Future of Work and Digital Management Journal

Article type:
Original Research

Article history:
Received 09 June 2025
Revised 08 September 2025
Accepted 17 September 2025
Published online 20 October 2025

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How to cite this article:
Rezabeigi, S., Bafandeh, A., & Ali, S. (2025). Identifying Intrinsic and Extrinsic Motivations for Customer Participation in Value Co-Creation in the East Azerbaijan Province Footwear Industry. *Future of Work and Digital Management Journal, 3*(4), 1-22. https://doi.org/10.61838/fwdmj.116

Identifying Intrinsic and Extrinsic Motivations for Customer Participation in Value Co-Creation in the East Azerbaijan Province Footwear Industry

ABSTRACT

Human beings, as complex entities with diverse motivations, are considered the most significant influencing factor in business. Undoubtedly, customers are regarded as valuable assets for organizations. The footwear industry, with its vast base of potential and actual customers, inevitably requires the identification of various customer motivations for participating in value co-creation. Two key challenges currently facing the footwear industry in the customer domain are: (1) What are the motivations driving customers to participate in value co-creation? and (2) How can these motivations be categorized into intrinsic and extrinsic types? Accordingly, footwear industry stakeholders can achieve greater sustainability in the market by considering these motivations. The footwear industry in East Azerbaijan Province, known as the footwear capital of Iran, serves as a comprehensive and representative example of the country's footwear sector. Therefore, the overall aim of this study is to present a model of customer participation motivations in value co-creation within the footwear industry of East Azerbaijan Province. Given the stated issues, this study employed an applied-developmental approach using a mixed-method (qualitative–quantitative) design. In the qualitative section, the multi-grounded theory method—combining meta-synthesis and grounded theory—was utilized. First, the literature on customer participation in value co-creation from 2000 to 2024 was reviewed, and subsequently, interviews were conducted with 10 footwear industry experts. Data analysis was carried out using open, axial, and selective coding following the Anselm Strauss and Juliet Corbin approach. In the quantitative section, the validity of the model was confirmed through structural equation modeling. The motivations for customer participation in value co-creation in the footwear industry were divided into two categories: intrinsic and extrinsic motivations. All identified motivations were found to be significant at the 95% confidence level. Eight factors were identified as intrinsic motivations and fourteen factors as extrinsic motivations. Among them, cost management, individual characteristics, and customer knowledge were among the most important intrinsic motivations, while value chain management, performance-based management, and organizational communication were among the most important extrinsic motivations.

Keywords: Customer participation, value co-creation, participation motivations, intrinsic motivations, extrinsic motivations

Introduction

In contemporary management research, value co-creation has emerged as a pivotal paradigm that reshapes the traditional boundaries between firms and customers, emphasizing collaborative engagement in generating value. This paradigm departs from the conventional view that firms are the sole creators of value and instead recognizes customers as active partners in value generation processes across different stages of product and service delivery [1]. The growing complexity of markets and the increasing empowerment of consumers through digitalization have accelerated the adoption of co-creation strategies in various industries. Within this context, understanding the motivations that drive customer participation in co-creation

activities has become crucial, as these motivations directly influence the depth, quality, and sustainability of co-creative interactions [2].

Customer motivation for co-creation is multifaceted, encompassing intrinsic drivers such as personal enjoyment, learning, and identity expression, as well as extrinsic drivers like monetary rewards, social recognition, and access to exclusive benefits [3]. Intrinsic motivations are often associated with self-determination and autonomy, which stimulate proactive engagement and innovation from customers, while extrinsic motivations can trigger participation by offering tangible or symbolic rewards [4]. In emerging markets, where consumer-brand relationships are evolving rapidly, motivations to engage in brand value co-creation are deeply intertwined with the desire for social status and cultural signaling, reflecting the aspirational nature of consumption [5]. Furthermore, the expansion of digital and social media platforms has provided customers with unprecedented avenues to express their creativity, contribute to product development, and influence brand narratives [6].

The theoretical and empirical landscape of co-creation emphasizes that customer participation is not only a behavioral act but also a psychologically driven process influenced by contextual factors. For instance, personality traits and perceived trust significantly shape participation behaviors in online co-creation platforms, as users with high openness and conscientiousness are more inclined to engage in collaborative tasks when trust mechanisms are in place [7]. Similarly, emotional and social values embedded in customer-brand relationships play a critical role in reinforcing brand trust and shaping subsequent behavioral outcomes [8]. When customers perceive strong emotional attachment and social identification with a brand, they are more likely to dedicate time and effort to collaborative initiatives, thereby enhancing co-created value.

Research also underscores the role of knowledge-sharing motivations as central to co-creation behavior. Customers who perceive that their knowledge will be valued and utilized effectively are more willing to contribute ideas, feedback, and expertise, which can enhance the innovation potential of organizations [2]. Knowledge sharing not only enhances the quality of the co-created output but also strengthens customers' sense of psychological ownership and commitment to the organization's success [9]. Online co-creation environments in particular foster such behaviors by offering recognition, feedback loops, and participatory climates that align with customers' personal and social needs [10]. This convergence of psychological fulfillment and instrumental benefits creates a reinforcing cycle that sustains customer engagement over time.

Co-creation has also been identified as a key strategic lever for brand differentiation and customer citizenship behavior. Active participation in co-creation fosters deeper consumer engagement and can transform customers into brand advocates, thereby extending brand influence through word-of-mouth and social media interactions [11]. The literature suggests that when customers perceive their contributions as meaningful, they exhibit stronger organizational citizenship behaviors—such as defending the brand, helping other consumers, and promoting the brand voluntarily [12]. In this way, co-creation acts as a bridge between consumer engagement and the development of brand communities, where shared value creation strengthens collective identity and loyalty [13].

