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## The impact of customer perceived innovativeness on customer happiness and revisit intention through customer value co-creation behaviors in quick-service restaurants

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### Abstract

The hospitality sector should creatively introduce new products and use the technology to satisfy customer demands. Restaurants are an element of the hospitality industry; restaurants should concentrate on creative services to increase the value of services they offer to customers. Notwithstanding the increasing attention that marketers are paying to customer-perceived innovativeness and customer value co-creation behaviors, little is known about how customer-perceived innovativeness affects customer value co-creation behaviors, customer happiness, and revisit intention. Thus, this research aims to bridge this empirical gap. Data was gathered from 417 customers of quick service restaurants in Riyadh. Data was analyzed by using SPSS 26.0 and partial least squares structural equation modelling (Smart-PLS software, version 4). Results demonstrate that customer-perceived innovativeness positively affects customer value co-creation behaviors, and revisit intention. However, customer perceived innovativeness has no impact on customer happiness. In addition, customer value co-creation behaviors positively affect customer happiness and revisit intention. Furthermore, customer happiness positively impacts revisit intention. This study offers strategic recommendations for real-world practice for businesses that apply creative approaches when adopting customer value co-creation behaviors.

**Keywords:** Customer happiness, Customer perceived innovativeness, Customer value co-creation behaviors, Quick-service restaurants, Revisit intention, Service Dominant Logic, The Kingdom of Saudi Arabia.

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**Transparency:** The author confirms that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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## **1. Introduction**

One of the biggest and fastest-growing industries in the Middle East is the food service market in Saudi Arabia, which is projected to be 27.18 billion USD in 2024 and increase at a compound annual growth rate (CAGR) of 9.34% to generate 42.48 billion USD by 2029 [1]. In KSA, the food service market is classified into four main types, namely full-service restaurants, quick-service restaurants, cafes, and cloud kitchens [1]. Quick-service restaurants are the second-largest CAGR, which is expected to grow at 7.1% during 2025-2033 [2]. In this regard, quick-service restaurants dominated the industry in KSA with a significant market share of 44.51% in 2022 Dwivedi, et al. [1] and market size reached 17.4 billion USD in 2033 [2].

Recently, the fast-food market has experienced remarkable growth as a result of a growing number of families with dual incomes and busier lives, which have increased demand for quick meal alternatives [2]. Additionally, the growing number of quick-service restaurants may be due to the expanding population, high level of disposable income, growing tourism and entertainment sectors, growing popularity of online ordering and home delivery, and shifting customers' tastes and lifestyles [1].

Nowadays, innovation has received special attention as it is essential for companies to respond to the global market and offer specialized services to customers [3]. Innovation is an ongoing phenomenon and one of the main factors influencing company performance [4]. Hence, previous studies pay considerable attention to innovation in the food and beverage sector [5-8]. Although it was challenging to engage and keep customers due to fierce competition among restaurants [9]. Thus, service innovations are essential for tourism and hospitality businesses to maintain their long-term success and strengthen their competitive edge [8-10]. Besides that, the hospitality sector should maintain its distinctiveness and uniqueness by thinking about how to attract customers, and this can be accomplished by encouraging customers to engage in co-creation process, or the process of creating goods and services [11].

Due to the widespread usage of the Internet, co-creation has attracted attention [12]. In recent years, the concept of value co-creation has emerged as an important marketing research topic, which has developed the value chain as well as provided businesses or destinations a competitive edge [10, 13]. Service Dominant Logic (SDL) mentioned that customers should be value creators by interacting with the provider of service, as SDL is the basis of the co-creation concept [14]. Consequently, customers co-create value and make decisions about services and goods, which require their constructive participation in consumption activities [10]. In the hospitality sector, co-creation may result in value creation. This idea can be applied by creating individualized or distinctive experiences that increase customer satisfaction through interactions between customers and a destination [15].

Service is commonly acknowledged as an essential element in improving company performance [16-18]. Since service becomes increasingly important in customers' lives, marketers should prioritize customer happiness (CH) and put an emphasis on improving both customer pleasure and customer outcomes [16-18]. Nowadays, service marketing's major focus has transformed from meeting customer needs to enhancing customer happiness [17]. This transformation in service research aims to improve customers' lives by investigating the relationship between service and happiness [19]. In the same vein, a social marketing approach prioritizes providing value to customers by improving their happiness [17]. According to [20]. The social marketing concept measures company performance based on social consequences, including customer happiness.

In hospitality studies, the idea of behavioral intention is crucial to determine why tourists choose tourism products and what the possible driving forces for the visitor behavior are Acharya, et al. [21]; Manyangara, et al. [22]; Nguyen [23]. Al-Sulaiti [24] described tourists' behavioral intentions as anticipated, approved, and planned future behavior. Pai, et al. [25] stated that behavioral intention is represented by loyalty, the intention to recommend, and revisit intention. The extent to which tourists would like to return the destination is known as revisit intention [25]. Companies may decrease the expenses of attracting new customers by encouraging current customers to return [26]. The majority of loyal customers' decisions to return or make further purchases depend on their level of satisfaction, which leads to company survival in a highly competitive marketplace [21].

The study's main objective is to investigate how revisit intention is impacted by restaurant innovativeness, co-creation value, and customer happiness. The study's results may help the managers of quick-service restaurants in understanding the significance of restaurants innovativeness in enhancing co-creation value, customer happiness, and revisit intention. Furthermore, the findings might develop strategies that can be used in quick-service restaurants in the Kingdom of Saudi Arabia.

