

## Original Research Article

# The Influence of Stakeholder Participation On Eudaimonic Well-Being, Which Is Mediated By Service Experience And Moderated By Social Support And Stakeholder Empowerment At Bappeda, Mimika District

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### ABSTRACT

Stakeholder participation and service experience are two important factors in increasing eudaimonic well-being. This research aims to examine the relationship between stakeholder participation, service experience, stakeholder empowerment, social support and eudaimonic well-being.

This research used a survey method with 120 respondents consisting of village heads and community leaders spread across 18 districts in Mimika Regency, Central Papua Province, Indonesia. The research results show that stakeholder participation has a positive effect on service experience, stakeholder empowerment has a positive effect on service experience, service experience has a positive effect on eudaimonic well-being, and stakeholder participation does not support eudaimonic well-being. The results of this research also show that service experience mediation positively influences stakeholder participation towards eudaimonic well-being, while stakeholder empowerment and social support cannot moderate the relationship between stakeholder participation and service experience.

This research also found that to ensure a pleasant service experience, Bappeda must design and manage service processes based on a good understanding of stakeholder needs and goals, in particular, the meaning of service in organizational life. In addition, to facilitate stakeholder interaction with staff services, Bappeda can also wisely empower stakeholders by adapting to the level of stakeholder participation.

*Keywords: stakeholder participation, service experience, stakeholder empowerment, social support, eudaimonic well-being.*

### 1. INTRODUCTION

Law Number 25 of 2004 concerning the national planning system article 2 paragraph 4 point d states that one of the objectives of the national development planning system is to optimize community participation. What is meant by participatory is that the process is carried out by involving all stakeholders, including through the Development Planning Deliberation (Musrenbang). Community participation is a form of participation carried out

through development proposals in the form of programs and/or activities which are the needs or desires of the community to be carried out or built in the hope that they will be beneficial and improve the welfare of the community. This proposal was carried out through the musrenbang mechanism.

The essence of musrenbang is to produce a decision in the form of a General Policy on Priority Budget, Temporary Budget Ceiling (KUA PPAS) which includes an element of service from the provider (Bappeda) to stakeholders. The KUA PPAS will then be discussed with the DPRD. Vargo and Lusch (2016), stated that the ultimate goal of services is to create benefits for the entities involved. As the main party in the service process, of course stakeholders pay attention to well-being.

The role of stakeholder services is a very important issue today, including public organizations such as government. Designing services is important for service innovation because it brings innovative service ideas to the lives of stakeholders and organizations (Storey and Larbig, 2017). The role of services is part of everyday life between stakeholders and organizations in synergy, so researchers in the field of services marketing recommend the importance of emphasizing the need to better understand how services affect welfare and business (Xie, Li, and Keh, 2020).

Services related to welfare efforts can have desirable but also undesirable consequences when aiming to create shared value with individuals, communities, or society in general (Finsterwalder and Kuppelwieser, 2019). In this regard, it has led to the growth of transformative service research or "TSR" which focuses on service as a means of improving individual or societal well-being (Xie, Li, and Keh, 2020; Russell-Bennett, et al., 2020; Finsterwalder and Kuppelwieser, 2020 ). At the same time, the service-dominant logic (SDL) concept views stakeholders as collaborative partners in the service process through stakeholder participation and jointly creating value with service employees.

Su, Tang and Nawijn (2020) stated that transformative services research (TSR) focuses on two types of well-being dimensions, namely hedonic and eudaimonic. Hedonic well-being refers to subjective beliefs related to pleasure and happiness. Hedonic thinking suggests that people should seek pleasure and avoid pain as much as possible (Smith & Diekmann, 2017). Eudaimonic well-being is related to the consequences of self-growth and self-actualization (Su, Tang, and Nawijn, 2020). Thus, Xie, Li, and Keh (2020), stated that stakeholder participation in the service process is an important element for achieving eudaimonic well-being. High participation in services can help stakeholders better meet their basic psychological needs.

On the other hand, the concept of service-dominant logic (SDL), where resources need to be integrated to create shared value for stakeholders and public organizations, where both are resource integrators for partner collaboration to become a unified whole that can provide benefits to each other (Bagherzadeh , et al., 2020). Service-dominant logic (SDL) is a service related to value co-creation. Co-creation is the creation of shared value between stakeholders as end users and public organizations which makes it possible to jointly build personalized experiences to suit the stakeholder context (Prentice, Altinay and Woodside, 2021; Finsterwalder's. (2020); Yu, Liu, and Zheng, (2019), and achieving high service quality (Xie, Li, and Keh, 2020). Co-creation in service-dominant logic (SDL) as a shared value creation between and public organizations that allows for joint development. stakeholders' personal experiences (Prentice, Altinay and Woodside, 2021).

Stakeholder participation as a form of contribution, refers to the behavior of the extent to which stakeholders are involved by providing information and offering recommendations that

are made to be part of decision making. Besides that, stakeholders will become more familiar with the services offered when participating in the service process, which in the end can reduce uncertainty about the services received (Bagherzadeh, et al., 2020). Thus personal relationships built through interactions between service employees and stakeholders can influence perceptions and attitudes regarding satisfaction (Nguyen, Train and Huynh, 2019), giving public organizations a competitive advantage and increasing organizational productivity, efficiency and service performance (Blut, Heirati and Schoefer, 2019). So it can be said that the quality of interactions between stakeholders and employees proves the perceived evaluation of employees in service transactions (Wu, 2017). Therefore, stakeholder participation is an important element in the service process (Xie, Li, and Keh, 2020).

Xie, Li, and Keh (2020) stated that stakeholder participation positively and significantly influences service experience. The reason is that participating provides an opportunity to meet stakeholders' basic psychological needs such as autonomy, competence and relatedness. This is in line with self-determination theory. The quality of employee interactions with stakeholders determines the quality of experience (Choi and Kim, 2015). Service employees play an important role in the service process, organizational activities and social networks can also influence the service experience which in turn can influence the well-being of stakeholders (Xie, Lie, and Keh, 2020).