A growing body of research also links co-creation to innovation outcomes, particularly in the development of new products and services. By integrating customer input early in the product development process, firms can reduce the risks of market failure and enhance product-market fit [14]. Customers' lived experiences and tacit knowledge offer unique perspectives that internal design teams may overlook, thereby enabling the generation of novel ideas and the refinement of concepts [15]. However, sustaining motivation throughout the innovation lifecycle requires careful orchestration, as customers' enthusiasm often diminishes if they do not perceive progress or recognition of their contributions [15]. Gamification elements such as

narratives, rewards, and competitive challenges have been shown to sustain customer motivation and enhance engagement in co-creation initiatives [16, 17].

Contextual factors also play a pivotal role in co-creation. In rural contexts, for example, co-creation has been identified as a catalyst for local development, particularly through the collaborative development of local food products that integrate community knowledge and cultural heritage [18]. Similarly, co-creation based on rhetorical history has enabled the revitalization of tradition-bound products by engaging consumers emotionally with heritage narratives [19]. These findings suggest that co-creation transcends transactional exchanges and functions as a socio-cultural mechanism for value generation that strengthens the socio-economic fabric of communities. In tourism and destination branding, co-creation via social media has also emerged as a powerful mechanism for enhancing perceived destination value and influencing traveler decision-making [20].

The digital transformation of markets has further amplified co-creation's significance, as technological advancements enable new forms of human–non-human interaction that shape consumers' value perceptions. The use of artificial intelligence tools in customer service contexts has, for instance, reshaped how consumers co-create value by automating routine interactions and allowing human actors to focus on high-value relational tasks [21]. Such technological mediation can enrich customers' experiences while reducing information asymmetry, thereby increasing trust and satisfaction [22]. In the realm of mobile banking and fintech, co-creation has been shown to influence adoption intentions by fostering perceptions of control, personalization, and shared value [23]. These technological advancements expand the scope of co-creation from purely interpersonal interactions to hybrid digital ecosystems where consumers, firms, and intelligent systems collaboratively generate value.

Moreover, customer values are recognized as essential antecedents that influence motivation to participate in co-creation activities. Customers whose personal values align with a brand's values are more likely to perceive co-creation as meaningful and to invest cognitive and emotional resources in such activities [24]. This alignment enhances satisfaction and loyalty while also contributing to long-term brand equity [5]. Emotional gratifications, hedonic experiences, and social interactions on social media platforms further reinforce these processes, as different platforms serve distinct motivational gratifications for consumers [25]. The "uses and gratifications" perspective thus explains how customers choose specific co-creation platforms based on the anticipated benefits that satisfy their personal needs.

Importantly, the motivations driving co-creation evolve over time, following a trajectory from recruitment to retention and completion. Early engagement may be driven by curiosity or rewards, but sustaining participation requires building psychological attachment, recognition, and a sense of accomplishment [15]. Emotional design and gamified experiences have been found to facilitate this transition, enhancing the long-term sustainability of co-creation communities [16]. Furthermore, the motivations to co-create are not static; they shift as customers' experiences, perceived competence, and self-efficacy develop over time [3]. This underscores the need for dynamic and adaptive strategies that accommodate the evolving motivational landscape of customers engaged in co-creation processes.

Despite the growing interest in co-creation, challenges persist in motivating diverse customer segments, particularly in cross-cultural contexts. Cultural norms influence how consumers interpret their roles in co-creation, with collectivist cultures showing higher tendencies toward collaborative value creation and individualist cultures favoring autonomy-driven participation [2]. These cultural nuances also influence consumers' expectations of reciprocity, recognition, and trust within

co-creation environments [9]. Therefore, understanding cultural and contextual contingencies is vital for designing effective co-creation strategies that resonate with heterogeneous customer groups.

In sum, the literature highlights that customer participation in value co-creation is shaped by a complex interplay of intrinsic and extrinsic motivations, psychological needs, technological affordances, cultural norms, and contextual factors. This underscores the necessity of developing a comprehensive model that integrates these determinants to explain and predict customer participation in co-creation. The present study addresses this gap by proposing and empirically validating a model of customer participation motivations in value co-creation within the East Azerbaijan Province footwear industry. By categorizing motivational factors into intrinsic and extrinsic dimensions and testing their effects through structural equation modeling, this study contributes to a nuanced understanding of how diverse motivational drivers collectively shape customers' willingness to co-create value. This approach not only enriches theoretical insights into the co-creation phenomenon but also offers actionable guidance for practitioners seeking to design more effective and sustainable co-creation strategies.

Methodology

This study is classified as applied and developmental in nature and was conducted using a mixed-method (qualitative–quantitative) approach. In the qualitative phase, the multi-grounded theory method—an integration of meta-synthesis and grounded theory—was employed. Accordingly, in the first step, the literature on customer participation in value co-creation from 2000 to 2024 was reviewed, and in the next step, interviews were conducted with 10 experts in the East Azerbaijan Province footwear industry. Data analysis was carried out through open, axial, and selective coding using the Anselm Strauss and Juliet Corbin approach. In the quantitative phase, the validity of the model was confirmed using structural equation modeling.

The statistical population of the quantitative phase consisted of loyal customers (those with more than three years of purchase history) in the footwear industry of East Azerbaijan Province. For data collection in the quantitative phase, field methods were used, specifically the distribution of questionnaires among loyal customers of this industry in East Azerbaijan Province. For collecting qualitative data, interviews and the library (documentary) method were used.

Findings and Results

Extracting preliminary concepts is the first stage of the meta-synthesis method. In this stage, articles are first searched, and their titles are initially used as the selection criterion. Next, the abstracts are reviewed, and unrelated articles are excluded. Afterward, the content of the articles is examined, and finally, the appropriate and relevant articles are selected. The frequency and repetition of each concept are presented in Table 1.