Regarding the paper's structure, in Section 2 conceptual structure is presented. The formulation of hypotheses is demonstrated in section 3. Section 4 covers an overview of our research methodology, whereas the analysis of data and findings are discussed in section 5. Finally, the conclusion and discussion of the theoretical, practical implications, limitations and future recommendations for further research are illustrated in section 6.

## **2. Conceptual Structure**

### **2.1. Customer Perceived Innovativeness (CPT)**

Restaurants face a challenging endeavor in attracting and keeping customers [5, 7, 8]. In the past, restaurants typically focused on providing excellent service while cutting expenses, but this strategy has frequently failed, resulting in decreased income [27]. Nowadays, customers seek novel and innovative services; as a result, innovation has become essential for

attaining a competitive edge in the hospitality sector [5, 7, 28]. Many restaurants use business methods that incorporate cutting-edge goods and services in order to establish a unique brand identity and present themselves as innovative eateries [28]. Thus, restaurant innovation succeeds when it prioritizes the customer experience Thomas [7].

Hjalager [29] asserted that aspects such as management, marketing, institutional, process, and product or service all contribute to innovativeness in the tourism industry. According to Tajeddini and Trueman [30] innovativeness in the hospitality sector refers to a company's readiness and capacity to embrace, copy, or use novel technologies, procedures, or ideas as well as to commercially introduce novel, distinctive goods or services ahead of its rivals. Kim, et al. [4] described restaurant innovativeness as a restaurant's willingness and capacity to create original and significant concepts, offerings, and marketing strategies from the customers' viewpoint. Kim, et al. [6] mentioned four primary ways for applying innovativeness in restaurants. 1) Products/menu innovativeness: means customers' assessment of a product's novelty and originality through adding new combinations, new flavors, or new ways of presentation, uniqueness, and customization [6]. Technology-based services innovativeness: refers to applying uniqueness in service technology, convenience processes, and cutting-edge technology [6].

Experiential experiences: refers to a company's unique approach for offering tailored that matched the lifestyle of customers [31]. Promotional innovations are a company's ability to successfully interact with its targeted customers by attracting attention, stimulating interest, and adding value to the experience [32].

In the literature of hospitality, the concepts "innovation" and "innovativeness" are frequently employed interchangeably, while they have distinct meanings [6]. Innovation relates to novel components or combinations of common components in a business's operations Kim, et al. [6] while innovativeness means a firm's capacity to adapt to new services, promotions, and ideas [6, 33, 34]. Moreover, Kim, et al. [6] and Kunz, et al. [33] proposed that there are two ways to define innovativeness. First, most of the previous studies define innovativeness according to the management viewpoint and thus represent the supply side. Second, few literatures define innovativeness according to customer viewpoint and thus represent the demand side.

This study employs the term "innovativeness," opposed to "innovation," to describe a restaurant's distinctiveness and uniqueness. The current research identifies a restaurant's innovativeness as a readiness to implement unique, original, distinctive, novel, and significantly distinct promotions, services and idea from customers' viewpoints. Hence, this study applies the second approach of innovativeness, as customers' evaluation of a firm's innovativeness are essential in the tourism market [6].

Moreover, the first approach fails to account for the importance of innovation and its beneficial effects for customers, as managers and consumers perceive innovation differently [33].

Thus, this research corresponds to the suggestion of Yen, et al. [8] by relying on customer views to comprehensively understand customers' perceptions of a firm's innovativeness. In other words, to develop a successful innovation system, it is essential to incorporate customers' perceptions [34].

## *2.2. Customer Value Co-Creation Behaviors (CVCBs)*

The idea of value co-creation was introduced by Normann and Ramirez [35] who claimed that value creation is based on interactions between businesses and their customers. Subsequently, many academics have acknowledged the significance of co-creation value as an important customer activity for service businesses in gaining a competitive edge [10].

CVCBs is a common area of contemporary research in the tourism sector [8, 10]. Due to the service-dominant logic (SDL) Vargo and Lusch [36] customers are the most essential actors in creating value as they act as value creators [14]. Although the term "co-creation" has many different definitions, it basically refers to an active partnership between a business and its customers to generate value that is focused on the customer's experience [12].

According to prior studies Yi and Gong [37] and Yi, et al. [38] companies should consider their customers as valuable resources, not only due to their in-role actions but also due to their extra-role as partial employees, which may help companies perform efficiently. Previous studies Yi and Gong [37] and Yi, et al. [38] highlighted two distinct categories of customer value co-creation behaviors: Customer participation behaviors is the approach of encompassing customers in the creation and provision of services [8, 39]. Customer participation behaviors involve the necessary (in-role) behaviors for establishing successful value co-creation [37, 39]. Customer participation behavior involves searching for information, sharing detailed order information, demonstrating responsible behavior, and engaging in personal interactions during the delivery of service [37].

Conversely, customer citizenship behaviors (CCBs) are "set of voluntary behaviors that have value for both customers and the company, and these behaviors are not rewarded within the company's formal reward programs" [38]. In this regard, CCBs are extra-role, voluntary actions that offer outstanding value to the company, such as giving constructive feedback to providers, advocating for other customers, helping others, and tolerating service process errors [8, 37, 39].

Over the past few years, the hospitality industry paid much attention to prioritizing loyalty and customer satisfaction through value co-creation, which remains scarce [40]. Nevertheless, literature review on the causes and the effects of customer value co-creation in the service business remains limited [40].

