Consumers’ Continuous Use Intention of O2O E-Commerce Platform on Community: A Value Co-Creation Perspective

Yongming Zhu, Yaru Wei *, Zhihao Zhou * and Hongbing Jiang

Abstract: With the advent of the post-epidemic era, O2O e-commerce on community breaks through the original business model and forms a new online-to-offline integrated business model. This study is based on the value co-creation perspective and the TAM-TPB theory systematically builds a theoretical model of consumers’ continuous use intention of O2O e-commerce on the community. A structural equation model (SEM) was used to verify the research hypotheses. The research results were as follows: (1) the subjective norms and structural assurance in social factors have a positive impact on consumers’ continuous use intention; (2) the degree of convenience and safety in platform factors not only positively affect customer satisfaction but also positively affect customers’ continuous use intention, and customer satisfaction mediates between platform factors and customers’ continuous use intention; (3) customer–enterprise co-creation has a positive impact on customer perceived value, and customer perceived value plays a mediating role between customer–enterprise co-creation behavior and consumers’ willingness to continue using; (4) customer perceived value and customer satisfaction in the user factor have a significant impact on consumers’ continuous use intention.

Keywords: O2O e-commerce on community; continuous use intention; user factors; platform factors; co-creative factors

1. Introduction

The outbreak of COVID-19 in early 2020 has led to the demand for shopping of O2O (Online to Offline) e-commerce in the community, changed people’s living habits, and ushered in an explosive growth of O2O [1]. According to the report of the Ai Media Data Center, the size of China’s O2O ESN reached 1439.95 billion yuan in 2020, an increase of 25.08% over the same period in 2019. O2O e-commerce on the community provides a free trading platform for businesses and consumers. Consumers can screen and pay online, and verify and experience offline [2]. At present, there are many types of O2O e-commerce in the community. Taking Pinduoduo as an example, it has attracted many users through low prices and convenient services. The platform sets store pick-up points in the community, meaning users can order online and pick up goods. Consumers can also order on the platform and pick up goods in the community, which greatly improves the convenience of life. However, the competition in the O2O e-commerce in the community is fierce. Platform enterprises face the challenges of e-commerce platforms of the same type of business and the competition of traditional offline channels. How to retain consumers and improve their willingness to continue use has become an urgent problem for the current industry.

At present, research on O2O e-commerce consumer behavior intention has been emerging. It mainly focuses on the following two aspects: first, based on the research of O2O e-commerce consumer behavior under a single scenario, the sharing intent and repurchase intent of consumers in the O2O model must be explored from the perspective of the relationship, followed by regression analysis to verify the establishment of the trust relationship and the influence of platform commitment factors on consumer behavior [3].
Second, research is required on the consumer behavior of O2O e-commerce from a specific theoretical perspective. Based on the elaboration likelihood model (ELM) [4], the technology acceptance model (TAM) [5], the theory of planned behavior (TPB) [6], and other factors that influence consumers’ consumption in community e-commerce platforms are explored. Compared with other e-commerce platforms, O2O e-commerce in the community has the following characteristics: (1) it has a certain regionality; (2) O2O e-commerce on community interacts more closely with consumers, who can use the platform to exchange information, unite neighbors, create value, and enhance community identity [7,8]. At the same time, there are few studies on the sustainable use intention of O2O e-commerce on community consumers. Therefore, from the perspective of value co-creation, this paper focuses on the influencing factors and action paths of consumers’ willingness to continue using the community O2O e-commerce platform to help it retain customers and realize healthy and sustainable development.

This paper is structured with an initial theory review and research hypothesis. Then, we introduce our methodology and discuss the results of data analysis. To conclude, we present a summary of the theoretical and practical contributions and, finally, state the limitations and suggestions for future research.

2. Research Hypothesis

2.1. Theory

2.1.1. Technology Acceptance Model

The technology acceptance model (TAM), proposed by scholar Davis, is widely used in the study of consumer behavior theory. This theory holds that two main factors are influencing the consumer’s behavioral intentions: perceived usefulness and perceived ease of use [5]. Consumers weigh perceived gains and losses to make purchasing decisions [9]. Convenience orientation is the combination of time-saving orientation and comfort orientation, and it is the key element of mobile service [10]. Moreover, consumers’ continuous use intention is affected by the update frequency of mobile applications [11]. Fresh O2O provides consumers with a more comfortable and convenient consumer experience than traditional fresh purchasing channels through online and offline linkages. Chen et al. argued that convenience conditions positively affect users’ continuous use intention [12]. Kang et al. [5] found that the convenience and security of the platform affect customer satisfaction. Numerous studies have shown that perceived benefits significantly affect consumers’ purchasing intentions [13,14] and perceived risks negatively affect consumers’ purchasing intentions in e-commerce environments [15,16]. Therefore, combining the characteristics of the O2O e-commerce on the community and the TAM theoretical characteristics, this paper takes consumer value perception, ease of use and safety of the platform, and customer satisfaction as the main research variables.

