The Effect of O2O Service Characteristics on Behavioral Intention through the Satisfaction and Dissatisfaction Coexistence: An Investigation on KakaoT

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Abstracts: The study aims to examine the impact of O2O services that have become a ubiquitous part of our daily lives, with a specific focus on the widely used O2O service, KakaoT. Despite a recent setback in the form of a fire that caused inconvenience and harm to its users, some temporarily switched to alternative O2O services but eventually returned to KakaoT, which can be seen as a demonstration of the fact that these alternatives do not fully understand the needs of the users. The research endeavors to distinguish the characteristics of O2O services used by users and analyze the effect on their behavioral intentions through two-factor coexistence. The results of this study are expected to provide valuable insights for existing and future companies providing O2O services

Keywords: O2O services, coexistence, behavioral intention, KakaoT.

1. INTRODUCTION

Recently, the Kakaotalk, a nationwide messaging service, blackout incident occurred due to a fire at SK data center in Korea. As a result, the O2O (On-line to Off-line) platform, KakaoT, failed to operate properly, causing many casualties. KakaoT mainly provides services such as taxis, bicycles, delivery, parking, and is based around Kakaotalk. If the Kakaotalk blackout continues, users will likely express inconvenience and dissatisfaction due to poor management resulting in the fire.

The higher the dependence on O2O services such as KakaoT, the more users will experience both satisfaction and dissatisfaction simultaneously. O2O services are a modern business model that leverages technology to offer their products and services both online and offline. The user behavior in relation to O2O services is a critical aspect to comprehend, as it can significantly impact the success of these businesses. One of the key benefits of O2O services is convenience. With the ability to access these services through a variety of digital platforms, users can purchase products and services at any time and from anywhere, providing a high level of flexibility. Additionally, the personalized experiences offered by O2O services, such as custom recommendations and targeted advertisements, can lead to higher levels of customer satisfaction (Awais, Yasin, & Raza, 2022).

The problem is, however, the coexistence of satisfaction and dissatisfaction can also occur with O2O services. Due to convenience and personalized experience, the dependence on O2O services will inevitably increase. However, if a serious problem occurs and users are unable to use this service, what will happen? For services with low dependence, it would be easy to switch to other services quickly, but users may think that this would be a very difficult task. From the company's perspective, it may be advantageous to provide services that are not easily replaceable, but it is difficult to predict how long this advantage will last. This can create conflicting emotions, making it difficult for businesses to maintain customer loyalty and retain users (Zein, S., Zein, Ilmi, Febriana, Suhartono, & Rofii, 2022). Companies must regularly assess user behavior and identify areas of improvement to ensure that they provide a high-quality service that meets the needs and expectations of users.

Previous studies mainly focused on the evaluation of usability or primary directionality, such as the evaluation of the usability of mobility O2O services (Cho & Kim, 2019) or the impact of using O2O

services on the intention of using KakaoT (Ahn & Ju, 2017), the effect of user motivation and dissatisfaction factors on the continued use of KakaoT services (Cho & Lee, 2016), or the consumer well-being effect of taxi services with an O2O business model (Kim, 2017).

In this article, we will discuss the characteristics of O2O services and how they affect user satisfaction and dissatisfaction, as well as their impact on the continuation or switching intention of users. Understanding user behavior in relation to O2O services is crucial for businesses to design better products and services, improve customer experiences, and retain users in the long run. By focusing on the coexistence of satisfaction and dissatisfaction and its impact on continuance or switching intention, businesses can make data-driven decisions to improve their O2O offerings and maintain customer loyalty.