Regarding stakeholder well-being, stakeholder empowerment reflects the extent to which public organizations provide the means for stakeholders to achieve the following goals: maintaining relationships with public organizations and actively forming good transactional relationships and collaborating with public organizations by sharing information, criticizing or providing suggestions for public organization products and services (Han, et al., 2019). Stakeholder empowerment reflects the extent to which a public organization supports stakeholders to share information, participate in service design, and interact with employee services. By empowering stakeholders, service employees can have a better understanding of needs and expectations, which will improve the service experience. Stakeholder empowerment is positively related to service outcomes such as satisfaction (Xie, Li and Keh, 2020). Thus, empowering stakeholders is likely to encourage a positive service experience.

In this case, social support reflects the level of material or spiritual assistance received from stakeholder social relationships. A key characteristic of the social context is social support, which refers to help and support from parents, relatives and friends on a material or spiritual level (Xie, Li, and Keh, 2020). Thus, social support has a positive and significant impact on an individual's psychological state which causes stakeholders to feel involved and connected (Hajli, et al., 2015). Molinillo, Anaya-Sánchez, and Liébana-Cabanillas, (2019); Aladwani (2018); Frémeaux, Grevin, Sferrazzo, (2023), found that the quality of social support significantly influences stakeholder involvement in social commerce websites.

The Human Development Report in Papua by UNDP was released in 2023. This report provides an overview of human development in Papua, including achievements and challenges faced. According to the report, Papua's Human Development Index (HDI) in 2022 is 61.6, which places it in 34th place out of 34 provinces in Indonesia. Papua's HDI is still below the national average of 72.9. However, Papua still faces challenges in the dimensions of knowledge and a decent life. The school expectancy in Papua in 2022 is 12.4 years, which is lower than the national average of 13.1 years. Healthy life expectancy in Papua in 2022 is 53.3 years, which is also lower than the national average of 55.1 years. The report recommends several policies to overcome human development challenges in Papua, including increasing community access to basic services. Community participation is a form of participation carried out through development proposals in the form of programs and/or

activities which are the needs or desires of the community to be carried out or built in the hope that they will be beneficial and improve the welfare of the community.

The proposal was carried out through a planning deliberation mechanism development (musrenbang) at every level of implementation starting from the village level musrenbang, the district level musrenbang is then integrated, harmonized (simplified) and synchronized with government proposals which are a technocratic process at the district/city level musrenbang. This process is in a connected network starting from the village/kelurahan level and then at the district level where at the district level it will be integrated with the Regional Apparatus Organization (OPD) Work Plan (Renja) through the operators of each OPD according to the tasks and functions entered into the Information System Regional Development (SIPD). This process is a management flow in providing development planning documents in the public sector. The institution or body that has duties and functions in carrying out each stage in the development planning process at the district level is the Regional Development Planning Agency (Bappeda). In fact, dissatisfaction often occurs because what is proposed is not realized or is not accommodated in the Regional Revenue and Expenditure Budget (APBD).

This condition makes Bappeda as a development planning institution faced with a difficult situation, because during the process at the village/subdistrict level, all proposals which are village/subdistrict level musrenbang decisions will be discussed at the district level and then integrated into the OPD proposal which is empowerment which uses competency-based technocratic approach or knowledge in the regional apparatus forum mechanism as a step to determine whether a program proposal can be made into a program in the APBD or postponed/rejected, where each proposal is adjusted to the financing capacity based on regional revenues. The proposal is in the form of a General Policy on Temporary Budget Ceiling Priorities (KUA PPAS) submitted to the Legislature for discussion in the DPRD Budget function mechanism and if approved, it will then be designated as APBD. When the APBD is determined then some of the proposed programs or activities are not accommodated, which triggers the community at the village level to feel that there is no point in participating in the village level Musrenbang if in the end the proposed program or activity is only to fulfill sufficient requirements in the National Development Planning System (SPPN) and not a requirement. need.

The research gap in this research is optimizing community participation with conditions that occur where the community feels they do not have the autonomy to determine choices in determining program or activity priorities. Of course this will affect the service experience which has an impact on participation. Xie, Li, and Keh's (2020) study emphasizes that involvement in the service process is an important element for achieving eudaimonic well-being. High participation in services can help better meet basic psychological needs (e.g. autonomy, competence and relatedness), which are important for eudaimonic well-being. This condition describes the gap between the situation that should be and the situation that occurs.

As a comparison, referring to the research results of Bahagijo and Triwibowo (2013) from Perkumpulan Prakarsa who conducted research on the dominance of local elites in pro-poor policy reform, it was found that the participatory route was marginalized in the dominant arena. This study found that although political channels, technocratic/bureaucratic channels and participatory channels work in the planning and budgeting arena, technocratic and political channels appear to be more dominant. The results of this research show that there is a disconnect between the Musrenbang process and the budget allocation process. The planning output brought into the budgeting arena is dominated by technocratic planning output by the Mayor, Bappeda and SKPD. On the other hand, the mechanism for capturing

community aspirations (Jaring Asmara) or Musrenbang in the budgeting arena is also not effective. According to this research, in Makassar it actually shows that the musrenbang mechanism is more used as image politics with a strategy to measure the degree of community response, aspirations and political orientation alone. There is a tendency for the Musrenbang mechanism not to become a strategic part that will be formulated in development programs or budgeted.

Based on the above background, this research will contribute to finding the influence of stakeholder participation on eudaimonic well-being in the public sector in the regional development planning process through the agency that provides KUA PPAS documents, namely Bappeda. This process uses an approach to service experience, stakeholder empowerment and social support in the service process for eudaimonic well-being.

