher number of self-transcendence and conservation value types are more likely to co-create during interactions.

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