2.1. Literature Review

Characteristics of O2O Services

O2O service refers to a business model that combines the advantages of online and offline transactions by introducing ICT(Ahn & Ju, 2017). In the context of O2O, the term "APP" encompasses all software that runs on the operating system. In a broad sense, this term refers to all software running on the operating system, while in a narrow sense, it refers to software that is directly used by users on the smart phone platform. Therefore, the platform of the smart phone is the basis for O2O services. To measure the service characteristics of O2O, this study aims to divide it into four various categories:

Ease of use(EOU) refer O2O services are designed to be user-friendly, providing a seamless experience for users. This includes intuitive navigation, clear and concise information, and quick and easy checkout processes(Davis, 1989; Davis et al. 1989)

Interactivity: O2O services offer a level of interactivity through digital platforms, allowing users to easily access and purchase products and services, as well as provide feedback and engage with the company(Mohr & Sohi, 1995; Rafaeli, 1998).

Cost benefit(COB): O2O services often offer competitive pricing and convenient payment options, making it easier for users to purchase products and services without having to physically visit a store.(Srivastava & Lurie, 2001)

Usefulness: O2O services are designed to be practical, offering a wide range of products and services that meet the daily needs of users. This includes offerings such as food delivery, transportation services, and home repair services, making it possible for users to complete tasks without having to leave their homes(Davis, 1989; Davis et al. 1989)

These four key aspects contribute to the overall user experience of O2O services and play a crucial role in the success of these businesses. By providing these characteristics, O2O services can attract and retain users, providing a valuable and fulfilling experience.

Work/family border theory

The study was further connected to the work/family border theory, a novel strategy for work-family balance that Clark (2000) presented. It asserts that each person's role varies in particular spheres of life, such as the work/family spheres, typically divided by physical, temporal, or psychological borders. According to the hypothesis, people frequently cross borders between their homes and workplaces. Based on the nature of borders, such as flexibility and permeability between work and family life boundaries, it has important implications for the degree of integration, easy movements, and degree of conflict between domains.

Coexistence of Satisfaction/Dissatisfaction

The two-factor theory was first introduced by Herzberg(1986), who argued that job satisfaction and dissatisfaction can exist simultaneously. His claim was that these factors are caused by different factors and are perceived on different dimensions. The important point to note in the two-factor theory is that it views job satisfaction and dissatisfaction as dichotomous rather than unitary concepts and defines them as not being opposite concepts(Lee, 1996). Therefore, high job satisfaction does not necessarily equate to low job dissatisfaction, and high job dissatisfaction does not necessarily lead to low job satisfaction (Lee et al., 2015). The coexistence of satisfaction and dissatisfaction theory is a concept that has been studied in the field of customer behavior (Chen et al., 2014; Khan, Rizwan, Azhar, & Sarwar, 2021). This theory posits that customers can simultaneously experience both positive and negative emotions towards a product or service, leading to conflicting emotions and challenging businesses to maintain customer loyalty.

Users are in a situation where they are satisfied with the KakaoT service due to the fire incident but also dissatisfied. In conclusion, the coexistence of satisfaction and dissatisfaction is a crucial aspect to understand in the field of customer behavior, as it has a significant impact on customer behavior and the success of businesses. Therefore, it is possible to set the relationship between the characteristics of KakaoT service and satisfaction/dissatisfaction as follows.

H1 The more positive service characteristics of KakaoT are, the more satisfied users will be.

H1-1 The more positive EOU of the KakaoT is, the more satisfied users will be.

H1-2 The more positive interactivity of the KakaoT is, the more satisfied users will be.

H1-3 The more positive COB of the KakaoT is, the more satisfied users will be.

H1-4 The more positive usefulness of the KakaoT is, the more satisfied users will be.

H2 The more negative service characteristics of KakaoT are, the more dissatisfied users will be.

H2-1 The more negative EOU of the KakaoT is, the more dissatisfied users will be.

H2-2 The more negative interactivity of the KakaoT is, the more dissatisfied users will be.

H2-3 The more negative COB of the KakaoT is, the more dissatisfied users will be.

H2-4 The more negative usefulness of the KakaoT is, the more dissatisfied users will be.