Table 1

Frequency of Each Concept

No.	Preliminary Concepts	Frequency
1	Personal concern	1
2	External reward	1
3	Agent knowledge	1
4	Service realization	2
5	Trust	3
6	Place	1
7	Market innovation	1
8	Direct costs	2
9	Indirect costs	2
10	Marketing performance	1
11	Goal satisfaction	1
12	Outcome satisfaction	1
13	Attribute satisfaction	1
14	Features of the final service or product	1
15	Features of relationships with customers and partners	2
16	Quality characteristics of the final product or service	1
17	Production characteristics of the final product/service	1
18	Customer dependency	2
19	Supplier dependency	1
20	Sales and marketing effectiveness	1
21	Innovation in existing service or product	2
22	Price of service or product	1
23	Price of other services	1
24	Research and development activities	1
25	Delivery characteristics	1
26	Service level-related characteristics	1
27	Information sharing	1
28	Coordination	1
29	Perceived justice	1
30	Communication with management capability	1
31	Collaborative networks	1
32	Customer relationship characteristics	1
33	Understanding of customer business environment and competition	1
34	Brand	1
35	Company satisfaction	5
36	System satisfaction	2
37	Hedonic value	3
38	Economic value	4
39	Employee satisfaction	1
40	Financial performance	1
41	Relational value	4
42	Income level	1
43	Extent of product use	1
44	Network size	1
45	Functional value	2
46	Emotional value	1
47	Company size	1
48	Responsiveness	2
49	Employee job performance	1
50	Use of technology	1
51	Strategic cooperation	1
52	Strategic importance	2
53	Independence	2
54	Competence	1
55	Intrinsic motivation	1
56	Enthusiasm	1
57	Social interactions	1
58	Customer-oriented selling	1
59	Commitment	1
60	Social value	1

61	Mental memories	1
62	Privacy	1
63	Safety	1
64	Purchase experience	1
65	Brand performance	1
66	Degree of participation in production	1
67	Social status	1
68	Psychological benefits	1
69	Perceived value for value co-creation	1
70	Product quality	1
71	Delivery performance	1
72	General organizational competence	1
73	Network competence	1
74	Supply chain competence	1
75	Process innovation	2
76	Product innovation	3
77	Opportunity to participate in production	1
78	Customer loyalty	1
79	Excitement	1
80	Shared values	1
81	Service recovery	1
82	Non-deception	1
83	Age	2
84	Repeat purchase	2
85	Customer knowledge exchange	2
86	Brand satisfaction	1
87	Expected benefits	1
88	Repurchase intention	1
89	Personality traits	1
90	Personal interaction	4
91	Customer activities with the service provider	1
92	Role clarity	2
93	Production participation capability	4
94	Willingness to participate in production	1
95	Production process efficiency	2
96	Customer challenges	1
97	Learning	1
98	Social development	1
99	Individual development	1
100	Product content	1

In the above table, duplicate preliminary concepts were removed, and the terminology of each concept was unified with its similar concepts; then, the number of their occurrences in the conducted search was shown. For example, it can be observed that some concepts appeared more than once, while others were repeated only once in the studies. Accordingly, the preliminary concepts from the meta-synthesis reached a total of 100 items after removing duplicates. In the next stage, the analysis of the interviews is presented.

The data analysis procedure in this study includes open, axial, and selective coding. Since this research used the multi-grounded theory method, the conducted interviews were also based on the data extracted from the meta-synthesis stage. In fact, a type of semi-structured interview was used, and the interview questions were derived from the concepts of the meta-synthesis stage.

The statistical population included professors familiar with participation motivations in the footwear industry, researchers experienced in the field of footwear manufacturing companies, managers, deputies, and expert specialists of the footwear industry, as well as informed individuals in this industry.

To conduct interviews with experts in the grounded theory method, 10 interviews were carried out until reaching theoretical saturation, and the samples were selected using the snowball sampling method. In this method, future sample members are selected through previous members, and the sample grows larger like a snowball. For example, in this qualitative study using interviews, participants were asked if they could recommend someone else for an interview, and in this way the sample became larger and larger. This sampling began with an initial number of individuals, who were then asked to introduce others whom they considered suitable for the study.

The concepts and categories extracted from the interviews, inspired by the meta-synthesis stage, are presented in Table 2.

Table 2

Concepts Extracted from the Conducted Interviews

Interviewee No.	Frequency	Concepts
P6-P7-P10-P1-P2-P3	6	Personality traits
P1-P2-P3-P4-P5-P6-P7-P8-P9-P10	10	Customer relationship management
P1-P2-P4-P5-P6-P10-P3-P4	8	Product content
P1-P2-P3-P4-P5-P6-P7	7	Company satisfaction
P1-P2-P3-P4-P5-P6-P7-P8-P9-P10	10	Mental memories
P1-P2-P3-P4-P5-P6-P7-P8-P9-P10	10	Income level
P1-P2-P3-P4-P5-P6	6	Communication with management capability
P1-P2-P3-P4-P5-P6-P7-P8-P9-P10	10	Degree of participation in production
P1-P2-P3-P4-P5-P6	6	Company responsiveness
P1-P2-P3-P4-P5-P6	6	Privacy
P1-P2-P3-P4-P5	5	Research and development activities
P1-P2-P4-P5-P6-P10-P3-P4	8	Willingness to participate in production
P1-P2-P3-P4-P5-P6-P7	7	Income level
P1-P2-P3-P4-P5	5	Brand satisfaction
P1-P2-P4-P5-P6-P10-P3-P4	8	Expected benefits
P1-P2-P3-P4-P5-P6-P7	7	Repurchase intention
P1-P2-P4-P5-P6-P10-P3-P4	8	Social status
P1-P2-P3-P4-P5-P6-P7	7	Psychological benefits
P8-P9-P10-P1	4	Employee satisfaction
P1-P2-P3	3	Learning
P1-P2-P4-P5	4	Hedonic value

As shown in Table 2, all the items from the interview stage overlap with the meta-synthesis stage, except for “customer relationship management,” which had the highest frequency in the interviews and is presented in the coding stages and the final model. Open coding can now be performed. Moreover, considering the frequency and level of importance of “customer relationship management,” this factor alone was considered an open code.