## **2. MATERIAL AND METHODS**

### **2.1 Stakeholder Participation and Service Experience**

Stakeholders utilize knowledge and skills by providing or sharing information with service providers, offering suggestions and making decisions. Xie, Li and Keh (2020) stated that stakeholder participation allows service employees to better understand and meet needs through the provision of customized services, which can improve stakeholder service experiences. Additionally, service experience refers to subjective responses or holistic interpretations of direct or indirect interactions with service employees.

A high level of participation in process service processes offers the freedom to make decisions based on stakeholder interests and goals, enables stakeholders to change and influence the environment through competence and engages stakeholders in interactions with service employees or other parties involved. At the same time, stakeholder participation is positively related to the creation of relational and economic value and can also improve service quality (Xie, Li, Keh, 2020). More value is gained through participation in the service process, the stakeholder service experience is improved. Thus, knowledge, expectations and input are needed as a reference to ensure a profitable co-created experience. So the hypothesis statement:

H1: Stakeholder participation has a positive influence on service experience.

### **2.2 Stakeholder Empowerment and Service Experience**

Stakeholder empowerment reflects the extent to which public organizations support sharing information, participating in service design, and interacting with employee services (Xie, Li and Keh, 2020). Public organizations can empower stakeholders as well as employees for the purpose of managing organizational resources and designing service consumption processes. Both employees and stakeholders must follow service delivery procedures (Prentice and Han, 2016).

With employee psychological empowerment, stakeholders feel empowered when controlling the consumption process. Perceived control is a key factor of stakeholder service experience. By empowering stakeholders to express and share ideas and opinions, employees can have a better understanding of stakeholder needs and expectations, which

will improve the service experience. Stakeholder empowerment is positively related to service outcomes such as stakeholder satisfaction and word of mouth (Xie, Li and Keh, 2020). Thus, stakeholder empowerment will likely encourage a positive service experience. So the hypothesis statement:

H2: Stakeholder empowerment has a positive influence on service experience.

### 2.3 Service Experience and Eudaimonic Well-being

SDL conveys that stakeholder experience in services explains how stakeholder experience develops during interactions between public organizations and stakeholders, especially the experience of involvement in designing, delivering and efforts to influence stakeholders (Xie, Li and Keh, 2020). Meanwhile, Xie, Li, and Keh, (2020) stated that well-being is related to subjective views, namely physical, psychological and social well-being.

SDL views services as a process of co-creation; in particular, the contribution of stakeholder resources (e.g. knowledge and skills) through participation in service processes tends to increase stakeholder value ( Chan et al., 2010 ; Gong et al., 2016 ). Service experience concerns the evaluation of important service encounters throughout the consumption journey and has been found to be associated with service quality, stakeholder satisfaction, and positive word of mouth (Klaus and Maklan, 2012). Improved service experience implies that stakeholders achieve value from the co-creation process. Thus, the successful use of stakeholders' resources can increase their welfare, while misuse of resources resulting in lower values will reduce their welfare (Finsterwalder and Kuppelwieser, 2020)

H3: Service experience has a positive influence on eudaimonic well-being.

### 2.4 Stakeholder Participation and Eudaimonic Well-being

Eudaimonic well-being is related to the consequences of self-growth and self-actualization (Su, Tang, and Nawijn, 2020). In line with this opinion, Xie, Li and Keh, (2020), explain that eudaimonic well-being refers to the function of psychological optimization and is related to individual self-improvement, self-actualization and achievement of self-potential, such as fulfilling basic psychological needs has been found to be an important source of well-being.

Xi, Lie and Keh (2020) stated that stakeholder participation influences eudaimonic well-being. More specifically, satisfying the need for autonomy, competence and relationships or values obtained in the service process related to stakeholder well-being. Stakeholders invest substantial resources and effort through participation in the service process. This participation increases stakeholder control in the environment which is closely related to the need for competence and autonomy. Stakeholders have the opportunity to convey needs and expectations to service employees and share knowledge that can contribute to higher service quality and enable the achievement of the goals of the service. Additionally, stakeholders can manage interactions with other people such as service employees, family members, and friends who can provide suggestions or consume services together in the service process. Managing these kinds of relationships can meet needs and improve the assessment of the quality of stakeholder relationships. So the hypothesis statement:

H4: Stakeholder participation has a positive influence on eudaimonic well-being.

## 2.5 Service Experience and Eudaimonic Well-being

Stakeholder service experience of a service is understood as a holistic construct, combining stakeholder reactions from all interactions and touchpoints of the service with the public organization over time (Jesu et al., 2019). Service-dominant logic (SDL) views services as a process of co-creation, especially the contribution of stakeholder resources such as knowledge, skills acquired through participation in the service process tends to increase stakeholder value (Xie, Li, Keh, 2020; Gong et al., 2016).

Service experience also known as quality of experience refers to the emotional assessment regarding a stakeholder's overall experience, including interactions with the physical environment, service providers, other stakeholders, and other participants in the service (Schlesinger, Taulet, and Cabañero, 2020). Meanwhile Xie, Li, Keh (2020) explained that service experience concerns the evaluation of service encounters throughout the consumption journey and was found to be related to service quality, satisfaction and positive word of mouth. An improved service experience implies that stakeholders achieve value from the co-creation process which is interpreted to result in positive performance (e.g. service quality) indicating that stakeholder resources are applied optimally when participating in the service process. Thus, successful use of stakeholder resources can increase well-being, while misuse of resources resulting in lower values will reduce well-being (Finsterwalder and Kuppelwieser, 2020). For example, unforgettable tourism experiences have been shown to increase tourists' hedonic well-being and eudaimonic well-being (Xie, Li, Keh, 2020). So the hypothesis statement:

H5: Service experience mediates the positive influence of stakeholder participation on eudaimonic well-being.