2.1.2. Theory of Planned Behavior

Theory of Planned Behavior (TPB) holds that the main influencing factors of behavioral intentions are attitude, subjective norms, behavioral control, and behavioral intentions. Bai et al. [6] used TPB to construct structural equation models, which confirmed that subjective norms have a positive impact on consumers’ buying behavior. Mcknight [17] related trust constructs to e-commerce consumer actions, defining conceptual-level trust constructs consisting of a disposition to trust (primarily from psychology), institution-based trust (from sociology), and trusting beliefs and trusting intentions (primarily from social psychology). Subjective norms are important indicators to measure social impact [18]. Tasi et al. demonstrated that important people around you can significantly affect an individual’s willingness to behave in virtual communities in their research [19]. The internal online and offline transaction experience behavior of the community, as an important part of society, is inevitably affected by social factors. Therefore, this paper will take the subjective norms and structural assurance from society as the main research variables that will affect consumers.
2.1.3. Co-Creation Value

Co-creation value (CV) was put forward at the beginning of the 21st century and has gradually attracted the attention of academic circles. This theory discards the traditional view that the enterprise is the only value creator and that the enterprise and the consumer can create value together through integration, communication, and cooperation [20]. Community O2O e-commerce enables enterprises and consumers to share information online and offline and communicate with each other. Value creation is a regulating mechanism between platforms and customers [21]. Haksin et al. [22] found that information sharing, responsible behavior, and interpersonal communication positively influence consumers’ value perception based on the co-creation value theory. Value perception is the main influencing factor of consumers’ willingness to continue use. Therefore, this paper abstracts the co-creation factor, i.e., considering the enterprise co-creation behavior as the main research variable, from two aspects of user and platform.

Based on the above theoretical analysis, this paper takes co-creation value as the perspective and combines the TAM-TPB theory, dividing the variables into four dimensions: user factor, platform factor, co-creation factor, and social factor, and systematically building the theoretical model of consumers’ willingness to continue using the community O2O e-commerce platform. Then, the structural equation model is used to empirically analyze the influencing factors and action path of consumers’ continuous use intention of the community O2O e-commerce platform to provide a reference for its enterprises.

2.2. Research Hypothesis

2.2.1. Social Factors

The social factors in this paper mainly include social subjective norms and social structure guarantee. Social subjective norms refer to the influence individuals feel from relatives, friends, and neighbors in the community when they perform a certain behavior. Wei et al. [23] found that social subjective norms are positively influencing consumers’ willingness to continue using through the study of users’ willingness to continue using in the virtual academic community. However, when community residents use the O2O platform to consume, they will also be affected by subjective norms. Based on this, we propose the following hypothesis:

**Hypothesis 1 (H1).** Subjective social norms have a significant positive impact on consumers’ willingness to continue using.

Structural assurance refers to safety measures used to safeguard the rights and interests of consumers, which usually include laws, regulations, policies, and industrial codes [24]. McKnight et al. [17] believe that sound safety practices not only increase people’s confidence in others but also reduce consumers’ risk perceptions. In the environment of community O2O e-commerce, structural safeguards such as safety measures are more important. The improvement of relevant laws, regulations, and policies can effectively avoid infringement of consumers’ rights and interests and increase consumers’ willingness to use continuously. Based on this, we propose the following hypothesis:

**Hypothesis 2 (H2).** Social structure assurance has a significant positive impact on consumers’ willingness to continue using.

2.2.2. Platform Factors

The platform factors in this paper mainly include the degree of platform convenience and platform security. Platform convenience refers to the convenience of purchase, payment, and access or experience provided by the platform to consumers when they purchase goods or services. Research has found that purchasing convenience, payment convenience, and access convenience are the main influencing factors [25] of the purchase attitude of consumers of fresh O2O e-commerce, and convenience is the important factor affecting
consumers’ willingness to continue using [26]. Community O2O e-commerce platforms not only need to provide convenience for consumers to purchase and pay online but also need convenience and experience provided by online and offline stores. These positive and effective measures can positively affect consumer satisfaction and their willingness to continue using. Based on this, we propose the following hypotheses:

**Hypothesis 3 (H3).** Platform convenience has a significant positive impact on customer satisfaction.

**Hypothesis 4 (H4).** Platform convenience has a significant positive impact on consumers’ willingness to continue using.