The open coding stage is the first stage of the grounded theory method, in which after identifying the preliminary concepts, they are placed under broader concepts called open codes, and thus the indicators of the model are formed. In open coding, the collected qualitative data are broken down to shape categories. In this stage, by analyzing data collected from interviews, observations, field notes, and technical memos (from field operations), the main and subcategories are extracted. In this section, open coding has been carried out, and the results are presented in Table 3.

Table 3

Open Coding

No.	Open Codes	Preliminary Concepts
1	Product features	Attribute satisfaction
		Features of the final service or product
		Quality characteristics of the final product or service
		Production characteristics of the final product/service
		Functional value
		Product quality
		Product content
2	Result orientation	Outcome satisfaction
3	Goal orientation	Goal satisfaction
4	Geographic location	Place
5	Cost optimization	Direct costs
		Indirect costs
6	Market orientation	Market innovation
		Marketing performance
		Sales and marketing effectiveness
7	Building trust	Trust
8	Service focus	Service realization
		Price of other services
		Service level-related characteristics
		Service recovery
		Innovation in existing service or product
9	Personal affairs	Personal concern
10	Receiving rewards	External reward
11	Need for knowledge	Agent knowledge
		Information sharing
		Customer knowledge exchange
		Learning
12	Benefits and advantages	Economic value
		Income level
		Expected benefits
13	Human resources	Employee satisfaction
		Employee job performance
14	Financial affairs	Financial performance
15	Customer orientation	Customer-oriented selling
16	Production/service process	Process innovation
		Production process efficiency
17	Growth and development	Social development
		Individual development
18	Barriers and challenges	Customer challenges
19	Focus on technology	Use of technology
20	Social perspective	Social interactions
		Social value
		Social status
21	Individual psychology	Psychological benefits
22	Service/product delivery	Delivery performance
23	Network approach	Network competence
24	Personal characteristics	Emotional value
		Independence
		Enthusiasm
		Age
		Personality traits
25	Provider company characteristics	Company size
26	Brand satisfaction	Brand
		Company satisfaction
		Brand performance
27	Customer relationship management	Features of relationships with customers and partners
		Communication with management capability
		Customer relationship characteristics
		Relational value
28	Research and development	Research and development activities

29	Customer belongingness	Customer dependency
		Supplier dependency
		Customer loyalty
30	Value orientation	Shared values
		Perceived value for value co-creation
		Price of service or product
31	Service/product delivery	Delivery characteristics
32	System approach	System satisfaction
33	Organizational perspective	General organizational competence
		Competence
34	Fairness and justice	Perceived justice
		Non-deception
35	Inner drives	Hedonic value
		Intrinsic motivation
		Mental memories
		Excitement
36	Strategic approach	Strategic importance
37	Chain performance	Coordination
		Collaborative networks
		Network size
		Responsiveness
		Strategic cooperation
		Supply chain competence
38	Individual interactions	Repeat purchase
		Repurchase intention
		Customer activities with the service provider
		Personal interaction
		Role clarity
		Commitment
		Purchase experience
		Extent of product use
39	Business environment	Understanding of customer business environment and competition
40	Participation in production	Degree of participation in production
		Opportunity to participate in production
		Willingness to participate in production
		Production participation capability
41	Security	Privacy
		Safety

As can be seen, the preliminary concepts are placed under open codes, resulting in the formation of 39 open codes. In the next stage, these codes are grouped under broader categories called axial codes, which will form the components of the model. This axial coding has been performed in the next step.

In this section, axial coding is implemented. The purpose of axial coding is to create relationships among the categories generated in the open coding stage. This procedure is typically performed based on the paradigm model and helps the theorist to carry out theorizing more easily. The basis of linkage in axial coding is the elaboration and expansion of one category.

In axial coding, open codes are grouped under broader codes called axial codes, which leads to the formation of the model's components. The model's components determine the model's strategies, which are divided into three tiers—tactical, intermediate, and strategic—and are introduced in the model design section. In Table 4, axial coding has been carried out by placing open codes under axial codes.

Table 4

Axial Coding

No.	Axial Codes	Open Codes
1	Technology-based approach	Focus on technology
2	Service-oriented approach	Focus on service
3		Service or product delivery
4	Customer knowledge	Need for knowledge
5	Inter-component collaboration	Network approach
6	Firm characteristics	Provider company characteristics
7		Geographic location
8		Goal orientation
9	Branding development	Brand satisfaction
10	Innovation-based approach	Research and development
11	Value chain management	Value orientation
12	Organizing	System approach
13		Organizational perspective
14		Barriers and challenges
15	Strategic management	Strategic approach
16	Business management	Business environment
17	Performance-based management	Chain performance
18	Organizational communications	Individual interactions
19		Social perspective
20	Organizational justice	Fairness and justice
21		Security
22	Product management	Product features
23	Individual characteristics	Individual psychology
24		Personal affairs
25		Growth and development
26		Personal characteristics
27		Inner drives
28	Financial benefits	Receiving rewards
29		Benefits and advantages
30		Financial affairs
31		Result orientation
32	Cost management	Cost optimization
33	Human resource management	Human resources
34	Market management	Market orientation
35	Customer-based management	Customer orientation
36		Customer relationship management
37		Customer belongingness
38	Production process	Production/service process
39		Participation in production

As observed, 39 open codes were placed under broader components, ultimately resulting in 22 components. In the next step, these components must be positioned under the model's dimensions (i.e., participation motivations) in the selective coding stage, where this is carried out.

