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Digital Behavior in Organizations: Employee–Customer Interaction in Platform Ecosystems

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Abstract : The rapid development of platform-based organizations has transformed how employees and consumers interact within digital ecosystems, making digital behavior a critical factor in organizational performance. This study aims to analyze digital behavior and the interaction between employees and consumers within platform ecosystems and its implications for organizational outcomes. The research adopts a qualitative descriptive approach, utilizing data collected through semi-structured interviews, observations, and document analysis. Data were analyzed using thematic analysis, including data reduction, categorization, and interpretation to identify patterns of digital interaction. The findings indicate that employee digital behavior—such as remote collaboration, algorithmic coordination, and multi-platform engagement—significantly influences consumer experience. At the same time, consumer digital behavior, including engagement, feedback, and value co-creation, shapes service quality and organizational responsiveness. The interaction between employees and consumers is found to be reciprocal and dynamic, mediated by platform governance and digital technologies. Furthermore, effective management of digital interactions enhances organizational performance through improved productivity, customer satisfaction, and innovation. In conclusion, this study highlights that an integrated understanding of digital behavior in platform ecosystems is essential for optimizing employee–consumer interaction and achieving sustainable organizational competitiveness in the digital era.

Keywords : Digital Behavior, Platform Ecosystem, Employee Interaction, Consumer Engagement, Organizational Performance

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1. Introduction

The rapid expansion of digital technologies has fundamentally transformed organizational structures, giving rise to platform-based ecosystems that redefine how value is created, exchanged, and sustained. Unlike traditional linear value chains, platform ecosystems operate through interconnected networks of autonomous actors—including platform owners, employees, complementors, and consumers—who interact dynamically through digital infrastructures. This transformation has led to the emergence of digital behavior as a central element of organizational life, shaping how individuals communicate,

collaborate, and make decisions within technologically mediated environments. Digital behavior in this context is not merely an extension of traditional organizational behavior but represents a new paradigm characterized by algorithmic coordination, real-time interaction, and distributed control. Consequently, understanding digital behavior within platform ecosystems has become essential for organizations seeking to remain competitive in an increasingly digitalized economy (Hein et al., 2019; Gawer, 2021; Tan et al., 2024; Saadatmand et al., 2019).

In platform-based organizations, the role of digital infrastructure extends beyond supporting operations to actively governing interactions among multiple stakeholders. Platforms function as quasi-organizations that coordinate diverse actors—such as developers, service providers, consumers, and advertisers—without relying on traditional hierarchical authority. Instead, coordination is achieved through technological architecture, algorithms, and governance mechanisms embedded within the platform itself. This shift has introduced new forms of digital behavior, particularly in work environments where employees engage in remote, flexible, and multi-platform activities. For instance, in digital labor platforms, workers experience algorithm-driven task allocation, performance evaluation, and income generation, which significantly influence their work behavior and satisfaction. Similarly, complementors contribute to value creation by developing additional products or services within the platform ecosystem, while consumers actively participate through reviews, ratings, and feedback that shape service quality and innovation. These dynamics illustrate how digital behavior emerges as a multidimensional phenomenon involving production, consumption, and coordination processes (Hein et al., 2019; Leong et al., 2023; Saadatmand et al., 2019; Bayilmis & Orhan, 2025; Cruz & Gameiro, 2023).

A critical phenomenon observed in platform ecosystems is the increasing interdependence between employees and consumers, which blurs the boundaries between internal and external organizational roles. In digital environments, employees are not only responsible for delivering services but also act as facilitators of digital experiences, while consumers actively engage in value co-creation through their interactions with the platform. This interconnectedness creates a complex system of multi-actor exchanges, where the behavior of one group directly influences the experiences and outcomes of others. For example, in e-commerce platforms, customer engagement through digital communities, combined with employee service quality and innovation, significantly affects customer acquisition, retention, and overall business performance. Moreover, the quality of the digital ecosystem—including technological tools, data integration, and platform usability—plays a crucial role in shaping both employee satisfaction and customer experience. These findings highlight the importance of viewing digital behavior as a systemic phenomenon that encompasses interactions across organizational boundaries (Fernández-Portillo et al., 2024; Baptista & Nunes, 2025; Ho et al., 2020).