Behavioral Intention (Continuance Use Intention and Switching Intention)

The behavior intention theory is a widely studied concept in the field of customer behavior and marketing (Hyun & Han, 2009). This theory posits that customers' intentions to purchase a product or service are influenced by their attitudes and perceived behavioral control, and that these intentions are strong predictors of actual behavior (Al-Dmour, Al-Nawayseh, Al-Tarawneh, & Hani, 2023; Kang & Yun, 2019).

A prior study of this theory, as found in a thesis, investigates the relationship between customers' attitudes and perceived behavioral control, and their intention to purchase a product or service. The study found that positive attitudes towards a product or service, as well as a perceived sense of control over the purchase, were strongly related to customers' intentions to purchase.

A prior study argues that the coexistence of satisfaction and dissatisfaction can have a significant impact on customer behavior and the likelihood of continuation or switching intention (Lee et al. 2015a; Lee et al., 2015b). The study found that customers who experience high levels of satisfaction are more

likely to continue using a product or service and recommend it to others, while dissatisfaction can drive customers to switch to alternative options, resulting in potential loss of business.

H3: The more satisfied the users are with KakaoT, the more likely they to have continuance use intention.

H4: The more dissatisfied the users are with KakaoT, the more likely they to have switching intention.

H5: The more satisfied the users are with KakaoT, the more likely they to have continuance use intention.

H6: The more dissatisfied the users are with KakaoT, the more likely they to have switching intention.

3. METHODOLOGY

3.1 Data Collection

This study aimed to clarify the correlation between O2O service characteristics and behavior intention through satisfaction and dissatisfaction coexistence by conducting a survey on customers who have used O2O services at least once. The data collection period was from October 1st to October 28th, 2022. The researchers explained the purpose and content of the study through an online survey and obtained consent from 200 users. A total of 200 questionnaires were collected and used for the final analysis. This study organized the measuring items based on previous studies on the relationship between O2O service characteristics, satisfaction and dissatisfaction coexistence, behavior intention. The evaluation items were organized by modifying the items presented in the previous studies according to the research purpose. The items were organized using a 5-point Likert scale as follows.

Table 1. List of measurement items.

Variables	Measurement Items	References
Ease of use	The O2O service that I use is easy to use familiarly.	Davis (1989)
	The O2O service that I use is easy to understand and clear in the process of using it.	
	Sharing the O2O service that I use with my friends is easy.	
Interactivity	The O2O service that I use continually provides me with new information.	Rafaeli (1998)
	The O2O service that I use is attentive to my feedback.	
	The O2O service that I use provides me with meaningful information.	
Cost-benefit	The O2O service that I use provides excellent service in comparison to the price.	Srivastava & Lurie (2001)
	The O2O service that I use is considered fair in terms of the price.	
	The O2O service that I use is considered cheaper compared to other services.	
Usefulness	The O2O service I use provides necessary information quickly. Through the O2O service I use, I can handle tasks efficiently. The O2O service I use is useful in daily life.	Davis et al. (1989)
Satisfaction	I tend to think that using the O2O service I use is a wise choice.	Lee et al. (2015b)
	Overall, I tend to be satisfied with the O2O service I use when considering everything.	
	In general, my experience using the current O2O service I use is satisfying.	
Dissatisfaction	I tend to think that the O2O service I use does not fit me.	Lee et al. (2015b)
	I tend to not like the O2O service I use.	
	I tend to find the O2O service I use uncomfortable for me.	
Continuance use intention	I intend to continue using the O2O service I use.	Bhattacherjee (2001)
	I tend to have the intention to recommend the O2O service I use.	
	I tend to have the intention to regularly use the O2O service I use.	
Switching intention	I tend to have the intention to switch to a different service instead of the O2O service I use.	Kim et al. (2013)
	I will look for information necessary to use a different O2O service.	
	I have the intention to switch to a different service if another O2O service	

	arises.	

3.2 Analysis Method

Covariance structure analysis, a method for investigating complex causal relationships, was employed to analyze the relationship between the variables in this study, rather than conducting separate tests for each hypothesis. The analysis was performed using IBM's SPSS and Amos, which are structural equation modeling software. These tools allowed for a comprehensive evaluation of the relationships between the variables.