## 2.6 Stakeholder Empowerment, Stakeholder Participation and Service Experience.

Stakeholder participation reflects the intensity of stakeholder resource utilization in the service process and stakeholder empowerment, reflecting the interaction support offered by public organizations. This means that stakeholder participation reflects the efforts of stakeholders in the service process, while stakeholder empowerment reflects the mechanisms used by public organizations to manage relationships with stakeholders. This is related to the management strategy of public organizations. (Xie, Le, and Keh, 2020).

Diverse levels of stakeholder participation result in varying levels of resource use and greater understanding of the service process, which will influence the service experience. However, various levels of stakeholder participation can be reduced by supporting external interactions from public organizations, where stakeholder empowerment will moderate the quality of stakeholder interactions with public organizations (Xie, Le, and Keh, 2020).

Stakeholders with a high level of participation will utilize resources more often than stakeholders with a low level of participation, thus having a better service experience. However, the difference between stakeholders with high participation and stakeholders with low participation can be reduced when stakeholder empowerment is high. For stakeholders with high levels of participation who have invested a lot of effort in the service process, high levels of empowerment may be perceived as an additional burden and generate stress. However, for stakeholders with low participation, who do not expend much effort, high

empowerment may not be perceived as a burden. Thus, the benefits of high empowerment practices may be more important for low-participation stakeholders than for high-participation stakeholders. So the hypothesis statement:

H6: Stakeholder empowerment moderates stakeholder participation and service experience.

## 2.7 Social Support, Stakeholder Participation and Service Experience.

In social support theory, individuals experience social support when they feel cared for and helped by other community members. This results in feelings of well-being in the form of reduced fear of making mistakes, more efficient choices, self-confidence, a sense of social integration and increased positive mood states, among other outcomes (Molinillo, Sáncheza and Cabanillas, 2019).

Some consumption activities can occur separately, most of which occur in other companies (Xie, Li and Keh, 2020). This means that people's consumption habits can influence and be influenced by their social networks. For this reason, previous researchers acknowledged the influence of social context on shared values (Parkinson et al., 2019). Thus, the impact of stakeholder participation on service experience increases when social support is high or vice versa (vs. low), so the hypothesis statement:

H7: Social support moderates stakeholder participation and service experience.

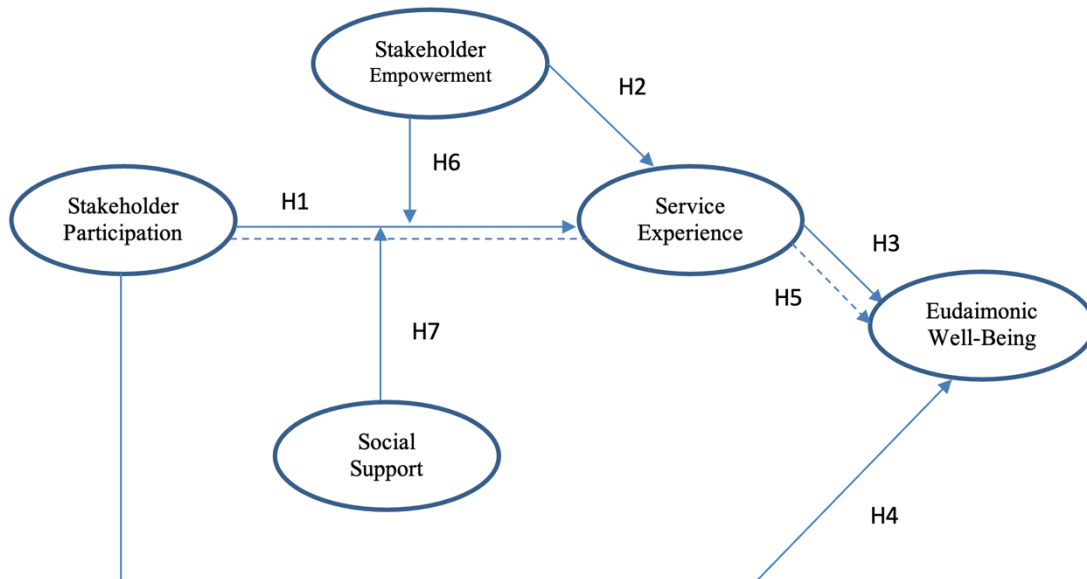


Figure 1. Conceptual framework

This research design designs the research so that the necessary data can be collected and analyzed to arrive at a solution. Based on the purpose of the study, this research is hypothesis testing, namely a study that aims to explain the nature of certain relationships, or determine the differences between groups or the independence of 2 or more factors in a

situation (Sekaran and Bougie , 2017). Based on the level of researcher intervention (the extent of researcher interference), this research is a study with a minimum level of involvement (minimal interference), that is, the research was conducted in a natural setting with minimal involvement and normal work flow (Sekaran and Bougie, 2017). Based on the unit of analysis, this research uses organizational units of analysis, which refers to the level of unity of data collected during the data analysis stage (Sekaran and Bougie, 2017). Based on the time horizon, this research is a cross sectional study, which is carried out with data that is only collected once in a daily, weekly or monthly period in order to answer research questions and statements.

The location of this research was carried out in Mimika Regency, Central Papua. The population in this research are public service users who have been involved and used the products or services of the Mimika Regency Bappeda institution, totaling 170 people, namely village heads and community leaders spread across 18 districts and 133 villages. The sample in this study used non-probability sampling, namely purpose sampling. The data collection technique in this research is through distributing questionnaires. The measurement for each questionnaire statement of each variable in this study is measured based on a 5 number Likert scale, namely number 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree (Sugiyono, 2012: 93). By using a questionnaire distributed to respondents selected as samples in the research. A questionnaire is a list of questions addressed to respondents to fill out. In this way, researchers will obtain theoretical data or facts that are related to the problem to be discussed. The variables used in this research are measurement instruments adapted from previous research conducted by Xie, Li, Keh (2020).