The degree of security refers to the privacy protection, payment protection, and product quality protection provided by the platform to consumers when they purchase goods or services. The security of e-commerce needs to be considered from the perspective of sustainable development. A security system should be built for both customers and sellers, and the privacy of residents, payment security, and product quality should be protected through online and offline collaboration. The platform security index significantly affects users’ willingness to continue using [27]. Based on this, we propose the following hypotheses:

**Hypothesis 5 (H5).** Platform security has a significant positive impact on customer satisfaction.

**Hypothesis 6 (H6).** The degree of platform security has a significant positive impact on consumers’ willingness to continue using the platform.

2.2.3. User Factors

User factors in this paper mainly include customer value perception and customer satisfaction. Customer value perception refers to the functional value, service value, and relationship value that consumers feel after purchasing goods or experiencing services [28]. Shang et al. [29] constructed a model of mobile phone shoppers’ willingness to continue using by integrating the ECM-TAM model and value perception theory and found that perceived value positively affects consumers’ willingness to continue using. According to social exchange theory, customer perceived value can awaken the intrinsic motivation of re-dealing with suppliers, i.e., customer perceived value positively affects consumer’s willingness to continue using. Based on this, we propose the following hypothesis:

**Hypothesis 7 (H7).** Customer perceived value has a significant positive impact on consumers’ willingness to continue using.

Customer satisfaction refers to a psychological state that occurs when a customer purchases goods or services based on his expectations and feelings of use. Previous studies have found that customer perceived value has a direct impact on users’ willingness to continue using. According to the theory of customer satisfaction, satisfaction can directly affect the purchase intention of consumers. Based on this, we propose the following hypothesis:

**Hypothesis 8 (H8).** Customer satisfaction has a significant positive impact on consumers’ willingness to continue using.

2.2.4. Co-Creation Factors

There are two main research paths of value co-creation theory: value co-creation based on producer logic and value co-creation based on consumer logic [30]. This paper uses the research of value co-creation based on consumer logic, i.e., only considering the impact of value co-creation on consumers. Hoyer has developed a value creation theoretical model of consumer participation in new product development under the B-to-C situation and examined the motivation, behavior results, and incentives and restraints for customer
participation in value creation [31]. Based on the characteristics of community O2O e-commerce, this paper conceptualizes customer participation and employee support as cooperative creation behaviors and infers that the cooperative creation behavior of Gu and Enterprise positively affects customer perceived value. Based on this, we propose the following hypothesis:

**Hypothesis 9 (H9).** Customer–enterprise co-creation behavior has a significant positive impact on customer perceived value.

2.2.5. Intermediary Effect

Some scholars [32,33] believe that the joint action of customers and enterprises does not directly affect customer behavior intention. Hoyer [34] believes that customer involvement may not necessarily bring about specific behavior intentions, but requires customer involvement in the value creation system common to the enterprise, forming diverse customer values by expressing self-propositions and seeking solutions together, and ultimately affecting the expression of consumer’s behavior intentions. Based on this, we propose the following hypotheses:

**Hypothesis 10 (H10).** Customer Perceived Value Intermediates between Co-Creative Behavior and Consumer Continuous Use Intention.

Most of the previous kinds of literature based on TAM and TPB theoretical research on consumers’ willingness to continue using have empirically studied customer satisfaction as an intermediary variable. Some scholars have found that customer satisfaction plays an intermediary role between information convenience, payment convenience, access convenience, and consumers’ willingness to continue using when studying the repurchase intention of O2O e-commerce consumers [3]. For the community O2O e-commerce platform, the perceived degree of convenience and safety provided by the platform directly affects the degree of customer satisfaction, and the continuous improvement of customer satisfaction will stimulate consumers’ willingness to continue using. Based on this, we propose the following hypotheses:

**Hypothesis 11 (H11).** Customer satisfaction mediates between platform convenience and consumer willingness to continue using.

**Hypothesis 12 (H12).** Customer satisfaction mediates between platform security and consumer willingness to continue using.

The hypothetical relationships are presented in Figure 1.
3. Materials and Methods

This paper uses a quantitative or structured approach applied through a questionnaire separated into two parts. The first part covers some demographic information, and the second part consists of 25 items. It was conceptualized in Chinese. Accordingly, an established scale of measurement was used for all research variables, in which all items were scored based on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The exact descriptions are shown in Table 1.

The statistical population of this research included individuals living in China with at least one O2O e-commerce community purchase experience. The questionnaire was distributed through different WeChat groups and channels to receive desirable feedback from respondents. Data were collected for 4 months between 1 February and 1 June. The Cronbach’s α was confirmed for verifying the questionnaire’s reliability. Before the formal data collection process, a pilot study was also conducted to guarantee content validity and reliability from a 25-sample size. Eventually, 310 completed questionnaires were analyzed. The statistical results are shown in Appendix A. The sample size is more than 10 times that of observation, and the results are stable [35].