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4. RESULTS

4.1 The Characteristics of Samples

The demographic characteristics of the sample used in the analysis of this study are as follows. First, in terms of gender, 128 men (64.0%) and 72 women (36.0%) were represented. In terms of age, 46 people (23.0%) were under 20 years old, 51 people (25.5%) were 21-30 years old, 66 people (33.0%) were 31-40 years old, 25 people (12.5%) were 41-50 years old, and 12 people (6.0%) were over 50 years old. In terms of education, 43 people (21.5%) were high school graduates, 67 people (33.5%) were vocational college graduates, 39 people (19.5%) were four-year university graduates, and 51 people (25.5%) were graduate school graduates. In terms of the period of using O2O service, 36 people (18.0%) were less than 6 months, 48 people (24.0%) were 6 months to 1 year, 20 people (10.0%) were 1 year to 1 year and 6 months, 13 people (6.5%) were 1 year and 6 months to 2 years, and 83 people (41.5%) were 2 years or more. Finally, in terms of income or allowance for one month, 55 people (27.5%) were less than 3 million won, 48 people (24.0%) were 3 to 4 million won, 58 people (29.0%) were 4 to 5 million won, and 39 people (19.5%) were 5 million won or more. In terms of occupation, 67 people (33.5%) were students, 58 people (29.0%) were office workers, 9 people (4.5%) were professional workers, 18 people (9.0%) were self-employed, and 48 people (24.0%) were others.

4.2 Reliability and Validity of the Measurement Items

The validity of the measurement model was verified using the final collected data (n=200). The validity of the measurement model is generally tested by examining the reliability and validity of commonly used measurement items. Among these, validity was tested through convergent validity and discriminant validity of measurement items. The reliability validation used the most commonly used coefficient in social science research, Cronbach's alpha (above 0.7) (Hong, 2000). And using AMOS, the factor loading values in the results of confirmatory factor analysis were used for convergent validity validation. Generally, a factor loading value of ±0.4 or higher is considered significant (Kang, 2013).

Discriminant validity was verified by checking the degree of clarity of two similar concepts, using the average variance extracted (AVE) proposed by Fornell and Larcker (1981) and Pearson correlation analysis method. It is considered that discriminant validity exists if the square root of the AVE value in each constituent concept exceeds the correlation coefficient value between the constituent concept and other constituent concepts (Kim, 2007).

Table 2 shows the results of reliability and validity tests for the variables used in this study. The results showed that there were no items that compromised the reliability, and the Cronbach's α values used for reliability verification ranged from 0.843 to 0.974, which are above the recommended level (0.7 or above), indicating that the reliability of the measurement items is secure (Hong, 2000). Additionally, the factor loadings used for validity verification also showed results above the criteria established in previous

studies, indicating no validity issues with the measurement items. Finally, the discriminant validity using average variance extraction values also showed no issues, so it is considered secure (Kang, 2013; Al-Tarawneh, 2021). These results statistically prove the internal consistency and validity of the survey questions. Table 2 shows the results of reliability and validity verification for the measurement model, and as shown in Table 3, the square root of the variance extraction values indicated on the diagonal line are larger than the correlation coefficients for each factor, indicating that the discriminant validity among the constituent concepts has been established.

Table 2. Confirmatory factor analysis and reliability test result.