In this study, researchers narrowed the population by calculating the sample size using the Slovin technique. Slovin Formula (Kristaung and Augustine, 2019: 98). Researchers use an error rate of 5% or 0.05. So the sample can be calculated by:  $n = 170$ ,

$$n = 170 / (1 + (170 \times 0.052))$$

$$n = 170 / (1 + (170 \times 0.0025))$$

$$n = 170 / (1 + 0.425)$$

$$n = 170/1,425$$

$$n = 120$$

Respondents in this research are office holders as service users of Bappeda, Mimika Regency, Central Papua Province, with the following criteria.

**Table 1. Respondent**

<b>Respondent</b>	<b>Frequency</b>	<b>%</b>
<b>Gender</b>		
Male	100	83.3
Female	20	16.7
<b>Age</b>		
17-25	10	8.3

<b>Respondent</b>	<b>Frequency</b>	<b>%</b>
26-35	44	36.7
>35	66	55.0
<b>Education</b>		
High School	75	62.5
Undergraduate	42	35.0
Master Degree	3	2.5
<b>Duration</b>		
<3 years	31	25.8
4-6 years	28	23.3
7 years	61	50.8
<b>Income</b>		
≤ 1 million	28	23.3
1 - 2.5 million	38	31.7
2.5 - 5 million	41	34.2
≥ 5 million	13	10.8
<b>Job</b>		
Government employee	24	20.0
Private employee	36	30.0
Others	60	50.0

The aim of the data analysis method is to interpret and draw conclusions from the amount of data collected. For a measuring instrument or an instrument that will be carried out in research to become an acceptable or standard measuring instrument, the measuring instrument must go through a validity and reliability test of the data, for example using the Pearson product moment, then after that it is tested using the t test and after that it can be seen interpretation (Hidayat, 2021: 12). for table  $t_{\alpha} = 0.05$  degrees of freedom ( $dk = n - 2$ ). If  $t_{count} > t_{table}$  means it is valid and vice versa,  $t_{count} < t_{table}$  is not valid, if the instrument is valid, then the correlation index ( $r$ ) is as follows:

Table 2. Validity Range

Interval Correlation	Relationship
0.80 – 1.000	Very high
0.60 – 0.799	High
0.40 – 0.599	Medium
0.20 – 0.399	Low
0.00 – 0.199	Very low

Table 3. Validity

	Coefficient	P-value
<i>Stakeholder Participation</i>		

	Coefficient	P-value
Stakeholder Participation 1	.829**	.000
Stakeholder Participation 2	.763**	.000
Stakeholder Participation 3	.777**	.000
Stakeholder Participation 4	.733**	.000
Stakeholder Participation 5	.699**	.000
<i>Eudaimonic Well-Being</i>		
Eudaimonic Well-Being 1	.728**	.000
Eudaimonic Well-Being 2	.776**	.000
Eudaimonic Well-Being 3	.671**	.000
Eudaimonic Well-Being 4	.751**	.000
Eudaimonic Well-Being 5	.803**	.000
Eudaimonic Well-Being 6	.745**	.000
<i>Service Experience</i>		
Service Experience 1	.697**	.000
Service Experience 2	.614**	.000
Service Experience 3	.594**	.000
Service Experience 4	.619**	.000
Service Experience 5	.575**	.000
Service Experience 6	.575**	.000
Service Experience 7	.622**	.000
Service Experience 8	.658**	.000
Service Experience 9	.593**	.000
Service Experience 10	.614**	.000
Service Experience 11	.589**	.000
Service Experience 12	.486**	.000
Service Experience 13	.700**	.000
Service Experience 14	.573**	.000
<i>Stakeholder Empowerment</i>		
Stakeholder Empowerment 1	.854**	.000
Stakeholder Empowerment 2	.772**	.000
Stakeholder Empowerment 3	.807**	.000
<i>Social Support</i>		
Social Support 1	.720**	.000
Social Support 2	.659**	.000
Social Support 3	.698**	.000
Social Support 4	.597**	.000
Social Support 5	.603**	.000
Social Support 6	.622**	.000

	Coefficient	P-value
Social Support 7	.677**	.000
Social Support 8	.631**	.000

Based on the validity test, it shows a significance value of less than 5% so it is valid.

Reliability tests are carried out to test the consistency of measuring instruments. Reliability tests are carried out to find out whether the measuring instruments used are reliable and remain consistent if the measurements are repeated. The level of interrelationship between questions or statements in an instrument to measure a particular construct shows the level of internal consistent reliability of the instrument in question. Construct reliability testing uses the Cronbach's alpha statistical method. Reliability measurement in this research is by looking at the Cronbach's alpha value. According to Hidayat (2021), an instrument is said to have good reliability if Cronbach's alpha is more than 0.70. To find the reliability number using the Cronbach's alpha method, the following formula can be used:

Table 4. Reliability Range

No	Interval	Criteria
1.	< 0.20	Very low
2.	0.20 – 0.399	Low
3.	0.40 – 0.599	Medium
4.	0.60 – 0.799	High
5.	0.80 – 1.000	Very high

Source: Djojo, Adji (2012)

Table 5. Reliability

	Cronbach's Alpha	N of Items
<i>Stakeholder participation</i>	.811	5
<i>Eudaimonic Well-Being</i>	.837	6
<i>Service experience</i>	.868	14
<i>Stakeholder empowerment</i>	.737	3
<i>Social support</i>	.804	8

The Cronbach's Alpha value from the reliability test results shows more than 0.7 so it is reliable.

### 3. RESULTS AND DISCUSSION

#### 4.1 DESCRIPTIVE ANALYSIS

Stakeholder participation takes many forms and degrees, from public organization production to joint production to production, thus conceptualizing stakeholder participation as a behavioral construct that measures the extent to which one provides or shares information, makes suggestions, and is involved in decision making during the process of creating and delivering services.