The current study identifies customer value co-creation as customers' active engagement in the development of value through customer participation and customer citizenship behaviors. This research focuses on customers due to the essential role of customers in creating a distinctive and enduring service experience, which can have a significant impact on each customer's perceived value [31].

### 2.3. Customer Happiness (CH)

The concept of happiness has gained popularity among academics across fields, including psychology, philosophy, economics, and management [41]. Customer happiness is an emerging concept in marketing Braxton and Lau-Gesk [42] and de Azambuja, et al. [43]. Braxton and Lau-Gesk [42] and De Keyser and Lariviere [44] proposed that marketers should "move beyond pure financial measures" when identifying the way, they should go when determining how to manage the organizations.

Happiness research is divided into two primary streams. The first investigates customer happiness at the individual level Mu, et al. [45]. Cuesta-Valiño, et al. [46] identified customer happiness at the individual level as the level of satisfaction and enjoyment a customer gets from the product or service. Gong and Yi [17] proposed that customer satisfaction and loyalty lead to happiness in the life domain. The second view demonstrates happiness at the corporate level; it involves different aspects and meanings, and it is linked to employees and the firm's profitability level [45].

Likewise, happiness in marketing is a contemporary topic in research that examines how marketing goals impact customer happiness; they proposed that the definition of customer happiness from the customer view remains uncertain [43]. In this regard, de Azambuja, et al. [43] defined customer happiness as pleasure, satisfaction (subjective evaluation), and harmony (emotional state).

The current research defines customer happiness as the high level of enjoyment, satisfaction, pleasure, and harmony a customer gets from consuming a product or getting a service and thus can be achieved by enhancing the customer's memorable experience or improving his/her sense of belonging to the product or service. This research follows the suggestions of de Azambuja, et al. [43] and Cuesta-Valiño, et al. [46] to examine customer happiness at the individual level. Additionally, this study is a response to Cuesta-Valiño, et al. [46] seek for additional studies to examine the impact of customer happiness on behavioral intentions (e.g., brand purchase or revisit intention).

### 2.4. Revisit Intention (RI)

Literature review in the hospitality industry recognized revisit intention as an essential issue and considered it as a key behavioral intention [21-23]. Likewise, Abbasi, et al. [47] viewed revisit intention in the tourism sector as a critical component that promotes company expansion and survival. Additionally, revisit intention has become crucial to the long-term growth and sustainable developments of tourism destinations [48].

Revisit intention is known as tourist post-consumption behavior, which is related to visitors revisiting a specific destination [23]. In a restaurant setting, behavioral intentions are defined as the declared propensity for revisiting and providing positive feedback about the restaurant with friends, family, and other people in the future [49]. In the hospitality context, Shoukat and Ramkissoon [50] defined revisit intentions as "tourists' desire to return to and recommend a specific tourism destination" (p. 762).

The current study identifies revisit intention as the behavioral intention of a visitor to return to the destination in the future. Acharya, et al. [21] confirmed that measuring revisit intention is popular as it is strongly linked to the idea of repeat visit, which maintains that a destination's survival and growth depend on regular visitors rather than only first-time ones.

## 3. Development of Hypotheses

### 3.1. Customer Perceived Innovativeness and Customer Value Co-Creation Behaviors

Service Dominant Logic (SDL) forms the basis of the co-creation concept, which states that the customers should interact with the service provider as a value creator Vargo and Lusch [36]. Kim, et al. [51] mentioned that prior studies have limited empirical support for the connection between innovativeness and value co-creation. Besides, Yen, et al. [8] indicated that few studies have investigated how innovativeness affects CVCBs. In this regard, Clauss, et al. [52]; Kim, et al. [51] and Yen, et al. [8] showed that innovation is an important determinant of customers' desire to co-create value. In addition, Paringan and Novani [40] demonstrated that innovativeness is essential in the service sector as customers usually anticipate services to be enhanced by introducing remarkable improvements. So, it encourages customers to participate in the value co-creation. Ling, et al. [53] demonstrated that customers' perceptions of the restaurant's innovativeness enhance co-creation value. Ghali, et al. [16] proposed that value co-creation practices are positively impacted by customers' perceptions of innovativeness. Thus, the research put out the following hypotheses:

*H<sub>1</sub>: There is a positive effect of customer perceived Innovativeness on customer value co-creation behaviors.*

*H<sub>1.1</sub>: There is a positive effect of customer perceived Innovativeness on customer participation behaviors.*

*H<sub>1.2</sub>: There is a positive effect of customer perceived Innovativeness on customer citizenship behaviors.*

### 3.2. Customer Value Co-Creation Behaviors and Customer Happiness

In the marketing literature, happiness is typically viewed as a personal consequence of interaction [54]. The recognition of the connection between value co-creation and happiness is attributed to Service Dominant Logic (SDL) [18, 54]. Based on SDL, the customer should be a value creator by interacting with the service provider [14]. Consequently, customers co-create value and make decisions about services and goods, which require their constructive participation in consumption activities [10]. As mentioned before, Hughes and Vafeas [54] argued that when value is co-created, people believe their level of happiness increases. As a result, there are strong connections and relationships between the notions of value and happiness.