Despite the growing importance of digital behavior in platform ecosystems, organizations face significant challenges in managing these complex interactions. One of the primary issues is the imbalance of power within platform ecosystems, where value capture is often centralized by platform owners, leading to dissatisfaction among workers and other ecosystem participants. This imbalance can create tensions and conflicts that undermine collaboration and long-term sustainability. Additionally, the coordination of multiple autonomous actors with diverse objectives presents significant challenges, requiring new mechanisms of governance that combine technological solutions with institutional rules. The reliance on algorithms for decision-making further complicates these interactions, as it introduces issues related to transparency, fairness, and accountability. Furthermore, concerns about data privacy, digital surveillance, and the social implications of platform work add another layer of complexity to the management of

digital behavior. These challenges underscore the need for a deeper understanding of how digital interactions can be effectively governed in platform-based organizations (Gawer, 2021; Sussan & Acs, 2017; Cruz & Gameiro, 2023; Hein et al., 2019; Leong et al., 2023; Song, 2019).

At the same time, platform ecosystems offer significant opportunities for organizations to enhance collaboration, innovation, and performance. Well-designed digital ecosystems enable real-time coordination across organizational boundaries, reduce transaction costs, and accelerate time-to-market for new products and services. The concept of coopetition—where organizations simultaneously cooperate and compete within the same ecosystem—emerges as a key driver of innovation and value creation. Moreover, the integration of employee experience (EX) and user experience (UX) into platform design allows organizations to create more personalized and intuitive interactions, improving both employee engagement and customer satisfaction. By leveraging digital technologies to manage engagement at an ecosystem level, organizations can foster continuous innovation and build more resilient networks. These opportunities highlight the potential of platform ecosystems to transform not only organizational processes but also the nature of relationships between employees, consumers, and other stakeholders (Sharma et al., 2024; Cozzolino et al., 2021; Baptista & Nunes, 2025; Tan et al., 2024; Benramdane et al., 2024; Morgan-Thomas et al., 2020; Engert et al., 2023).

However, a review of existing literature reveals several research gaps that need to be addressed. First, while previous studies have extensively examined platform ecosystems and digital transformation, there is limited research that specifically focuses on digital behavior as an integrated construct encompassing both employee and consumer interactions. Most studies tend to analyze these actors separately, without considering the dynamic interdependencies that exist within platform ecosystems. Second, existing research often emphasizes technological and structural aspects of platforms but lacks a comprehensive analysis of behavioral dynamics and their implications for organizational performance. Third, there is insufficient empirical exploration of how digital behavior is shaped by the interaction between governance mechanisms, technological infrastructure, and social factors within platform ecosystems. These gaps indicate the need for a more holistic approach that integrates multiple perspectives to better understand digital behavior in organizational contexts (Hein et al., 2019; Gawer, 2021; Fernández-Portillo et al., 2024).

In response to these gaps, this study offers a novel contribution by proposing an integrated perspective on digital behavior within platform ecosystems, emphasizing the interconnected roles of employees and consumers. Unlike prior studies that treat these actors independently, this research highlights the reciprocal relationships between employee behavior and consumer experience, demonstrating how they co-evolve within digital environments. The novelty of this study also lies in its focus on the interplay between technological governance, organizational structures, and behavioral dynamics, providing a more comprehensive understanding of how digital interactions are formed and managed. Furthermore, this study introduces a conceptual framework that links digital behavior with organizational outcomes, offering practical insights for organizations seeking to optimize their platform strategies. By bridging theoretical and practical perspectives, this research contributes to advancing the literature on digital behavior and platform ecosystems.

Based on the identified phenomena, research gaps, and proposed novelty, the primary objective of this study is to analyze the patterns of digital behavior and interactions between employees and consumers within platform ecosystems and their implications for organizational performance. This objective is grounded in the need to understand how digital interactions can be effectively managed to enhance collaboration, innovation, and value creation in digital environments. By addressing this objective, the study aims to

provide a deeper understanding of the behavioral dynamics that underpin platform-based organizations and offer strategic recommendations for managing digital interactions in the era of disruption.

In conclusion, the transformation of organizations into platform-based ecosystems has fundamentally altered the nature of work, interaction, and value creation. Digital behavior emerges as a critical factor that shapes how employees and consumers engage within these ecosystems, influencing both individual experiences and organizational outcomes. While platform ecosystems present significant opportunities for innovation and collaboration, they also introduce complex challenges related to governance, coordination, and social implications. Addressing these challenges requires a comprehensive understanding of digital behavior that integrates technological, organizational, and behavioral perspectives. Therefore, this study seeks to contribute to the growing body of knowledge on digital transformation by providing an in-depth analysis of digital behavior and interaction in platform ecosystems, ultimately supporting the development of more effective and sustainable organizational strategies in the digital era.