Selective coding is the process of choosing the core category, systematically relating it to other categories, validating these relationships, and completing categories that require further refinement and development. Based on the results of open and axial coding, selective coding constitutes the principal stage of theorizing. In this way, the core category is systematically linked to other categories, those relationships are presented within a narrative framework, and the categories needing improvement and further development are refined.

In this section, the third stage of the grounded theory method is implemented. Here, the selective axial codes—or components extracted from the previous stage—are subsumed under broader dimensions called selective codes, and the final model is formed. This is presented in Table 5.

Table 5

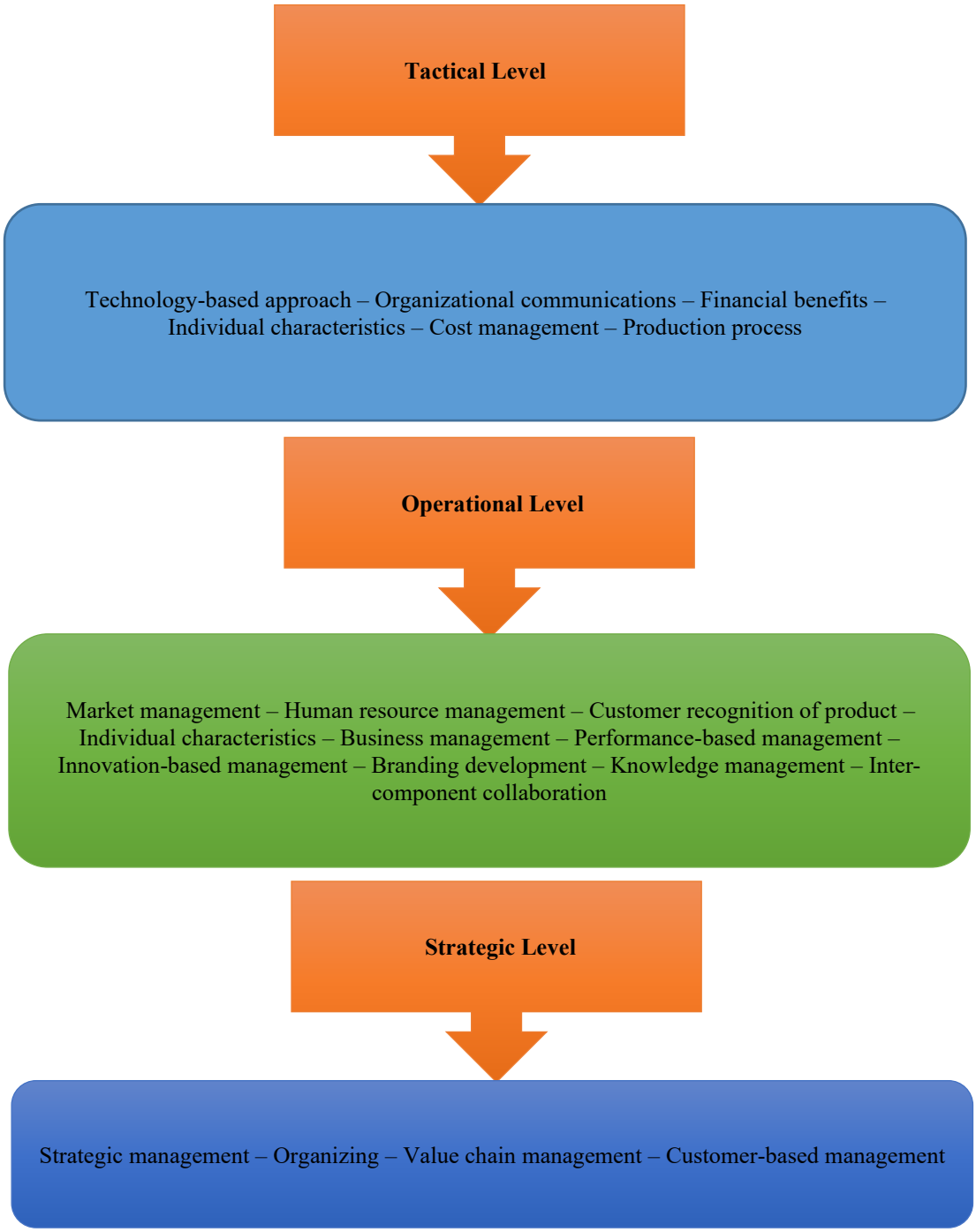
Selective Coding

Selective Coding (Dimensions)	Axial Codes
Technology-based participation motivations	Technology-based approach
	Innovation-based approach
Knowledge-based participation motivations	Customer knowledge
Product-based participation motivations	Customer recognition of product
	Production process
Individual-based participation motivations	Individual characteristics
Profit-based participation motivations	Financial benefits
	Cost management
Organization-based participation motivations	Organizing
	Performance-based management
	Organizational communications
	Organizational justice
	Firm characteristics
	Service-oriented approach
Market-based participation motivations	Market management
	Branding development
	Inter-component collaboration
Management-based participation motivations	Strategic management
	Business management
	Human resource management
	Customer-based management
	Value chain management

As can be seen, eight selective codes were derived from the 22 components extracted in the axial coding stage. Before designing the model, the model strategies must first be articulated. Based on the following model—which includes the study components—these strategies have been developed at three levels: tactical, operational, and strategic.

Figure 1

Model Strategies



In this section, the model strategies are derived from the extracted components. As shown, six strategies were developed at the tactical level (the lowest tier), whereas this number increases to twelve strategies at the operational level. At the strategic level (the highest tier of the model), four strategies were developed. Subsequently, the final model of the present study—which comprises causal conditions, consequences, contextual conditions, and intervening factors—is presented according to the dimensions and components. In other words, the dimensions appear at the top, and the components are referenced beneath them. This model is presented in Figure 2.