In the research sample, 45% and 55% of the respondents were men and women, respectively. Most of them (78%) belonged to the 18–35 age group, and 82% held a bachelor’s degree, showing their high levels of education. Finally, we asked all the participants to respond to the questionnaire with full transparency and honesty.

The validity test is used to test the interpretation degree and accuracy of the items in the questionnaire. Due to this paper being based on the maturity scale, exploratory factor analysis is no longer carried out. The confirmatory factor analysis mainly contained convergent and discriminant validity, using factor loadings composite reliability (CR), as well as average variance extracted (AVE) measures. Tables 1 and 2 show that scale and data have good convergence and discrimination validity.
Table 1. Measurement models and reliability.

| Variable                  | Reference          | Item                                                                 | Factor Load | Cronbach’s α |
|---------------------------|--------------------|----------------------------------------------------------------------|-------------|--------------|
| Co-creation Behavior (CB) | Yi and Gong [36]   | I often reflect the product experience to platform                    | 0.892       | 0.931        |
|                           |                    | I think the platform is good for connecting people in the community  | 0.905       |              |
|                           |                    | When I encounter problems, I negotiate with the platform to solve them| 0.904       |              |
| Social Subjective Norms (SN) | Bhattacherjee [37] | Many people around me use O2O e-commerce in the community              | 0.945       | 0.881        |
|                           |                    | I was often influenced by media reports                               | 0.832       |              |
|                           |                    | I often read buyers’ comments                                         | 0.796       |              |
|                           |                    | I think the existing laws can protect consumer rights very well       | 0.805       |              |
| Social Structure Assurance (SA) | Kurnia [38]   | I think O2O e-commerce on the community is regulated in many ways      | 0.860       | 0.887        |
|                           |                    | I think offline stores are heavily regulated                          | 0.787       |              |
|                           |                    | I think the pick-up method of O2O e-commerce on the community is convenient | 0.870     |              |
| Platform Convenience (PC) | Berry [39]        | I think there are many ways to pay for O2O e-commerce on the community | 0.896       | 0.857        |
|                           |                    | I think the platform is simple and easy to use                        | 0.764       |              |
| Platform Security (PS)   | Suryandari [40]    | I think the products and services provided by the platform are safe and reliable | 0.762       | 0.885        |
|                           |                    | I believe the platform can protect personal information               | 0.818       |              |
|                           |                    | I am very confident about the payment method of the platform          | 0.830       |              |
| Customer Perceived Value (CV) | O’cass [41]    | I think using O2O e-commerce in the community can save time and money | 0.838       | 0.919        |
|                           |                    | I think the products and services provided by the platform are cost-effective | 0.857       |              |
|                           |                    | I think the advent of the platform helped me solve many problems      | 0.844       |              |
| Customer Satisfaction (CS) | Picon [42]       | I was satisfied with the consumption experience in O2O e-commerce on the community | 0.745       | 0.888        |
|                           |                    | I think it is very wise to consume on this platform                   | 0.859       |              |
|                           |                    | I had a great time buying on the platform                             | 0.830       |              |
|                           |                    | I will continue to use the O2O e-commerce in the community           | 0.796       |              |
| Continuance Intention (CI)| Bhattacherjee [43] | I will continue to use the platform                                   | 0.789       | 0.903        |
|                           |                    | I will recommend the platform to friends and family                   | 0.770       |              |
|                           |                    | I will maintain or increase the frequency of using the platform in the future | 0.757     |              |

Table 2. Validity test.

| Variable                  | CR    | AVE   | CB    | SN    | SA    | PC    | PS    | CV    | SA    | CI    |
|---------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CB                        | 0.928 | 0.811 | 0.900 |       |       |       |       |       |       |       |
| SN                        | 0.894 | 0.740 | 0.377 ** | 0.860 |       |       |       |       |       |       |
| SA                        | 0.858 | 0.669 | 0.624 ** | 0.425 ** | 0.818 |
| PC                        | 0.882 | 0.714 | 0.695 ** | 0.394 ** | 0.763 ** | 0.845 |
| PS                        | 0.845 | 0.646 | 0.503 ** | 0.404 ** | 0.498 ** | 0.488 ** | 0.804 |
| CV                        | 0.883 | 0.716 | 0.377 ** | 0.256 ** | 0.603 ** | 0.460 ** | 0.300 ** | 0.846 |
| CS                        | 0.853 | 0.661 | 0.347 ** | 0.220 ** | 0.370 ** | 0.452 ** | 0.372 ** | 0.223 ** | 0.813 |
| CI                        | 0.860 | 0.606 | 0.693 ** | 0.593 ** | 0.684 ** | 0.724 ** | 0.664 ** | 0.528 ** | 0.541 ** | 0.778 |

Notes: The diagonal data in the table is the AVE square root; ** represents significant correlation at 0.01 level (bilateral).