Hsieh, et al. [18] showed that CVCBs (customer participation and customer citizenship) has a favorable effect on customer happiness. Cosimato, et al. [41] and Hughes and Vafeas [54] mentioned that both customer value co-creation and

happiness are related. Moreover, Ghali, et al. [16] addressed that customer CVCBs have a supportive influence on customer happiness. Hence, the following hypotheses are suggested:

*H<sub>2</sub>: There is a positive effect of customer value co-creation behaviors and customer happiness*

*H<sub>2.1</sub>: There is a positive effect of customer participation behaviors on customer happiness.*

*H<sub>2.2</sub>: There is a positive effect of customer citizenship behaviors on customer happiness.*

### 3.3. Customer Happiness and Revisit Intention

Mehrabian and Russell [55] developed a framework known as Stimulus-Organism-Response (S-O-R) that shows that all of the stimulus factors positively impact the organism, which affects response. S-O-R was expanded and validated in the restaurant environment [56]. In this context, Tan, et al. [56] addressed that when a customer has positive feelings toward a destination, this would enhance revisit intention. In this research, when customers' pleasant feelings (e.g., happiness) increase, this leads to encouraging revisit intention in quick service restaurants.

Traditionally, the hospitality industry has prioritized customer happiness [57]. In this context, An, et al. [58] investigated travelers' intents to revisit Airbnb hosts again and discovered through experimentation that visitors' happiness increases their revisit intention. Furthermore, Pai, et al. [25] and Peng, et al. [48] addressed that tourists' happiness has a favorable impact on revisit intention. Consequently, the subsequent hypothesis is formulated:

*H<sub>3</sub>: There is a positive effect of customer happiness on revisit intention.*

### 3.4. Customer perceived Innovativeness and Customer Happiness

Ghali, et al. [16] mentioned that customer perception of innovativeness has a positive impact on customer happiness. Lee, et al. [59] indicated that when residents in community-based tourism get more innovativeness levels, the happier they are. Thus, the subsequent hypothesis is put forth:

*H<sub>4</sub>: There is a Positive Effect of Customer-Perceived Innovativeness on Customer Happiness*

### 3.5. Customer Perceived Innovativeness and Revisit Intention

Based on the signaling theory of Connelly, et al. [60] innovativeness is one of the signals that customers of restaurants perceive [4]. The four main components of signaling theory are the receiver, signal, the signaler, and feedback [60]. In the context of a restaurant, the signaler is the restaurant that transmits a signal to the receivers, or customers, who then respond with their opinions and associated actions, such as intention to return. Chang, et al. [61] suggested that fitness innovativeness positively affects customer revisit frequency. In restaurant context, tourists' perception of restaurant innovativeness positively influences their revisit intention [62]. Additionally, Lyu, et al. [63] proposed that there is a favorable impact of destination's innovativeness on tourists' revisit intention. Thus, the subsequent hypothesis is put forth:

*H<sub>5</sub>: There is a positive effect of customer-perceived innovativeness on revisit intention.*

### 3.6. Customer Value Co-Creation Behaviors and Revisit Intention

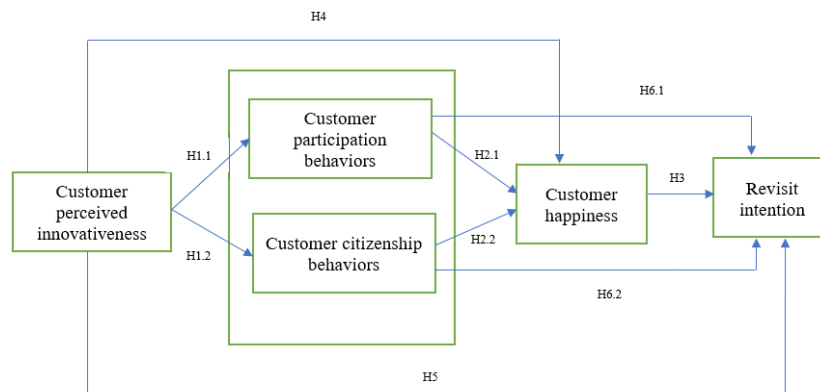
Due to the theory of planned behavior Ajzen [64] a customer's behavioral intention increases when he/she intends and has a favorable attitude toward the process of creating value [50]. When co-creation is high, thus, the degree of co-creation will influence the tourists' intentions for revisits [15, 65]. In the hospitality industry, CCVBs will improve behavioral intentions, including revisit intention [66-68]. Furthermore, Rather, et al. [69] mentioned that value co-creation behaviors positively influence post-purchase behavioral intentions (e.g., revisit intention). Shoukat and Ramkissoon [50] proposed that there is a favorable connection between CVCBs and revisit intention. Therefore, the following hypotheses are proposed:

*H<sub>6</sub>: There is a positive effect of customer value co-creation behaviors on revisit intention.*

*H<sub>6.1</sub>: There is a positive effect of customer participation behaviors on revisit intention.*

*H<sub>6.2</sub>: There is a positive effect of customer citizenship behaviors on revisit intention.*

According to the previously discussed and hypothesized relationships between customer perceived innovativeness, co-creation activities, customer happiness, and intention to revisit. Figure 1 illustrates the proposed model.



**Figure 1.**  
The Proposed Model.

## 4. The Research Methodology

### 4.1. Sample and Population

This study examines the connection between customer's perceived innovativeness, customer value co-creation behaviors, customer happiness, and revisit intention in quick service restaurants in Riyadh. This study is applied to quick service restaurants in KSA for the following reasons: 1) Younger people are increasingly favoring informal dining establishments and quick food [70] Quick service restaurants have the second-largest share, which is expected to grow at a CAGR of 9.08% [71]. Quick-service restaurants dominated the industry in KSA with a significant market share of 44.51% in 2022 Brand, et al. [71] and market size reached 17.4 billion USD in 2033 [2].