Figure 2

Conceptual Model of the Study

Subsequently, the researcher-developed questionnaire was distributed among more than 200 customers, and finally, model validation was performed using statistical techniques and AMOS software. Considering the number of returned questionnaires, which was 249, the sample size was also 249.

It is important to note that, since the present study seeks to determine the effect of intrinsic and extrinsic factors and therefore to classify the components into these two groups, the model validation and assessment of the effects of intrinsic and extrinsic factors are carried out in this section using the structural equation modeling (SEM) approach. Table 6 presents the intrinsic motivations identified.

Table 6

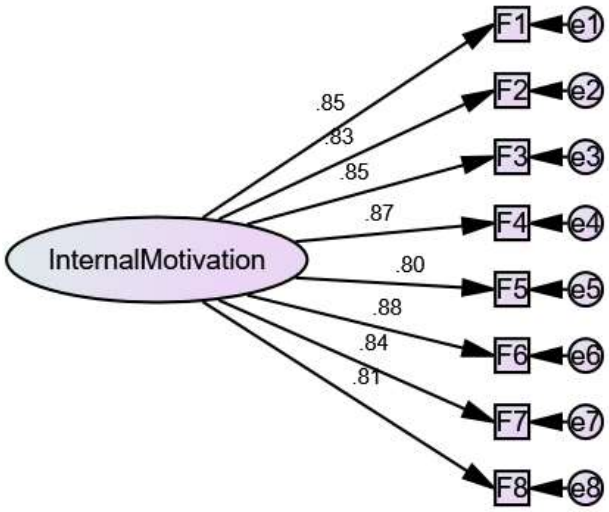
Intrinsic Motivations

No.	Intrinsic Motivations	Symbol
1	Individual characteristics	F1
2	Financial benefits	F2
3	Cost management	F3
4	Technology-based approach	F4
5	Innovation-based approach	F5
6	Customer knowledge	F6
7	Customer recognition of product	F7
8	Production process	F8

Out of the 22 components in the present study, 8 were classified as intrinsic components or motivations. The model validation and assessment of the effect of each component are presented below. For this purpose, a structural equation model was extracted using the eight components above, which is depicted in Figure 3.

Figure 3

Structural Equation Model of Intrinsic Motivations



By implementing the structural equation model of intrinsic motivations, it is possible to evaluate both the significance of the factors and their effects. This analysis was performed using regression coefficients and t-tests, as shown in the following tables.

Table 7

Unstandardized Coefficients of the Intrinsic Motivation Model

Symbol	Coefficient	Standard Error	Significance Level
F1	1.000		
F2	.954	.057	***
F3	1.013	.058	***
F4	1.039	.058	***
F5	.954	.061	***
F6	1.036	.056	***
F7	.967	.057	***
F8	.923	.058	***

Table 7 presents the unstandardized coefficients of the intrinsic motivation model; however, the main criterion is the standardized coefficients, which are presented as regression coefficients and significance levels. The results are shown in the following tables.

Table 8

Regression Coefficients of Intrinsic Motivations

Symbol	Regression Coefficient
F1	.853
F2	.827
F3	.855
F4	.866
F5	.797
F6	.876
F7	.838
F8	.809

As seen, the variables have high effect coefficients, ranging from 0.79 to 0.855, indicating a strong level of influence. Therefore, it can be stated that intrinsic factors show a high level of effect. The significance level of these eight factors is then assessed.

Table 9

Significance Levels of Intrinsic Motivations

Symbol	t-Statistic	Standard Error	P
F1	3.371	.075	***
F2	3.331	.073	***
F3	3.476	.076	***
F4	3.403	.076	***
F5	3.327	.076	***
F6	3.496	.075	***
F7	3.552	.074	***
F8	3.452	.073	***

Based on Table 9, the significance level for all eight variables is less than 0.05 and close to zero at the 95% confidence level; therefore, it can be concluded that all eight intrinsic factors are considered significant and influential in the intrinsic motivation model. Moreover, the t-statistics for all variables are above the threshold of 1.96, indicating their significance according to the t-statistic.

After assessing the effects of the intrinsic factors or motivations, the extrinsic motivations are examined. As noted, 8 variables were considered intrinsic and 14 as extrinsic factors, which are presented in Table 10.

Table 10

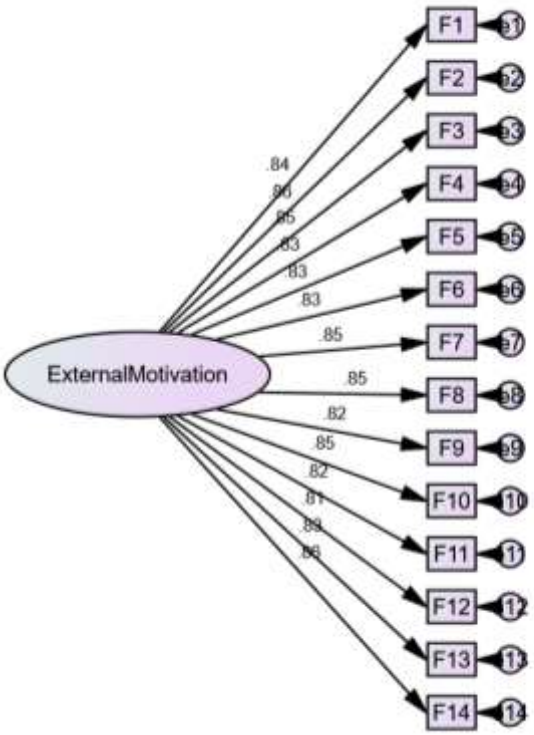
Extrinsic Motivations

No.	Extrinsic Motivations	Symbol
1	Organizing	F1
2	Performance-based management	F2
3	Organizational communications	F3
4	Organizational justice	F4
5	Firm characteristics	F5
6	Service-oriented approach	F6
7	Market management	F7
8	Branding development	F8
9	Inter-component collaboration	F9
10	Strategic management	F10
11	Business management	F11
12	Human resource management	F12
13	Customer-based management	F13
14	Value chain management	F14

As shown in Table 10, fourteen extrinsic factors are listed, and their model is implemented as shown in Figure 4.