4. Results
4.1. Evaluation of Measurement Model

In this paper, the structural equation model fitness is checked and calculated by AMOS version 26. The partial goodness of the fit of model checking is shown in Table 3. Chi-square divided by degrees of freedom of 1.590 less than 3 satisfies the theoretical requirements.
GFI, AGFI, and IFI are 0.895, 0.866, 0.802, and 0.790, respectively, greater than or close to 0.8, RMSEA is 0.038 less than 0.08, and each fitting index is acceptable. Therefore, the structural model constructed in this paper has a better fitting degree and can be used to verify the research assumptions.

**Table 3.** Fitting index of structural equation.

| Index       | χ²/df | GFI  | AGFI | IFI  | CFI  | RMSEA |
|-------------|-------|------|------|------|------|-------|
| Suggested indicators | <3    | >0.8 | >0.8 | >0.8 | >0.8 | <0.08 |
| Actual value | 1.590 | 0.895| 0.866| 0.802| 0.790| 0.044 |

**4.2. Direct Effect Test**

The direct effect hypothesis was validated with AMOS version 26 and the results are shown in Table 4. It can be seen that social subjective norms and social structure guarantee in social environmental factors have a significant positive impact on consumers’ continuous use intention ($\beta = 0.254$, $p < 0.01$), ($\beta = 0.209$, $p < 0.01$), assuming H1 and H2 are verified; the degree of convenience and security in platform factors has a significant positive impact on customer satisfaction ($\beta = 0.355$, $p < 0.01$), ($\beta = 0.199$, $p < 0.05$), but also has a significant positive impact on the consumer’s continuous use intention ($\beta = 0.191$, $p < 0.05$), ($\beta = 0.234$, $p < 0.01$), assuming H3, H4, H5, and H6 are verified; the customer perceived value and customer satisfaction in the user factor have a significant positive impact on the consumer’s continuous use intention ($\beta = 0.182$, $p < 0.01$), ($\beta = 0.198$, $p < 0.01$), assuming H7 and H8 are verified; customer–enterprise co-creation behavior among co-creation factors has a significant positive impact on customer perceived value ($\beta = 0.603$, $p < 0.01$), assuming H9 is verified.

**Table 4.** Direct effects path coefficient and research assumptions.

| Hypothesis | Path       | Path Coefficient | Standardized Path Coefficient | Standard Error | t-Value | p     |
|------------|------------|------------------|------------------------------|----------------|---------|-------|
| H1         | SN → CI    | 0.191            | 0.254                        | 0.045          | 4.246   | ***   |
| H2         | SA → CI    | 0.190            | 0.209                        | 0.072          | 2.633   | 0.008 |
| H3         | PC → CS    | 0.244            | 0.355                        | 0.068          | 3.589   | ***   |
| H4         | PC → CI    | 0.126            | 0.191                        | 0.056          | 2.235   | 0.025 |
| H5         | PS → CS    | 0.205            | 0.199                        | 0.104          | 1.972   | 0.049 |
| H6         | PS → CI    | 0.231            | 0.234                        | 0.059          | 3.923   | ***   |
| H7         | CV → CI    | 0.167            | 0.182                        | 0.054          | 3.075   | 0.002 |
| H8         | CS → CI    | 0.190            | 0.198                        | 0.059          | 3.226   | 0.001 |
| H9         | CB → CV    | 0.429            | 0.603                        | 0.082          | 5.210   | ***   |

Notes: *** represents the significance at 0.001 level.

**4.3. Intermediary Effect Test**

To further verify the existence of an indirect action path of “co-creation factor/platform factor-user factor-continuous use intention”, this paper uses the Bootstrap program in AMOS version 26 to test the mediation effect in the theoretical model. The set sample size is 5000, and the results are shown in Table 5. There are action paths of “CB→CV→CI”, “PC→CS→CI”, and “PA→CS→CI”. The confidence intervals for the Bootstrap test are (0.032, 0.175) and (0.027, 0.156), respectively, as well as (0.009, 0.088), all excluding 0. The above results indicate that customer perceived value mediates between entrepreneurial behavior and consumer continuous use intention; customer satisfaction mediates between platform factors and consumer willingness to continue using, assuming H10, H11, and H12 are verified.
Table 5. Indirect effects path coefficient and research assumptions.

| Hypothesis | Parameter | Path Coefficient | Standard Path Coefficient | Lower | Upper | p-Value |
|------------|-----------|------------------|---------------------------|-------|-------|---------|
| H10        | CB→CV→CI | 0.072            | 0.110                     | 0.032 | 0.175 | 0.009   |
| H11        | PC→CS→CI | 0.046            | 0.070                     | 0.027 | 0.156 | 0.003   |
| H12        | PA→CS→CI | 0.039            | 0.039                     | 0.009 | 0.088 | 0.036   |

5. Conclusions and Implications

5.1. Conclusions and Discussion

This paper aims to study the influencing factors and action paths of consumers’ intention to use continuously from the perspective of value co-creation. Most of the previous studies are from the perspective of traditional marketing [3,44], separating the connection between users and platforms, failing to reflect the characteristics of community residents’ communication and cooperation with e-commerce platforms to create value, and lacking deep thinking on the willingness of community O2O e-commerce consumers to continue to use.