The study's population consists of all customers of quick service restaurants in Riyadh. Given the lack of reliable and precise information on customers of quick service restaurants. This research applied convenience sampling (non-probability sampling) that developed into snowball sampling, because it is frequently difficult to survey the whole population while taking availability and resource limitations into account [72]. In this regard, the researcher claimed that the study's sample size is above 100,000 persons, as Riyadh city's population is 8,591,748 million [73]. Accordingly, the minimum required sample size is 384 people, with a 5% significance level and a 95% confidence level Hair, et al. [74]. Saunders, et al. [72] proposed that in order to collect the minimum sample size, it is crucial to distribute a larger number by focusing on the expected response ( $n_a = n \times 100/re$ ), as ( $n_a$ ) means the actual sample size, ( $n$ ) denotes the required minimum sample size, and ( $re$ ) reflects the percentage of the expected response (=75%) based on prior studies [75, 76]. By utilizing the formula ( $384 \times 100/75$ ). Therefore, 512 customers represent the sample.

An online survey using Google Forms was used to collect the data. During October and December 2024, we received 417 surveys. Regarding the objectives of the study, a screening question was added to exclude out ineligible individuals, as it was necessary for participants to visit quick-service restaurants in Riyadh during the last three months. The survey begins with a list of quick service restaurants (Appendix). In this context, we depend on reports and previous research to figure out the quick service restaurants (Appendix) [77, 78]. 417 of the 512 questionnaires were received between August and October, with a response rate of 81.44%, which is appropriate for our study. Table 1 displays the 417 respondents' sample profile.

**Table 1.**  
Sample Profile.

<b>Sample profile (n = 417)</b>	<b>Number</b>	<b>Percentage %</b>
Gender		
Male	160	38.4
Female	257	61.6
Age (years)		
18-24	242	58
25-34	76	18.2
35-44	82	19.7
45 or above	17	4.1
Income (monthly)		
3000 < 5000 (SAR)	123	29.5
5000 < 8000 (SAR)	98	23.5
8000 < 10000 (SAR)	79	18.9
10000 < (SAR)	117	28.1
Visit frequency (in month)		
Fewer than 3 times	45	10.8
4-6 times	131	31.4
More than 6 times	241	57.8

### 4.2. Measures

The theoretical model includes four latent variables that are reflectively measured by using multiple-item measures. All the measurements were modified from previous studies and modified to match the context of this study. A questionnaire with two sections was designed. The first section covers the customer's perception of innovativeness, value co-creation behaviors, customer happiness, and revisit intention by using a Likert scale ranged from strongly disagree (1) to strongly agree (5). The customer's perception of innovativeness was assessed using the seventeen items by Kim, et al. [6] value co-creation behaviors were adopted using twelve items for measuring customer participation behaviors and twelve items for measuring customer citizenship behaviors by Yi and Gong [37] customer happiness was evaluated using four items by Mogilner, et al. [79] and revisit intention was examined using three items by Zhang, et al. [80]. The second section includes the respondents' demographics (gender, age, income, visit frequency).

### 4.3. Common Method Bias

To make sure that there are no significant issues arising from the raised overlap between the independent variables, the researcher examines the multicollinearity via variance inflation factor (VIF). Every VIF score, which ranged from 2.356 to

3.883, was within the permissible range (less than 5) [74]. Furthermore, the Harman single-factor test was employed. The findings showed that the variance which explained by a single component is less than 50% (Podsakoff et al., 2012).

#### 4.4. Methods of Analysis

The following steps are part of the data analysis procedures: (1) The sample profile is evaluated using SPSS 26.0 software. (2) The PLS-SEM technique is utilized to evaluate the measurement and structural model using (partial least squares structural equation modelling (WarpPLS.7). Structural equation modeling (SEM) was employed as a common and useful statistical analytic technique [74]. PLS was used to evaluate the proposed model (Figure 1) using partial least squares (PLS). PLS was used for the following reasons [74]: 1) It decreases the dependent variables' residual variances. 2) It resolves the normal distribution and multi-collinearity problems. 3) Especially in marketing research, it makes it easier to see how causes and predictions are related. 4) It is also an appropriate approach for conducting exploratory studies to test hypotheses and assess or predict variables (such as behavioral variables) [81]. 5) Evaluate complex theoretical models that incorporate several multi-item latent factors [81]. Two parts comprised the statistical analysis [74]: the validity and reliability of the measurement and the structural models.

## 5. The Analysis of Data and Findings

### 5.1. Measurement Model

Each measurement item's skewness and kurtosis were computed, and the data's normality was evaluated. There was no variation from the norm in the values [82]. We assessed the measuring model to assure the validity and reliability of the constructs.

Table 2 illustrates that Cronbach's alpha and composite reliability are both suitable and greater than the reliability cut-off values of 0.7 [83]. Item loadings and average variance extracted (AVEs) were analyzed for convergent validity. According to Hair, et al. [74] if the sample size is 350, so the sufficient factor loading should be 0.3. Thus, the sample size is 417, so all the constructs are ranged within the acceptable value. Factor loading ranged from (0.583 to 0.914). In addition, AVE should be more than 0.5 Fornell and Larcker [84] respectively. Construct validity was verified by the results (Table 2), which displayed acceptable values for indicator loadings and AVEs [84].