2. Literature Review

Digital Behavior in Organizations

Digital behavior refers to the patterns of actions, interactions, and decision-making processes that occur within digitally mediated environments. In organizational contexts, digital behavior emerges as a result of the increasing use of digital platforms, tools, and technologies that shape how employees perform their tasks and communicate with others. Unlike traditional organizational behavior, digital behavior is characterized by real-time interaction, data-driven processes, and algorithmic coordination. Employees are required to adapt to new ways of working, including remote collaboration, multi-platform engagement, and continuous digital communication. These changes highlight that digital behavior is not only influenced by individual competencies but also by the technological infrastructure and governance mechanisms embedded within digital platforms (Hein et al., 2019; Leong et al., 2023; Saadatmand et al., 2019).

Platform Ecosystems and Value Creation

Platform ecosystems represent a shift from linear value chains to interconnected networks of actors who co-create value through digital interactions. These ecosystems consist of platform owners, complementors, employees, and consumers who interact through a shared digital infrastructure. Platforms function as coordinators that facilitate interactions without direct hierarchical control, relying instead on technological architecture and governance rules. In this context, value is created collaboratively, where complementors develop additional services or products, and users contribute through feedback, reviews, and participation. This collaborative process transforms traditional production and consumption roles into a more dynamic and interactive system, emphasizing the importance of managing relationships among multiple stakeholders (Gawer, 2021; Hein et al., 2019; Tan et al., 2024; Saadatmand et al., 2019).

Employee–Consumer Interaction in Digital Environments

In digital platform ecosystems, the interaction between employees and consumers becomes increasingly interconnected and interdependent. Employees play a crucial role in facilitating digital services, while consumers actively engage in shaping service outcomes

through their participation and feedback. This interaction creates a co-creation process where both parties contribute to value generation. For example, in e-commerce platforms, employee service quality combined with customer engagement significantly influences customer satisfaction, retention, and business performance. Additionally, the quality of digital systems, including usability, data integration, and responsiveness, affects both employee experience and customer experience. Therefore, understanding the relationship between employee behavior and consumer interaction is essential for improving organizational performance in digital ecosystems (Fernández-Portillo et al., 2024; Ho et al., 2020; Baptista & Nunes, 2025).

3. Methods

This study adopts a qualitative approach with an exploratory-descriptive design to analyze digital behavior and interaction patterns between employees and consumers within platform ecosystems. This approach is appropriate as it allows for an in-depth understanding of complex, multi-actor interactions mediated by digital technologies. The research focuses on platform-based organizational contexts, including digital labor platforms and e-commerce ecosystems. The data used in this study consist of both primary and secondary data. Primary data are collected through semi-structured interviews with key informants, including platform workers, organizational employees, digital managers, and active consumers, to capture their experiences, perceptions, and interaction patterns within digital environments. In addition, non-participant observations are conducted to examine real-time digital interactions on platforms, such as communication patterns, service delivery processes, and user engagement. Secondary data are obtained through document analysis, including platform policies, user reviews, digital interaction records, and relevant academic literature, to enrich and validate the findings.

The data collection process is conducted using triangulation techniques, combining interviews, observations, and documentation to ensure the validity and reliability of the data. The data are analyzed using thematic analysis, which involves several systematic stages. First, data reduction is performed to select and focus on relevant information related to digital behavior and interaction. Second, the data are organized through data categorization, grouping them into key themes such as employee digital behavior, consumer digital engagement, platform governance, and interaction challenges. Third, theme identification is conducted to uncover patterns and relationships among these categories, particularly how employee and consumer behaviors influence each other within the platform ecosystem. Finally, the findings are interpreted to develop a conceptual understanding of digital interaction dynamics and their implications for organizational performance. To ensure rigor, the study applies data validation techniques, including member checking and cross-source verification, thereby enhancing the credibility and trustworthiness of the research findings.