This paper offers some theoretical contributions. First, subjective social norms and social structure guarantee in social factors have a significant direct impact on consumers’ willingness to use continuously. These findings were confirmed in the studies of Zhou et al., explaining that subjective norms have a significant impact on the willingness to continue using mobile social networks [45]. From the perspective of path coefficient, the effect of social subjective norms is greater than that of social structure guarantee, which indicates that social factors influencing consumers’ willingness to use continuously mainly come from relatives, friends, and neighbors in the community. In addition, our results agree with the study of Tasi et al. [19], who argue that people important to them can significantly affect individuals’ willingness to use virtual communities.

Second, convenience and security among platform factors have a significant direct impact on customer satisfaction and customers’ continuous use intention. Customer satisfaction plays an intermediary role between platform factors and continuous use intention. These findings were confirmed in the studies of Miyazaki et al. [46], explaining that the convenience and security of the platform have a positive effect on consumer purchase willingness. From the path coefficient, compared with platform security, the degree of convenience has a greater impact on customer satisfaction. Intention indirectly affects consumers’ willingness to continue using, while platform security directly affects consumers’ willingness to continue using, indicating that platform security is more directly related to consumers’ willingness to continue using, and platform convenience brings more satisfaction to consumers, thus indirectly promoting their continued use. This also corresponds to the fact that consumers use the community O2O e-commerce platform.

Third, customer–enterprise co-creation in co-creation factors has a significant direct impact on customer perceived value, and customer perceived value plays an intermediary role between customer–enterprise co-creation behavior and consumer’s willingness to continue using. It indicates that information sharing and interpersonal communication between offline stores and online platforms in the community can bring a sense of community belonging and positive value perception to consumers and eliminate it. Consumers are more willing to use the community O2O e-commerce platform, which also verifies the theoretical conjecture of this paper. This fact was also mentioned by Kumari et al. [21] and Haksin et al. [22], stating that co-creation behavior is a mechanism to regulate the platform and customers.

Finally, customer perceived value and customer satisfaction in customer factors have a significant direct impact on consumers’ willingness to continue using. Ueland et al. [47] argue that consumer perceived value is the most important factor that directly affects consumers’ purchasing intentions. This study added customer satisfaction factors based on it. From the perspective of path coefficient, customer satisfaction has a greater impact
on consumers’ willingness to continue using than customer perceived value. It shows that with the improvement of living standards of consumers, consumers’ consumption purposes are not only focused on product value itself but also more, including intangible values such as satisfaction and pleasure from the consumption process.

5.2. Practical Implications

Based on the above research results, it provides beneficial enlightenment for community O2O e-commerce platform enterprises to improve consumers’ willingness to continue using:

First, improve the marketing strategy and enhance the stickiness of users. Unlike traditional e-commerce, offline physical stores of community O2O e-commerce also have an important impact on the continued use of consumers. Therefore, according to the characteristics of community O2O e-commerce and local conditions, reasonable promotion and marketing strategies should be set, such as launching community prize guessing activities or mutual assistance activities through offline stores, to magnify the influence of community residents on the surrounding population and improve the promotion efficiency.

Second, improve the degree of convenience and strengthen the protection of rights and interests. Social O2O e-commerce enterprises should improve consumers’ willingness to continue using, accelerate the transformation of customers’ consumption mode and improve the satisfaction of users’ consumption experience through three paths: the convenience of purchase, convenience of payment, and convenience of acquisition or experience. In addition, the enterprise should not only pay attention to the safety maintenance of the online platform but also to the supervision and management of offline stores, establish unified privacy and product quality management regulations offline, and provide both offline and perfect after-sales methods to enhance customer satisfaction.

Third, enhance customer participation and customer perceived value. Social O2O e-commerce enterprises should rely on offline physical stores to establish micro-messaging groups and other ways to construct channels for customer–enterprise interpersonal communication to achieve effective information sharing and invite community consumer representatives to participate in product design or service process design to enhance consumers’ sense of community belonging.