**Table 2.**

Cronbach's alpha, composite reliability and convergent validity.

Constructs	Mean	Standard deviation	Factor Loading	Cronbach's Alpha	CR	AVE
Customer perceived innovativeness				0.971	0.973	0.684
CPI1	3.80	1.126	0.851			
CPI2	3.76	1.273	0.761			
CPI3	3.80	1.185	0.842			
CPI4	3.82	1.189	0.642			
CPI5	3.79	1.124	0.812			
CPI6	3.71	1.160	0.859			
CPI7	3.69	1.152	0.860			
CPI8	3.61	1.170	0.839			
CPI9	3.91	1.057	0.773			
CPI10	3.76	1.140	0.850			
CPI11	3.86	1.110	0.737			
CPI12	3.80	1.131	0.898			
CPI13	3.75	1.142	0.888			
CPI14	3.75	1.135	0.858			
CPI15	3.87	1.104	0.750			
CPI16	3.82	1.125	0.908			
CPI17	3.75	1.144	0.883			
Customer participation behaviors (CPB)				0.920	0.932	0.538
CPB1	3.84	1.094	0.802			
CPB2	3.90	0.998	0.758			
CPB3	4.28	0.814	0.623			
CPB4	3.85	1.142	0.790			
CPB5	3.91	1.148	0.784			
CPB6	4.27	0.819	0.620			
CPB7	3.84	1.139	0.785			
CPB8	3.88	1.144	0.768			
CPB9	4.15	0.986	0.583			
CPB10	3.9	0.926	0.584			
CPB11	3.79	1.186	0.837			
CPB12	3.83	1.093	0.801			

Constructs	Mean	Standard deviation	Factor Loading	Cronbach's Alpha	CR	AVE
Customer Citizenship Behaviors (CCB)				0.957	0.963	0.683
CCB1	4.13	0.958	0.707			
CCB2	3.78	1.166	0.839			
CCB3	3.76	1.185	0.874			
CCB4	3.90	1.162	0.830			
CCB5	3.66	1.251	0.861			
CCB6	4.17	0.956	0.742			
CCB7	3.75	1.149	0.875			
CCB8	3.79	1.195	0.867			
CCB9	3.92	1.171	0.825			
CCB10	3.72	1.257	0.873			
CCB11	4.12	0.968	0.730			
CCB12	3.74	1.147	0.868			
Customer Happiness				0.835	0.890	0.668
CH1	3.94	1.074	0.842			
CH2	3.93	1.045	0.779			
CH3	3.95	1.095	0.831			
CH4	4.14	1.014	0.816			
Revisit Intention				0.874	0.922	0.799
RI1	3.69	1.127	0.887			
RI2	3.74	1.102	0.914			
RI3	3.89	1.083	0.880			

**Note:** CPI = customer perceived innovativeness; CPB = customer participation behaviors; CCB= customer citizenship behaviors; CH= customer happiness; RI= revisit intention.

**Table 3.**

Construct Correlations, Descriptive Statistics, and The Extracted Square Root of Average Variance.

Construct	Mean	Standard Deviation	1	2	3	4	5
1. CCB	3.87	0.937	0.826				
2. CH	3.99	0.865	0.675	0.818			
3. CPB	3.95	0.768	0.805	0.766	0.733		
4. CPI	3.78	0.944	0.777	0.697	0.850	0.827	
5. RI	3.77	0.987	0.706	0.668	0.755	0.779	0.894

The square roots on the diagonal are the AVEs that are in bold. In the other cells, simple bivariate correlations between the constructs are shown.

Each reflecting construct's AVE is greater than its correlations with other constructs, based on discriminant validity (see Table 3). All of the constructs met the standards set by Fornell and Larcker [84]. The measuring model has generally achieved internal consistency, general reliability, convergent validity, and discriminant validity, as shown in Tables 2 and 3.

## 5.2. The Structural Model

Before testing the model, five model fitting parameters are used: R-squared contribution ratio (RSCR), Tenenhaus GoF (GoF), Simpson's paradox ratio (SPR), nonlinear bivariate causality direction ratio (NLBCDR), and statistical suppression ratio (SSR). RSCR is 1, which is acceptable if  $\geq 0.9$  [83]. In addition, the GoF is 0.44, which is higher than 0.36 [83]. SPR is 1 (suitable if  $\geq 0.7$ ) Kievit, et al. [85] and Kock [86] mentioned that the NLBCDR is 1 (suitable if  $\geq 0.7$ ) and the SSR is 1 (acceptable if  $\geq 0.7$ ). Consequently, the fit of the structural model was accepted.

The overall assessment of the study structural model is examined by the predictive relevance ( $Q^2$ ), the beta ( $\beta$ ) and related p-values, and the  $R^2$  [74].