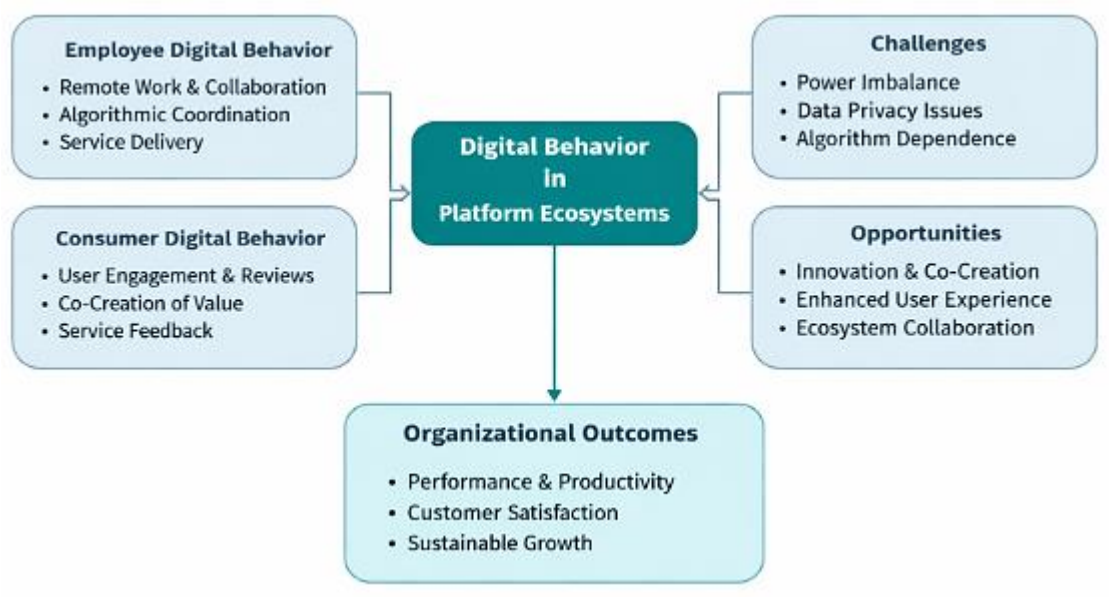

Figure 1. Diagram Conceptual Research

4. Results and Discussion

The findings of this study are summarized in Table 1, which presents key insights into digital behavior and interaction within platform ecosystems, focusing on employee behavior, consumer engagement, platform governance, and organizational outcomes.

Table 1. Summary of Digital Behavior and Interaction in Platform Ecosystems

No	Variable	Indicator	Key Findings	Organizational Implications
1	Employee Digital Behavior	Remote Work & Collaboration	Employees perform tasks through digital platforms and remote coordination	Increases flexibility and operational efficiency
2		Algorithmic Coordination	Work is assigned and evaluated through platform algorithms	Improves speed but reduces autonomy
3		Multi-Platform Engagement	Employees work across multiple platforms simultaneously	Enhances productivity but increases work complexity
4	Consumer Digital Behavior	User Engagement	Consumers actively interact through reviews, ratings, and feedback	Improves service quality and innovation
5		Co-Creation of Value	Consumers contribute to service and product development	Strengthens customer loyalty and value creation
6		Digital Interaction Experience	User experience affects satisfaction and platform usage	Enhances retention and customer satisfaction

7	Platform Governance	Rules & Algorithms	Platforms regulate interactions through digital rules and systems	Ensures coordination but may create control imbalance
8		Data Integration	Data-driven systems support decision-making and interaction management	Improves efficiency and strategic insights
9	Interaction Outcomes	Organizational Performance	Digital interactions improve productivity and service efficiency	Supports business growth and competitiveness
10		Customer Satisfaction	Positive digital experiences increase customer trust and loyalty	Enhances long-term sustainability

The results presented in Table 1 demonstrate that digital behavior and interaction within platform ecosystems significantly influence organizational performance and sustainability. Employee digital behavior, particularly in remote work, algorithmic coordination, and multi-platform engagement, reflects a shift toward more flexible yet technologically dependent work patterns. While these practices improve efficiency and productivity, they also introduce challenges related to autonomy and work complexity.

On the consumer side, digital engagement, value co-creation, and user experience play a crucial role in shaping service quality and organizational success. Consumers are no longer passive recipients but active participants in the value creation process, directly influencing innovation and service improvement. Furthermore, platform governance mechanisms, such as algorithms and data integration systems, serve as key enablers of coordination and decision-making, although they may also create power imbalances among ecosystem actors. Overall, the interaction between employee behavior, consumer engagement, and platform governance forms a dynamic system that drives organizational outcomes. Organizations that effectively manage these interactions are more likely to achieve higher levels of performance, customer satisfaction, and long-term competitiveness in the digital ecosystem.