Table 6. Descriptive Statistics Stakeholder Participation

Code	Items	Mean	Std. Deviation
Stakeholder Participation 1	spend time sharing information about staff needs and opinions	3.633	0.995
Stakeholder Participation 2	express personal needs to staff during the service process	3.650	0.993
Stakeholder Participation 3	provide suggestions to staff to improve service outcomes	3.808	0.813
Stakeholder Participation 4	have a high level of participation/involvement in the service process	4.267	0.645
Stakeholder Participation 5	much involved in deciding how services should be provided.	4.050	0.732

Based on the descriptive data analysis table above, the smallest mean value is 3,633, which is found in question/statement stakeholder participation 1. The largest mean value is 4,267, which is found in question/statement stakeholder participation 4. From these results, it can be concluded that stakeholders are quite frequently share information about needs and opinions with staff. This shows that stakeholders feel comfortable communicating with staff and providing input to improve services. In general, the results of the descriptive data analysis above show that the level of stakeholder participation in the service process is quite high because the mean value of all statements/questions is 3,882. This is a positive thing, because it can improve service quality and stakeholder satisfaction.

Table 7. Descriptive Statistics Stakeholder Empowerment

Code	Items	Mean	Std. Deviation
Stakeholder Empowermnet 1	encourage him to share opinions about products or services with the agency	4.275	0.565
Stakeholder Empowermnet 2	encourage sharing opinions about its products or services with others	4.158	0.565
Stakeholder Empowermnet3	encourage interactive participation in designing products and services	4.008	0.642

Based on the descriptive data analysis table above, it can be concluded that the level of stakeholder empowerment in the product and service development process is quite high. This is shown by the mean of all questions/statements being 4.147. This is a positive thing, because it can improve product or service quality and stakeholder satisfaction.

Table 8. Descriptive Statistics Service Experience

Code	Items	Mean	Std. Deviation
Service Experience 1	confident in the agency's expertise	4.208	0.634
Service Experience 2	The entire process offered by this agency is very easy	4.200	0.630
Service Experience 3	This agency will look after/keep its consumers for a long time	4.117	0.700
Service Experience 4	become an agency	4.208	0.620
Service Experience 5	have dealt with this agency, so getting service is very easy	4.000	0.648
Service Experience 6	choose an agency because it provides neutral advice	3.967	0.709
Service Experience 7	This agency is flexible in dealing with needs	4.125	0.668
Service Experience 8	for agencies/employees making services flexible and providing new options	4.200	0.630
Service Experience 9	dealing with a safe and well-established agency	4.558	0.547
Service Experience 10	willing to listen, polite and comfortable	4.283	0.597
Service Experience 11	deal with when there is a problem will decide to focus on the results	4.008	0.680
Service Experience 12	liking what already exists makes the process easier	4.375	0.503
Service Experience 13	It's more important to get service	4.008	0.680
Service Experience 14	still choose this agency	4.342	0.542

Based on the descriptive data analysis table above, it can be concluded that in general, the stakeholder service experience of this agency is quite good. This is shown by the mean of all statements/questions being 4.186.

Table 9. Descriptive Statistics Social Support

Code	Items	Mean	Std. Deviation
Social Support 1	have friends with whom you can share your joys and sorrows	4.142	0.612
Social Support 2	talk and rely on friends when there are problems	3.992	0.692
Social Support 3	friends are sincere and really try to help	4.075	0.663
Social Support 4	get the help and emotional support I need from my family	3.825	0.694
Social Support 5	discuss other important issues with the family and be willing to help make decisions	4.192	0.598
Social Support 6	having someone special and reliable with whom you can share your joys and sorrows	4.208	0.634
Social Support 7	having a special someone who is a comfortable place to be	4.250	0.583
Social Support 8	facing difficulties, some friends comfort and encourage	4.250	0.598

Based on the table above, it can be concluded that the average of all variables is 4,117. This value shows that in general respondents have a high level of satisfaction with the social support they receive from friends and family. The lowest average is 3.825, namely in the SS4 variable. This shows that respondents feel less satisfied with the emotional support they receive from their families. The highest average is 4,250, namely in the SS7 and SS8 variables. This shows that respondents feel very satisfied with the social support they receive from someone special.

Table 10. Descriptive Statistics Eudaimonic Well-Being

Kode	Question/Statement	Mean	Std. Deviation
Eudaimonic Well-Being 1	Social relationships with this agency are supportive and beneficial	4.242	0.622
Eudaimonic Well-Being 2	involved and interested in agency activities	4.308	0.591
Eudaimonic Well-Being 3	Active agencies contribute to the happiness and well-being of others	3.933	0.707
Eudaimonic Well-Being 4	The agency is competent and able to solve important consumer tasks	4.142	0.725
Eudaimonic Well-Being 5	optimistic about the agency	4.175	0.657
Eudaimonic Well-Being 6	this agency respects	3.942	0.626

Based on the eudaimonicwell being data table above, it can be concluded that the mean of all variables is 4.124, which shows that respondents generally have a positive perception of this agency. The lowest mean is in the eudaimonicwell being variable 3 (Agency actively contributes to the happiness and well-being of others) with a value of 3.933. This shows that respondents do not agree that the agency actively contributes to the happiness and welfare of other people. The highest mean is the eudaimonicwell being variable 2 (Involved and interested in agency activities) with a value of 4.308. This shows that respondents strongly agree that they are involved and interested in the agency's activities.

## 4.2 Hypothesis Testing

Table 11. Path Statistic

Hypothesis		Original Sample (O)	Standard Error (STERR)	T Statistics (O/STERR)	Decision
H1	CP -> SE	0.256	0.073	3.492	Not supported
H2	CE -> SE	0.273	0.073	3.745	Not supported
H3	SE -> CWB	0.704	0.084	8.406	Not supported
H4	CP -> CWB	0.099	0.095	1.043	Supported
H5	CP -> SE-> CWB	0.274	0.105	3.235	Not supported
H6	CP * CE -> SE	-0.167	0.138	1.217	Supported
H7	CP * SS -> SE	0.063	0.109	0.576	Supported

The research results show that stakeholder participation has a positive effect on service experience by 0.256 because the t stat of 3.492 is greater than 1.96. The results of this study support (blut, heirati and schoefer, 2019) and xie, li and keh (2020).