Customer perceived innovativeness has a favorable impact on customer participation behaviors ( $\beta = 0.850$ ,  $p < 0.001$ ), supporting H1.1. Furthermore, customer perceived innovativeness positively affects customer citizenship behaviors ( $\beta = 0.777$ ,  $p < 0.001$ ), so H1.2 is supported. Thus, H1 is confirmed. Moreover, customer participation behaviors positively impact customer happiness ( $\beta = 0.558$ ,  $p < 0.001$ ), thus H2.1 is supported. In addition, customer citizenship behaviors positively influence customer happiness ( $\beta = 0.133$ ,  $p < 0.05$ ), so H2.2 is supported. Customer happiness affects revisit intention ( $\beta = 0.151$ ,  $p < 0.01$ ) so H3 is confirmed. Customer perceived innovativeness has no effect on customer happiness ( $\beta = 0.118$ ,  $p = 0.108$ ), so H4 is rejected. Customer perceived innovativeness positively impacts revisit intention ( $\beta = 0.422$ ,  $p < 0.001$ ), hence H5 is confirmed. Finally, customer participation behaviors positively impact revisit intention ( $\beta = 0.165$ ,  $p < 0.05$ ), so H6.1 is supported. Customer citizenship behaviors positively influence revisit intention ( $\beta = 0.143$ ,  $p < 0.05$ ), supporting H6.2. Thus, H6 is accepted (See Table 4).



**Table 4.**  
Results of Hypothesis Testing.

	Standard $\beta$	p-value	Support
H1:			
H1.1: CPI $\rightarrow$ CPB	0.850*	0.000	Yes
H1.2: CPI $\rightarrow$ CCB	0.777*	0.000	Yes
H2:			
H2.1: CPB $\rightarrow$ CH	0.558*	0.000	Yes
H2.2: CCB $\rightarrow$ CH	0.133**	0.039	Yes
H3: CH $\rightarrow$ RI	0.151*	0.005	Yes
H4: CPI $\rightarrow$ CH	0.118	0.108	No
H5: CPI $\rightarrow$ RI	0.422*	0.000	Yes
H6:			
H6.1: CPB $\rightarrow$ RI	0.165**	0.024	Yes
H6.2: CCB $\rightarrow$ RI	0.143**	0.011	Yes

Note: \*P&lt;0.001; \*\*P&lt;0.05.

To test the model's predictive power, the coefficient of determination ( $R^2$  value) was evaluated. Customer perceived innovativeness explains 72.3% of customer participation behavior, 60.4% of customer citizenship behaviors, 60 % of customer happiness, and 65.6% of revisit intention. All  $R^2$  values are higher than 10 %, so the model has good predictive power [87]. Thus,  $R^2$  was an adequate indicator of the structural model. The values of  $Q^2$  should exceed zero [74]. The values of  $Q^2$  are 0.376, 0.408, 0.392, and 0.514, respectively, for customer participation behavior, customer citizenship behaviors, customer happiness, and revisit intention. So, this supports the research model's predictive power. All the hypotheses are supported by the findings except H4.

## 6. Discussion, Conclusion, Implications, and Future Recommendations

### 6.1. Discussion and Conclusion

This research investigated how customers' perceptions of innovativeness impact their co-creation value, happiness, and revisit intention. First, the research's results clarified a favorable relation between customer perceived innovativeness and customer co-creation value, which is agreed with the findings of Clauss, et al. [52]; Ghali, et al. [16]; Kim, et al. [51] and Yen, et al. [8]. Furthermore, the current research has also demonstrated that co-creation value is increased when customers perceive a restaurant is innovative [53]. Second, this research has indicated that value co-creation practices improve customer happiness. This finding is agreed with by Cosimato, et al. [41]; Ghali, et al. [16]; Hughes and Vafeas [54] and Hsieh, et al. [18] who stated that customer happiness during service improvement is correlated with customer co-creation value. Third, the current research demonstrated that customer happiness is positively impacts revisit intention. This finding is agreed with An, et al. [58]; Pai, et al. [25] and Peng, et al. [48] who showed that revisit intention is positively affected by customer happiness.

Fourth, this research argued that customer perception of innovativeness has no impact on customer happiness. This finding is disagreed with Ghali, et al. [16] and Lee, et al. [59] who mentioned that the more levels of innovativeness customers get, the happier they are. This may be due to when customer evaluate perceived innovativeness, this depends on cognitive process, so it will not have an effect on positive emotions like happiness. Fifth, the current research showed that customer perceived innovativeness positively impacts revisit intention. According to the signaling theory of Connelly, et al. [60] in the context of restaurants, the signaler is the restaurant that transmits a signal to the receivers, or customers, who then respond with their opinions and associated actions, such as intention to return. This finding is in agreement with Ding, et al. [62] and Lyu, et al. [63] who stated that tourists' perception of innovativeness positively impacts tourists' revisit intention. Finally, this research showed that customer value co-creation behaviors positively affect revisit intention. This result is compatible with the results of Assiouras, et al. [66]; Esawe, et al. [67] and Razmi and Golestani [68] who mentioned that in the hospitality industry, customer value co-creation behaviors positively affect revisit intention.

### 6.2. Theoretical Implications

The primary objective of this study is to improve the current knowledge by examining how to improve customers revisit intention based on customer perceived innovativeness, customer value co-creation behavior, and customer happiness. First, prior studies have applied customer perceived innovativeness in specific contexts, including the manufacturing industry Kunz, et al. [33] the retailing sector Lin [32] casual dining restaurants Kim, et al. [51] coffee shops Yen, et al. [8] and little research has been done in quick service restaurants. Second, this study answers the recommendation of Kim, et al. [6] to investigate the related outcomes of customer perceived innovativeness. This research examined the effect of customer perceived innovativeness on customer value co-creation, customer happiness, and revisit intention.