Discussion

The findings of this study provide a comprehensive understanding of digital behavior within platform ecosystems, particularly in relation to the interaction between employees and consumers and its implications for organizational performance. Based on the results presented in Table 1, it is evident that digital behavior in platform-based organizations is shaped by a complex interplay of technological infrastructure, individual motivations, and governance mechanisms. This aligns with the study's objective, which aims to analyze how employee and consumer interactions in digital ecosystems influence organizational outcomes. The discussion demonstrates that digital behavior is not an isolated phenomenon but a systemic process embedded within socio-technical environments, where human actions are continuously mediated by digital platforms and algorithms.

From the perspective of employee behavior, the findings reveal that digital platforms significantly transform how employees collaborate, communicate, and perform their tasks. The emergence of remote work, algorithmic coordination, and multi-platform

engagement reflects a shift toward more flexible and decentralized work structures. These findings are consistent with previous research indicating that employee participation in digital platforms is influenced by positive attitudes toward technology, organizational norms related to knowledge sharing, and social positioning within digital networks. Employees who actively engage in digital collaboration platforms tend to demonstrate higher levels of knowledge exchange and productivity. Furthermore, the role of internal and external social media platforms in shaping employee engagement is critical, as these platforms enable employees to express themselves, build relationships, and enhance their professional identity. Factors such as technical features, individual characteristics, managerial support, and intrinsic motivations—such as enjoyment and self-enhancement—play a significant role in encouraging employee participation in digital environments (Monti et al., 2024; Lin et al., 2025; Lee, 2020).

In addition, the findings highlight the importance of employee advocacy and digital leadership in shaping digital behavior within organizations. Employee advocacy platforms are designed to reduce feelings of isolation and increase connectedness, particularly in remote work environments. These platforms foster digital citizenship behaviors, where employees actively promote organizational values and contribute to positive organizational image. At the same time, digital leadership plays a crucial role in empowering employees and encouraging "employee voice," particularly in preventing risks and addressing organizational challenges. Leaders who adopt a digital-oriented approach are better able to facilitate open communication, enhance engagement, and support employee participation in digital interactions. This reinforces the idea that digital behavior is not solely determined by technology but is also influenced by leadership styles and organizational culture, which shape how employees interact within digital ecosystems (Kumar & Shirish, 2025; Yang et al., 2024).

On the consumer side, the findings demonstrate that digital behavior is characterized by active engagement, co-creation of value, and continuous interaction with digital platforms. Consumers are no longer passive recipients of products and services but active participants who influence service quality, innovation, and organizational reputation. The role of digital communities and social media platforms is particularly significant, as they provide spaces for consumers to interact, share experiences, and contribute to brand narratives. This aligns with the concept of consumer engagement as a socio-technical phenomenon, where interactions are shaped by both human behavior and technological features such as interface design and digital tools. For example, simple actions such as liking, commenting, or sharing content—often referred to as "digital haptics"—play a crucial role in shaping consumer perceptions and engagement levels. These findings emphasize that digital behavior is deeply embedded in the interaction between users and technology, making it essential for organizations to design platforms that facilitate meaningful engagement (Morgan-Thomas et al., 2020; Stephen, 2016).

Furthermore, the study highlights that digital environments, including platform design, digital advertising, mobile interfaces, and word-of-mouth mechanisms, significantly influence consumer responses and behavior. Consumers' decisions are shaped not only by the quality of products or services but also by their digital experience and interactions within the platform. This underscores the importance of customer-centric platform design, where organizations must consider usability, accessibility, and personalization to enhance user experience. In addition, the concept of digital customer orientation emerges as a key factor in platform ecosystems, where organizations use digital incentives, orchestration mechanisms, and decentralized systems to respond to customer

needs effectively. These strategies enable organizations to better align their services with consumer expectations, thereby improving satisfaction and loyalty. The findings suggest that organizations must adopt a holistic approach to managing consumer behavior, integrating technological, psychological, and social factors (Sun & Zhang, 2021; Stephen, 2016).

A key contribution of this study lies in its analysis of the interaction between employees and consumers within platform ecosystems. The findings indicate that these interactions are highly interdependent, with employee behavior directly influencing consumer experiences and vice versa. For instance, employee-generated content on social media can significantly affect consumer attitudes and behavioral intentions, both positively and negatively. This highlights the dual nature of digital interaction, where employee engagement can serve as a powerful tool for brand advocacy but also poses risks if not properly managed. The concept of "employee ambassadorship" becomes particularly relevant in this context, as employees act as representatives of the organization in digital spaces. Effective management of this role requires clear guidelines, training, and alignment between organizational values and employee behavior (Soens & Claeys, 2023).