The research results show that stakeholder empowerment has a positive effect on service experience of 0.273 with a t stat of 3.745 which is greater than 1.96. This research supports the opinion of (han, et al., 2019) and khenfer, shepherd and trendel, (2020).

The research results show that service experience has a positive effect on eudaimonic well-being of 0.704 with a t stat of 8.046, so this research supports the opinion of chan et al., 2010; gong et al., 2016, (finsterwalder and kuppelwieser, 2020).

The research results show that stakeholder participation does not support eudaimonic well being, because the t stat is less than 1.96, this shows that this research rejects the opinion of gong et al., 2016) (engström and elg, 2015) (busser and shulga, 2018).

The results of research using the sobel test show that service experience mediation has a positive influence on stakeholder participation on eudaimonic well being of 0.274 with a t stat of 3.235 which is greater than 1.96. This research supports the opinion (chan et al., 2010; gong et al., 2016). (klaus and maklan, 2012). (finsterwalder and kuppelwieser, 2020)

The research results show that stakeholder empowerment cannot moderate the influence of stakeholder participation on service experience because the t stat 1.217 is less than 1.96.

The research results show that social support cannot moderate the influence of stakeholder participation on service experience because the t stat 1.217 is less than 1.96. Individual behavior is often influenced by, and also influences, the social network of stakeholders. The influence of social context on the creation of shared value (vargo and lusch, 2016).

#### 4.3 Discussion

##### 4.3.1 The Influence of Stakeholder Participation on Service Experience

In a service context, stakeholders derive value from two sources: participating in the service process produced and the results of that process. A high level of participation in process service processes offers the freedom to make decisions based on stakeholders' interests and goals, making it possible to change and influence the environment through stakeholder competencies and engaging in interactions with service employees or other parties involved. At the same time, stakeholder participation is positively related to the creation of relational and economic value and can also improve service quality (Xie, Li, Keh, 2020). More value is gained through participation in the service process, the service experience

is enhanced. Thus, knowledge, expectations and input from stakeholders are needed as a reference to ensure a profitable co-created experience.

Xie, Li and Keh (2020) stated that stakeholder participation allows service employees to better understand and meet stakeholder needs through the provision of customized services, which can improve stakeholder service experience. Additionally, service experience refers to subjective responses or holistic interpretations of direct or indirect interactions with service employees. Xie, Li, and Keh (2020) stated that stakeholder participation positively and significantly influences service experience.

#### 4.3.2 The Influence of Stakeholder Empowerment on Service Experience

Stakeholder empowerment reflects the extent to which a public organization provides the means for stakeholders to achieve the following goals: maintaining relationships with public organizations and actively forming good transactional relationships and collaborating with public organizations by sharing information, criticizing or providing suggestions for public organization products and services ( Han, et al., 2019). Consumer involvement in empowerment by providing stakeholders with sufficient knowledge and autonomy to enable stakeholders to exercise control over decision making.

With employee psychological empowerment, stakeholders feel empowered while virtually controlling the consumption process. Perceived control is a key factor of stakeholder service experience. By empowering stakeholders to express and share ideas and opinions, employees can have a better understanding of stakeholder needs and expectations, which will improve the service experience. Thus, stakeholder empowerment encourages a positive service experience.

#### 4.3.3 The Influence of Service Experience on Eudaimonic Well-Being

Xie, Li, and Keh, (2020) state that well-being is defined as a psychological state that is healthy and thriving with subjective views, namely physical, psychological and social well-being. SDL views service as a co-creation process; in particular, the contribution of stakeholder resources (e.g. knowledge and skills) through participation in service processes tends to increase stakeholder value ( Chan et al., 2010 ; Gong et al., 2016 ).

An improved service experience implies that stakeholders achieve value from the ethical creation process. That is, positive performance outcomes (e.g. service quality) associated with improved service experiences signal that stakeholder resources are applied optimally while participating in the service process. Thus, the successful use of a stakeholder's resources can increase his welfare, while misuse of resources resulting in lower values will reduce his welfare (Finsterwalder and Kuppelwieser, 2020).

#### 4.3.4 The Influence of Stakeholder Participation on Eudaimonic Well-Being

Eudaimonic well-being refers to optimal psychological functioning and is related to individual self-improvement, self-actualization and self-achievement; it is the achievement of optimizing stakeholders' self-potential (Ryff and Keyes, 1995). The relationship between stakeholder participation and eudaimonic well-being is still unclear. Several studies show that stakeholder participation can increase eudaimonic well-being by fulfilling the need for autonomy, competence, and relatedness (Gong et al., 2016). On the other hand, other research shows that there is no significant relationship between stakeholder participation and eudaimonic well-being (Busser and Shulga, 2018). The relationship between stakeholder participation and eudaimonic well-being is still complex and not well understood. Further research is needed to understand this relationship better and develop effective interventions.

#### 4.3.5 Mediation of Service Experience on the influence of Stakeholder Participation on Eudaimonic Well-Being

SDL views service as a co-creation process; in particular, the contribution of stakeholder resources (e.g. knowledge and skills) through participation in service processes tends to increase stakeholder value ( Chan et al., 2010 ; Gong et al., 2016 ). Service experience concerns the evaluation of important service encounters throughout the consumption journey and has been found to be related to service quality, satisfaction, and positive word of mouth (Klaus and Maklan, 2012). An improved service experience implies that stakeholders achieve value from the co-creation process. That is, positive performance outcomes (e.g. service quality) associated with an improved service experience indicate that stakeholders' resources are applied optimally when participating in the service process. Thus, a stakeholder's successful use of resources can increase his or her well-being, while misuse of resources resulting in lower values will decrease his or her well-being (Finsterwalder and Kuppelwieser, 2020; Geissberger& Mollie Chapman, 2023).