Figure 4

Structural Equation Model of Extrinsic Motivations



By implementing the structural equation model of extrinsic motivations, results can be obtained regarding the significance of the factors, which are presented in the following tables.

Table 11

Unstandardized Coefficients of the Extrinsic Motivation Model

Symbol	Coefficient	Standard Error	Significance Level
F1	1.000		
F2	1.068	.061	***
F3	1.028	.060	***
F4	.912	.055	***
F5	1.013	.061	***
F6	.995	.061	***
F7	.953	.056	***
F8	1.001	.059	***
F9	.934	.058	***
F10	1.009	.059	***
F11	1.066	.066	***
F12	.953	.060	***
F13	.989	.059	***
F14	.984	.056	***

Table 12

Regression Coefficients of Extrinsic Motivations

Symbol	Regression Coefficient
F1	.838
F2	.861
F3	.850
F4	.833
F5	.829
F6	.828
F7	.846
F8	.848
F9	.817
F10	.847
F11	.821
F12	.808
F13	.833
F14	.863

As seen, all fourteen extrinsic variables have coefficients above 0.8, indicating their high level of influence. The significance levels of the extrinsic factors are then examined.

Table 13

Significance Levels of Extrinsic Motivations

Symbol	t-Statistic	Standard Error	Significance Level
F1	3.399	.077	***
F2	3.310	.080	***
F3	3.282	.078	***
F4	3.492	.071	***
F5	3.270	.079	***
F6	3.440	.078	***
F7	3.552	.073	***
F8	3.415	.076	***
F9	3.319	.074	***
F10	3.351	.077	***
F11	3.306	.084	***
F12	3.448	.076	***
F13	3.492	.077	***
F14	3.597	.074	***

Based on Table 13, it can be observed that all 14 factors are significant at the 95% confidence level because their p-values are below 0.05 and close to zero, and their t-statistics are above the 1.96 threshold. Therefore, the influence of these factors can be confirmed as extrinsic motivations.

Discussion and Conclusion

The findings of the present study revealed a comprehensive set of motivational factors that drive customer participation in value co-creation within the East Azerbaijan Province footwear industry, which were classified into eight intrinsic motivations and fourteen extrinsic motivations. The intrinsic motivations included individual characteristics, financial benefits, cost management, technology-based approach, innovation-based approach, customer knowledge, customer recognition of products, and production process. The extrinsic motivations encompassed organizing, performance-based management, organizational communications, organizational justice, firm characteristics, service-oriented approach, market management, branding development, inter-component collaboration, strategic management, business management, human resource management, customer-based management, and value chain management. The structural equation modeling results showed that all identified factors were statistically significant, with standardized regression weights above 0.79 for intrinsic and above 0.80 for extrinsic factors, indicating strong predictive effects. These results substantiate the theoretical proposition that customer engagement in co-creation is driven by a complex constellation of internal and external motivational forces [1, 3].

The prominence of individual characteristics, such as personal initiative, creativity, and openness to experience, aligns with existing research emphasizing the role of psychological traits in fostering active engagement in co-creation contexts [7]. Individuals high in conscientiousness and openness are often more willing to contribute effort and time to collaborative activities, especially when they perceive their input as valuable. This result is also supported by evidence that customers' self-determined motivation enhances their sense of ownership and responsibility for co-created outcomes, leading to greater persistence in participatory behaviors [3]. Furthermore, financial benefits and cost management emerged as significant intrinsic motivators, demonstrating that even when intrinsic drives are present, customers still consider economic rationality in their decisions to engage. This dual influence is consistent with the findings of [4], who observed that in emerging markets, economic considerations often intertwine with social and psychological motives, especially in brand co-creation settings where consumers evaluate perceived return on their time and effort investment.

Technological and innovation-based approaches also showed strong effects on participation, highlighting the transformative role of digital platforms and innovative tools in enabling and sustaining co-creation behaviors. This supports the argument that technology serves as both an enabler and motivator by reducing barriers to participation and offering novel experiences that maintain customer interest [21]. Technological affordances enhance interaction quality and convenience, which increases customers' perceived competence and autonomy—key psychological needs that underpin self-determined motivation [9]. Similarly, innovation-based approaches give customers opportunities to contribute original ideas, reinforcing their sense of influence and importance in the value creation process, which in turn strengthens their engagement [14, 15]. These findings illustrate that when firms provide technological tools and innovative mechanisms for collaboration, customers are more likely to view co-creation as meaningful and rewarding.

Customer knowledge and customer recognition of products were also validated as central intrinsic motivations. Customers who believe their expertise or product insights are valued by firms tend to engage more actively in co-creation activities, as they derive psychological rewards from being acknowledged as knowledgeable contributors [2]. This aligns with the social exchange perspective, which posits that individuals contribute when they anticipate reciprocal appreciation or recognition from the organization [10]. Moreover, knowledge exchange fosters a sense of psychological ownership and strengthens the relational bonds between customers and firms, thereby amplifying engagement levels [9]. The current findings are in line with [12], who showed that knowledge contributions in online travel communities predicted consumer citizenship behaviors, suggesting that knowledge-based participation not only enriches co-created content but also instills prosocial tendencies among customers.