Moreover, the findings demonstrate that the integration of employee and consumer engagement contributes significantly to organizational performance. Digital ecosystems that effectively connect employees and consumers tend to achieve higher levels of satisfaction, which in turn enhances business performance. This relationship is supported by empirical evidence showing that employee satisfaction is positively correlated with customer satisfaction and overall organizational success. The use of digital platforms to facilitate interaction between employees and consumers enables organizations to create a seamless experience that enhances both internal and external engagement. This integrated approach is essential for achieving sustainable competitive advantage in the digital era, as it allows organizations to leverage the synergies between employee performance and customer experience (Fernández-Portillo et al., 2024; Lin et al., 2025; Viglia et al., 2017).

In addition to individual and relational factors, the study also emphasizes the role of platform governance in shaping digital behavior. Platform ecosystems operate as complex systems where multiple autonomous actors interact under a set of rules and technological frameworks defined by platform owners. These platforms act as "private regulators," controlling access, data flows, and interaction mechanisms within the ecosystem. As a result, governance structures play a crucial role in influencing how employees and consumers behave within the platform. For example, algorithmic systems determine task allocation, visibility of content, and interaction patterns, thereby shaping user experiences and behaviors. While these mechanisms enhance efficiency and coordination, they also raise concerns about power imbalance, transparency, and fairness. The findings suggest that organizations must carefully design governance mechanisms to ensure equitable and sustainable interactions within platform ecosystems (Gawer, 2021; Hein et al., 2019; Engert et al., 2023).

The dynamics of platform ecosystems are further influenced by the participation of complementors and other external actors who contribute to value creation. The sustainability of these ecosystems depends on factors such as resource availability, value propositions, governance rules, and alignment with customer needs. Complementors continuously evaluate their engagement based on the benefits they derive from the platform, which can lead to varying levels of participation, including growth, selectivity, or withdrawal. This dynamic highlights the importance of maintaining a balanced and inclusive ecosystem that supports the interests of all stakeholders. Organizations must

therefore adopt an ecosystem perspective, recognizing that digital behavior is shaped by interactions among multiple actors rather than isolated individuals or groups (Engert et al., 2023; Tan et al., 2024).

Importantly, the findings also reveal that digital behavior presents both challenges and opportunities for organizations. On the one hand, issues such as power imbalance, data privacy, algorithmic dependency, and coordination complexity pose significant risks that can undermine trust and collaboration within the ecosystem. On the other hand, digital platforms offer opportunities for real-time collaboration, innovation, and cost efficiency. The concept of coopetition—where actors simultaneously cooperate and compete—emerges as a key feature of platform ecosystems, enabling organizations to leverage shared resources while maintaining competitive advantage. By effectively managing these dynamics, organizations can create more resilient and adaptive systems that respond to changing market conditions (Gawer, 2021; Cuel et al., 2024; Tan et al., 2024).

In addressing the research objective, this study demonstrates that digital behavior in platform ecosystems is a critical determinant of organizational performance. The interaction between employees and consumers, mediated by digital platforms, creates a dynamic system that influences productivity, customer satisfaction, and innovation. The findings suggest that organizations must adopt an integrated approach that considers technological, behavioral, and governance dimensions to effectively manage digital interactions. By aligning employee engagement, consumer participation, and platform governance, organizations can enhance their ability to create value and sustain competitive advantage.

Overall, this discussion confirms that digital behavior within platform ecosystems represents a transformative force that reshapes organizational dynamics. The interaction between employees and consumers is not only a driver of value creation but also a source of complexity that requires careful management. Organizations that successfully navigate these dynamics by leveraging technology, fostering engagement, and implementing effective governance mechanisms are more likely to achieve sustainable success in the digital era.

5. Conclusion

This study concludes that digital behavior within platform ecosystems plays a crucial role in shaping the interaction between employees and consumers, which in turn significantly influences organizational performance. The findings demonstrate that employee digital behavior—characterized by collaboration, algorithmic coordination, and engagement in digital platforms—directly affects consumer experience, while consumer participation through engagement, feedback, and value co-creation simultaneously shapes employee practices and service delivery. This reciprocal relationship highlights that digital interaction is a dynamic and interdependent process embedded within technological infrastructures and platform governance mechanisms. Furthermore, the study confirms that effective management of these interactions through supportive leadership, well-designed digital systems, and balanced governance enhances productivity, customer satisfaction, and innovation. Therefore, addressing the research objective, this study affirms that an integrated understanding of employee and consumer digital behavior is essential for optimizing interaction within platform ecosystems and achieving sustainable organizational competitiveness in the digital era.

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