#### 4.3.6 Moderation of Stakeholder Empowerment on the influence of Stakeholder Participation on Service Experience

This research rejects the opinion of Pires et al., (2006); Robby, (2023) that stakeholder empowerment moderates the relationship between stakeholder participation and service experience. Stakeholders with a high level of participation will utilize resources more intensely than stakeholders with a low level of participation and thus have a better service experience. However, the difference between stakeholders with high participation and stakeholders with low participation can be reduced when stakeholder empowerment is high. The reason is that when public organizations empower stakeholders to interact with the public organization and its employees, it creates opportunities for service providers to better understand stakeholder needs and expectations. Therefore, service failures are less likely to occur and the service experience of stakeholders with low participation is improved.

The explanation for stakeholder empowerment does not moderate the influence of stakeholder participation on service experience in Papua, firstly the availability of resources. Papua is an underdeveloped area and has limited resources. This can result in stakeholders not having the capacity or ability to participate in decision making and implementing

activities. Second, government policy. Government policies that do not support stakeholder participation can also be a factor that hinders stakeholder participation.

#### 4.3.7 Moderation of Social Support on the influence of Stakeholder Participation on Service Experience

This research rejects the opinion of Gong et al., (2016) Parkinson et al., (2019) that during the service process, stakeholders can spend time and effort to communicate with employees and contribute knowledge and abilities. This is especially relevant for services where stakeholders have specific requirements and expectations that they want to fulfill (Sayuti, 2023). High demands on stakeholders' mental effort can lead to psychological burden. Previous research shows that stakeholder co-creation behavior has an impact on role stress (Gong et al., 2016). To address this, stakeholders' social networks serve as external sources of knowledge and comfort, to help regulate emotions and ease stakeholders' psychological burden during the co-creation process. (Parkinson et al., 2019).

Several possibilities why social support is not can moderate the influence of stakeholder participation on service experience in Papua. First, weak social control. Social control is a mechanism that society uses to monitor and control the behavior of its members. In Papua, social control is still relatively weak. This is caused by various factors, such as a lack of public awareness of the importance of social control, low levels of education, and difficult geographical conditions. Second, cultural differences. Culture in Papua is very diverse. This can cause differences in perceptions and expectations regarding the service experience. For example, people in coastal areas may have different expectations for the service experience at a hotel than people in mountainous areas. Third, economic conditions. Economic conditions in Papua are still lagging behind. This can cause people to focus more on basic needs, such as food and clothing. As a result, service experience may not be a top priority for the Papuan people.

## 4. CONCLUSION

This research provides empirical evidence that supports the proposition that stakeholder participation can positively influence the eudaimonic well-being of stakeholders, as mediated by service experience and moderated by stakeholder empowerment and social support. In particular, stakeholder participation is an important antecedent of the service experience that is co-created by stakeholders and service employees in the context of highly customized services. For more details, the research conclusions are as follows:

1. Stakeholder participation has a positive effect on service experience, because it has a high level of participation/involvement in the service process which will increase the service experience.
2. Stakeholder empowerment has a positive effect on service experience, because it encourages stakeholders to share opinions about products or services with agencies so that it will increase the service experience.
3. Service experience has a positive effect on eudaimonic well-being, because stakeholders are dealing with safe and well-established agencies which will increase eudaimonic well-being

4. Stakeholder participation does not support eudaimonic well being because a high level of participation/involvement in the service process does not directly support eudaemonic well being

5. Mediation of service experience positively influences stakeholder participation towards eudaimonic well being, because a high level of participation/involvement in the service process supported by the presence of a safe and well-established agency will increase eudaimonic well being

6. Stakeholder empowerment cannot moderate the influence of stakeholder participation on service experience because encouraging the role of stakeholders to share opinions about products or services with agencies cannot support the influence of stakeholder participation on service experience

7. Social support cannot moderate the influence of stakeholder participation on service experience because someone special who is a comfortable place and faces difficulties, some friends who comfort and encourage cannot support the influence of stakeholder participation on service experience

## 6. Theoretical Implications

1. Stakeholder participation is an important antecedent of service experience that is co-created by stakeholders and service employees in the context of highly customized services. Through participation in the service delivery process, stakeholders invest resources and knowledge to create shared value with employee services.

2. Stakeholder participation can influence service experience, which in turn influences eudaimonic well being.

## 7. Managerial Implications

The entity, in this case Bappeda, aims to involve stakeholders as collaborators in the service process. First, to ensure a pleasant service experience, an improved service experience is also an important antecedent of stakeholder eudaimonic well-being. Thus, Bappeda must design and manage service processes based on a good understanding of stakeholder needs and objectives, in particular, the meaning of services in organizational life.

## 8. Limitations and Suggestions for Further Research

The authors conclude with several suggestions for future research. First, findings from the survey for services provide evidence of correlation rather than causality between the constructs of stakeholder participation, stakeholder empowerment, social support, service experience, and eudaimonic well-being. Additionally, having only examined eudaimonic well-being for mental stimulus services, it would be beneficial to test the authors' framework for other types of services, such as person-processing services that involve concrete actions on the physical stakeholders that may influence hedonic well-being more than eudaimonic well-being. -being.

Furthermore, the author assumes that stakeholder participation and stakeholder empowerment can influence stakeholder interactions with Bappeda, which determines stakeholder service experience, the author does not directly measure the quality of interaction. In addition to interactions between stakeholders and service staff, previous research shows that interactions between stakeholders and interactions between stakeholders and the environment also impact stakeholder values and stakeholder experiences.

In this research, we only examine stakeholder participation as a single factor variable. Where participation can be mandatory, replaceable and voluntary. Compared with mandatory and replaceable participation, the impact of voluntary participation is smaller for services. For this reason, further research can examine various forms of stakeholder participation influence service experience and eudaimonic well-being.

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