Regarding extrinsic motivations, organizing, performance-based management, and organizational communications emerged as dominant predictors of participation. These findings underscore the importance of organizational structures and communication systems in shaping customers' perceptions of co-creation opportunities as reliable and well-coordinated. Clear communication and structured participation pathways enhance trust and reduce perceived risks, which are crucial for encouraging customer involvement [22]. Organizational justice also played a significant role, indicating that customers are more inclined to engage when they perceive fairness in how contributions are evaluated and rewarded. This finding resonates with [24], who noted that perceived fairness strengthens the link between personal values and co-creation behavior, as customers expect equitable treatment and transparent processes in collaborative settings.

Firm characteristics, including brand reputation, resource availability, and responsiveness, were also strong extrinsic motivators. These results align with the notion that customers prefer to co-create with firms they perceive as competent, trustworthy, and capable of implementing their input effectively [18]. A service-oriented approach, which reflects the firm's willingness to customize and adapt offerings to customer input, further enhanced participation. Such an approach signals to customers that their contributions will have tangible impacts, which increases their perceived efficacy and satisfaction [13]. Likewise, market management, branding development, and inter-component collaboration were validated as significant drivers, reinforcing the idea that customers are motivated when they see their input as contributing to the brand's growth and market competitiveness [5]. Collaborative initiatives also facilitate social interaction and collective identity-building, which amplify engagement through community belongingness [11].

The inclusion of strategic management, business management, human resource management, customer-based management, and value chain management as strong extrinsic motivators illustrates that customers are sensitive to firms' internal management capabilities. When firms demonstrate strategic coherence and effective coordination across departments, customers perceive co-creation efforts as more credible and impactful, thereby increasing their willingness to invest effort [23]. These results are consistent with [26], who showed that organizational competence and coherence significantly predict brand value co-creation in the banking sector. Additionally, the findings reaffirm that co-creation requires not only customer motivation but also organizational readiness to integrate customer contributions into value chains effectively. Without such readiness, customers may become disillusioned if they perceive their input as undervalued or unused, which undermines motivation [15].

Overall, the results confirm that intrinsic and extrinsic motivations are not mutually exclusive but rather complementary in driving co-creation behaviors. Intrinsic factors spark initial interest by fulfilling psychological needs for autonomy,

competence, and relatedness, while extrinsic factors sustain engagement by offering structural support, recognition, and opportunities for impact [3, 25]. This synergistic interaction explains why all identified factors showed high regression weights: customers engage most deeply when both their internal drives and external contextual conditions are aligned. This echoes the findings of [27], who argued that consumer engagement in live e-commerce value co-creation is maximized when motivational and contextual enablers are jointly activated. By integrating both domains, the present study contributes to a more holistic understanding of co-creation motivation, demonstrating that sustainable participation depends on addressing psychological, economic, organizational, and technological dimensions simultaneously.

Despite its contributions, this study is subject to several limitations. First, the research was conducted within the specific context of the footwear industry in East Azerbaijan Province, which may limit the generalizability of the findings to other industries or geographic regions. The cultural, economic, and market characteristics of this region might shape motivational patterns differently compared to other contexts. Second, the use of self-reported data could have introduced social desirability bias, as respondents may have overstated positive behaviors or attitudes toward co-creation. Third, although the study employed structural equation modeling to validate the proposed model, the cross-sectional design limits the ability to make causal inferences about the relationships among variables. Longitudinal data would be needed to capture how motivations evolve over time as customers gain experience with co-creation. Finally, while the study identified a comprehensive set of intrinsic and extrinsic motivators, it did not account for potential moderating variables such as cultural orientation, perceived risk, or previous co-creation experience, which could influence the strength or direction of the observed relationships.

Future research could address these limitations by expanding the investigation to diverse industries and cultural contexts to assess the universality or context-specificity of the identified motivations. Conducting comparative studies across different regions or sectors could reveal how contextual factors shape motivational structures. Additionally, employing longitudinal designs would allow researchers to track changes in motivation over time and examine how sustained participation influences outcomes such as loyalty, advocacy, and innovation quality. Incorporating moderating and mediating variables, such as trust, cultural values, or perceived risk, could also enrich understanding of the complex mechanisms through which motivations affect co-creation behavior. Future studies might further explore how digitalization trends, including artificial intelligence and gamification, reshape motivational dynamics, as technological affordances may alter the balance between intrinsic and extrinsic drivers. Finally, qualitative research, such as in-depth interviews or ethnographic studies, could provide richer insights into the subjective experiences and meanings customers attach to their co-creation activities.

Practitioners in the footwear industry can leverage these findings to design more effective co-creation initiatives. Firms should develop strategies that simultaneously appeal to customers' intrinsic motivations, such as offering opportunities for creative expression and learning, and to their extrinsic motivations, such as providing clear recognition, rewards, and visible impact of their contributions. Establishing robust organizational structures and communication channels can enhance transparency and trust, which are critical for sustaining engagement. Managers should also invest in technological tools and innovative mechanisms that facilitate seamless and rewarding participation experiences. Moreover, fostering a supportive organizational culture that values customer input and integrates it into decision-making can reinforce customers' sense of partnership. By aligning organizational readiness with customer motivations, firms can cultivate enduring co-creation ecosystems that drive innovation, brand loyalty, and competitive advantage.

Acknowledgments

We would like to express our appreciation and gratitude to all those who cooperated in carrying out this study.

Authors' Contributions

All authors equally contributed to this study.

Declaration of Interest

The authors of this article declared no conflict of interest.

Ethical Considerations

The study protocol adhered to the principles outlined in the Helsinki Declaration, which provides guidelines for ethical research involving human participants. Written consent was obtained from all participants in the study.

Transparency of Data

In accordance with the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

Funding

This research was carried out independently with personal funding and without the financial support of any governmental or private institution or organization.

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