Third, this research is depended on Yen, et al. [8] suggestion to investigate customer value co-creation behavior in various service contexts and to study the causes and effects of value co-creation behaviors from customer perspectives [8, 40]. Fourth, this study responds to the suggestions of Assiouras, et al. [66]; Kim, et al. [51] and Yen, et al. [8] by

investigating how customer perceived innovativeness affects customer value co-creation in the hospitality context. Fifth, this research follows the suggestions of de Azambuja, et al. [43] and Cuesta-Valiño, et al. [46] to examine customer happiness at the individual level. Additionally, this study responds to Cuesta-Valiño, et al. [46] seek for additional research on the relationship between customer happiness and behavioral intentions (e.g., brand purchase or revisit intention). Finally, the current study answers the recommendation of Acharya, et al. [21] to study revisit intention in the hospitality context as it helps in maintaining the destination's survival and growth.

### *6.3. Practical Implications*

This research offers beneficial implications for quick service restaurants in Saudi Arabia. First, our study indicated that customer perceived innovativeness positively influences customer value co-creation behaviors. Hence, marketing managers ought to reconsider how ongoing innovation is integral in improving customer in value co-creation. Restaurants can increase their operational performance, build stronger emotional bonds with their customers, and achieve long-term success by implementing innovative strategies and actively engaging customers in value co-creation. Additionally, managers can build co-creation via innovation by introducing new offerings in menus, customized menu selections, adding new flavor or new ways of presentation, applying uniqueness in service technology including self-service kiosks and mobile ordering systems, offering experiential experiences, and using loyalty programs and social media marketing. In addition, restaurants could employ feedback loops by collecting feedback in real time, enabling customers to make suggestions for new menu items.

Second, customers are happier when companies integrate customer value co-creation activities. Thus, it can be achieved by encouraging customers to actively involved in the development or personalization of a product or service through co-creation, so this leads to a deeper emotional bond with the brand. Companies can increase customer happiness by providing channels or platforms for customers to provide suggestions, comments, or to participate in the product creation process. Marketing managers could increase customer happiness by allowing customers to choose the goods or services they use through surveys, voting on new features, or offering suggestions for developments. In this regard, customers who feel empowered are more likely to feel appreciated, which in turn raises happiness levels.

Third, restaurants looking for long-term success and customer loyalty must improve the link between customer happiness and the revisit intention. To strengthen this relationship, marketing managers should emphasize personalized experiences implied by tailored offers based on past purchases, targeted discounts, or personalized greetings, and improve staff training that emphasizes communication, empathy, and problem-solving. Fourth, restaurants can benefit greatly from improving the connection between perceived innovativeness and customer happiness by attracting customers who value innovativeness by regularly providing innovative, cutting-edge goods and services. Furthermore, restaurants should prioritize customer happiness by focusing on satisfying the needs of their customers and being more inclined to modify their innovativeness approach in response to their input, which will increase the relevance and effect of innovativeness. In this regard, Almutairi and Alharthi [2] mentioned that restaurants' managers should let customers design their meals, which in regard helps in fostering customer delight.

Fifth, delivering value through innovation on a regular basis while maintaining a smooth and satisfying customer experience is crucial for revisiting intention. Thus, marketing managers should promote ongoing innovation, personalize experiences, boost engagement, and assure high-quality, trustworthy innovations, which may considerably enhance the perceived innovativeness of their goods. Restaurants should provide new products and services with new features, offer special offers by providing goods or services that set the company apart from rivals, and adapt the use of new technologies (such as internet of things, block chain, artificial intelligence, spatial computing, and augmented reality/virtual reality) to give customers innovative experiences that improve functionality, entertainment, or convenience. Moreover, restaurants should apply tailored suggestions and customized communications (e.g., customized emails, SMS, or in-app notifications) based on customers' past purchases, which in turn increase customers' revisit intention.

Finally, to foster stronger emotional relationships and encourage repeat business, it is crucial to allow customers to engage in the creation process. Hence, marketing managers should encourage customers to engage in the co-creation of goods or services (e.g., participating in customization choices, giving feedback, and starting crowdsourcing initiatives). In addition, marketing managers should adopt tactics that let customers co-create value, such as creating customized experiences or incorporating social media to engage with customers. Managers should invest in technology and solutions that facilitate a customized co-creation process, like real-time feedback systems, customization platforms, and AI-driven recommendation engines. As well as this, it develops a distinctive value proposition and increases customer intention to revisit restaurants.

### *6.4. Limitation and Future Research recommendations*

This research has some constraints. First, the current research first employed a questionnaire that yielded cross-sectional data, which prevented any signs of changes in the research variables over time. Thus, longitudinal research can be useful in future studies to track how restaurant innovativeness affects value co-creation behaviors, customer happiness, and revisit intention over time. Second, due to time and financial limitations, this research only included a sample of customers of quick service restaurants in Riyadh. Thus, the findings indicated that a bigger sample size may be necessary for future research. Third, the research uses a sample of restaurants in the Kingdom of Saudi Arabia, a developing nation. Future research may therefore rely on restaurants in developed countries and differentiate the findings with the findings of this study. Fourth, this study investigated restaurants innovativeness. Lastly, future studies could investigate innovativeness in

healthcare, hotels, airlines, and banks. Fifth, future studies may examine the effect of restaurant innovativeness on customer engagement, customer involvement, customer innovative behaviors, and customer well-being as dependent variables.

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## **Appendix**

KFC

McDonalds

Domino's Pizza

Wendy's

Pizza Hut

Burger king

Al Tazaj

Herfy

Hardee's

Albaik

Kudu