5.3. Limitations and Future Research

This study has several limitations that can be addressed in future research. First, it only discusses the sustainable use intention of consumers on community e-commerce in the Henan Province. Consumers’ continuous use intention is affected by regional economic development, Internet penetration, and other factors. The above factors were not taken into account in the data analysis. Second, on the premise of considering the simplicity of the model, this paper only discusses the possible relationship between platform factors, co-creation factors, and user factors, and does not consider the intermediary or mediation role of social factors. Further empirical research can be carried out on the above problems in the future.

Author Contributions: The authors contributed to each section of the paper by conceptualization, Y.Z.; methodology, Y.W.; software, Z.Z.; validation, Z.Z.; formal analysis, Y.Z.; investigation, Y.W.; resources and data curation, Z.Z.; writing—original draft preparation, Y.W.; writing—review and editing, Y.Z.; supervision, H.J.; project administration, H.J.; funding acquisition. All authors have read and agreed to the published version of the manuscript.

Funding: This research was supported by the National Research Foundation of China (Grant No. 71801185) and the Ministry of Education Foundation of China (Grant NO. 20YJA6301010).

Institutional Review Board Statement: Not applicable.

Informed Consent Statement: We ensure that all participants were fully informed the anonymity was assured, why the research is being conducted, how their data would be used, and if there were any risks associated.
Data Availability Statement: Not applicable.

Conflicts of Interest: The authors declare no conflict of interest.

Appendix A

Table A1. Questionnaire statistics.

| Items | Statistics | Items | Statistics |
|-------|------------|-------|------------|
| CB1   | 1167       | PS1   | 1104       |
| CB2   | 1162       | PS2   | 1094       |
| CB3   | 1154       | PS3   | 1094       |
| SN1   | 1092       | CV1   | 1121       |
| SN2   | 1128       | CV2   | 1136       |
| SN3   | 1169       | CV3   | 1095       |
| SA1   | 1163       | SA1   | 1052       |
| SA2   | 1121       | SA2   | 1065       |
| SA3   | 1130       | SA3   | 1086       |
| PC1   | 1121       | CI1   | 1155       |
| PC2   | 1083       | CI2   | 1133       |
| PC3   | 1097       | CI3   | 1119       |
|       |            | CI4   | 1131       |

References

1. Yongrok, C. Sustainable Management of Online to Offline Delivery Apps for Consumers’ Reuse Intention: Focused on the Meituan Apps. *Sustainability* 2021, 13, 3593.
2. Zhang, J.; Liu, F.; Tang, J.F.; Li, Y.H. The online integrated order picking and delivery considering Pickers’ learning effects for an O2O community supermarket. *Transp. Res. Part E* 2019, 123, 180–199. [CrossRef]
3. Xiao, L.; Mi, C.; Zhang, Y.; Ma, J. Examining Consumers’ Behavioral Intention in O2O Commerce from a Relational Perspective: An Exploratory Study. *Inf. Syst. Front.* 2019, 21, 1045–1068. [CrossRef]
4. Yusuf, S.A.; Ab, R.H.; Halina, M.D. Electronic Word of Mouth engagement in social commerce platforms: An empirical study. *Inf. Dev.* 2020, 36, 438–456.
5. Kang, J.W.; Namkung, Y. The information quality and source credibility matter in customers’ evaluation toward food O2O commerce. *Int. J. Hosp. Manag.* 2018, 78, 189–198. [CrossRef]
6. Bai, L.; Wang, M.L.; Gong, S.L. Understanding the Antecedents of Organic Food Purchases: The Important Roles of Beliefs, Subjective Norms, and Identity Expressiveness. *Sustainability* 2019, 11, 3045. [CrossRef]
7. Chen, J.; Zhang, C.; Xu, Y.J. The Role of Mutual Trust in Building Members’ Loyalty to a C2C Platform Provider. *Int. J. Electron. Commer.* 2009, 14, 147–171. [CrossRef]
8. Zhao, Z.; Chen, M.L.; Zhang, W.K. Social Community, Personal Involvement and Psychological Processes: A Study of Impulse Buying in the Online Shopping Carnival. *J. Electron. Commer. Res.* 2019, 20, 255–272.
9. Zeithaml, V.A. Consumer Perceptions of Price, Quality, and Value: A Means-End Model and Synthesis of Evidence. *J. Mark.* 1988, 52, 2–22. [CrossRef]
10. Luqmani, M.; Yavas, U.; Quraeshi, Z.A. A convenience-oriented approach to country segmentation. *J. Consum. Mark.* 1994, 11, 29–40. [CrossRef]
11. Gong, X.; Amar, R.; Wang, W. More Haste, Less Speed: How to Update Frequency of Mobile Apps Influences Consumer Interest. *J. Theor. Appl. Electron. Commer. Res.* 2021, 16, 2922–2942. [CrossRef]
12. Chen, J.; Li, R.; Gan, M.; Fu, Z.; Yuan, F. Public acceptance of driverless buses in china: An empirical analysis based on an extended UTAUT model. *Discret. Dyn. Nat. Soc.* 2020, 43, 81–82. [CrossRef]
13. Hui, K.L.; Bernard, C.Y.; TGoh, C.Y. Online information disclosure: Motivators and measurements. *ACM Trans. Internet Technol.* 2006, 6, 415–441. [CrossRef]
14. Liu, X.; Wei, K.K. An empirical study of product differences in consumers’ E-commerce adoption behavior. *Electron. Commer. Res. Appl.* 2003, 2, 229–239. [CrossRef]
15. Satyabhusan, D.; Saji, K.B. The role of consumer self-efficacy and Website social-presence in customers’ adoption of B2C online shopping an empirical study in the India context. *Int. J. Consum. Mark.* 2007, 20, 33–49.
16. Kuhlmeier, D.; Knight, G. Antecedents to internet-based purchasing: A multinational study. *Int. Mark. Rev.* 2005, 22, 460–469. [CrossRef]
17. Mcknight, D.H.; Chervany, N.L. What trust means in e-commerce customer relationships: An interdisciplinary conceptual typology. *Int. J. Electron. Commer.* 2002, 6, 35–59. [CrossRef]
18. Wang, Y.; Meister, D.B.; Gray, P.H. Social Influence and Knowledge Management Systems Use: Evidence from Panel Data. MIS Q. 2013, 37, 299–313. [CrossRef]
19. Tsai, H.T.; Bagozzi, R.P. Contribution Behavior in Virtual Communities: Cognitive, Emotional, and Social Influences. MIS Q. 2014, 38, 142–163. [CrossRef]
20. Prahalad, C.K.; Ramaswamy, V. Co-creation experiences: The next practice in value creation. J. Interact. Mark. 2004, 18, 5–14. [CrossRef]
21. Kurnia, S.; Johnston, R.B. The need for a processual view of inter-organizational systems adoption. J. Strateg. Inf. Syst. 2019, 27, 145–154. [CrossRef]
22. Chang, C.C.; Chen, H.Y.; Huang, I.C. The interplay between customer participation and difficulty of design examples in the online designing process and its effect on customer satisfaction: Mediation analyses. Cyberpsychol. Behav. 2009, 12, 147–154. [CrossRef]
23. Wallbucks, L. Multivariate data analysis of multivariate populations. Chemom. Intell. Lab. Syst. 2007, 86, 10–16. [CrossRef]
24. Yi, Y.; Gong, T. Customer value co-creation behavior: Scale development and validation. J. Bus. Res. 2013, 66, 1279–1284. [CrossRef]
25. Bhattacharjee, A. Understanding information systems continuance: An expectation-confirmation model. MIS Q. 2001, 25, 351–370. [CrossRef]
26. Berry, L.L.; Seiders, K.; Grewal, D. Understanding service convenience. J. Mark. 2002, 66, 1–17. [CrossRef]
27. Suryandari, R.T.; Paswan, A.K. Online customer service and retail type-product congruence. J. Retail. Consum. Serv. 2014, 21, 69–76. [CrossRef]
28. O’cass, A.; Ngo, L.V. Creating superior customer value for B2B firms through supplier firm capabilities. Ind. Mark. Manag. 2012, 41, 125–135. [CrossRef]
29. Picón, A.; Castro, I.; Roldán, J.L. The relationship between satisfaction and loyalty: A mediator analysis. J. Bus. Res. 2014, 67, 746–751. [CrossRef]
30. Bhattacharjee, A. An empirical analysis of the antecedents of electronic commerce service continuance. Decis. Support Syst. 2001, 32, 201–214. [CrossRef]
31. Shabbaz, H.; Li, Y.; Li, W.L. Psychological contract-based Consumer Repurchase behavior On Social commerce platform: An Empirical Study. KSII Trans. Internet Inf. Syst. 2020, 14, 2061–2083. [CrossRef]
32. Shabb, M.H.; Ghazali, E.; Mohtar, M. The role of elaboration likelihood model in consumer behaviour research and its extension to new technologies: A review and future research agenda. Inf. J. Consum. Stud. 2021, 45, 664–689. [CrossRef]
33. Zhou, T.; Li, H. Understanding Mobile SNS Continuance Usage in China from the Perspectives of Social Influence and Privacy Concern. Comput. Hum. Behav. 2014, 37, 283–289. [CrossRef]
34. Miyazaki, A.; Fernandze, A. Consumer Perceptions of Privacy and Security Risks for Online Shopping. J. Consum. Aff. 2001, 35, 27–44. [CrossRef]