Variables	Measurement Items	Factor Loadings	Measurement Errors	Cronbach's α	C.R	AVE
Ease of use	EOU1	0.984	0.021	0.974	0.983	0.951
	EOU2	0.826	0.094			
	EOU3	0.977	0.029			
Interactivity	INT1	0.974	0.035	0.970	0.980	0.943
	INT2	0.985	0.020			
	INT3	0.915	0.111			
Cost-benefit	COB1	0.947	0.054	0.974	0.987	0.961
	COB2	0.852	0.048			
	COB3	0.990	0.012			
Usefulness	USE1	0.554	0.420	0.854	0.920	0.801
	USE2	0.939	0.084			
	USE3	0.980	0.029			
Satisfaction	SAT1	0.866	0.164	0.876	0.915	0.783
	SAT2	0.790	0.241			
	SAT3	0.857	0.178			
Dissatisfaction	DIS1	0.909	0.095	0.974	0.986	0.959
	DIS2	0.991	0.010			
	DIS3	0.987	0.015			
Continuance use intention	CUI1	0.923	0.100	0.914	0.938	0.834
	CUI2	0.943	0.080			
	CUI3	0.801	0.293			
Switching intention	SWI1	0.751	0.418	0.843	0.856	0.666
	SWI2	0.889	0.217			
	SWI3	0.785	0.353			

4.3 The Fit test of Measurement Model

This study used AMOS to conduct fit tests on the collected data to verify that the data is suitable for the research model after verifying the reliability and validity of the measurement model. The fit tests were performed with 24 measurement items for the initial measurement model. The commonly used fit indices in previous studies, such as GFI (Goodness-of-fit Index) greater than or equal to 0.9, NFI (Normed Fit Index) greater than or equal to 0.9, RMR (Root Mean Square Residual) less than or equal to 0.05, and CFI (Comparative Fit Index) greater than or equal to 0.9 with a p-value (>=0.05), were used to verify the fit of the measurement model. The results of the fit tests showed that the fit χ^2= 347.978 (df = 224), p = 0.000, χ^2/df = 1.553, GFI = 0.883, NFI = 0.94, CFI = 0.977, RMR = 0.035, indicating that all indices are above the recommended values and there are no problems with the fit. This can be interpreted as the collected data is suitable for the research model to verify it.

Table 3. Correlations among Constructs.

Variables	Correlation coefficients between variables							
	1	2	3	4	5	6	7	8
(1) Ease of use	**0.975**							
(2) Interactivity	0.372**	**0.971**						
(3) Cost-benefit	0.318**	0.153*	**0.980**					
(4) Usefulness	0.164*	0.461**	0.265**	**0.895**				

(5) Satisfaction	0.297**	0.004	0.568**	0.060	**0.885**			
(6) Dissatisfaction	-0.281**	-0.203**	-0.172*	-0.157*	-0.216**	**0.979**		
(7) Continuance UI	0.468**	0.507**	0.245**	0.526**	0.191**	-0.322**	**0.913**	
(8) Switching I	-0.331**	-0.276**	-0.274**	-0.299**	-0.406**	0.221**	-0.487**	**0.816**
Average	3.692	3.573	4.207	3.540	4.002	1.905	3.503	2.270
Standard Deviation	0.786	0.800	0.716	0.727	0.726	0.732	0.796	0.862

Note: ** p<.01, * p<.05, number at the diagonal line is the square root value of the average variance extracted (AVE).

4.4 Verification Results of Research Model

This study used AMOS to conduct structural equation modeling (SEM) on 200 data points in order to validate the validity of the measurement model and examine the impact of the variables proposed in the research model. Through structural equation analysis, two important results can be obtained. The first result is the degree of fit of the structural model. The fit of the research model can be seen as χ^2=486.108 (df=234), p=0.000, CMIN/DF=2.077, RMSEA=0.074, NFI=0.916, CFI=0.954, GFI=0.847, AGFI=0.804, TLI=0.946, IFI(Delta2) = 0.955. When looking at the fit indices presented by Kim (2006) as the center of the model fit indices, it was confirmed that the fit of the research model was generally good. The results of hypothesis testing are as follows: First, the EOU of O2O service features had a positive effect (β=0.179) on satisfaction, while interactivity did not have a significant effect (β=-0.078). the COB had a positive effect (β=0.605) on satisfaction and the usefulness did not have a significant effect (β=-0.156). Second, the EOU had a negative effect (β=-0.207) on dissatisfaction, and each of the other O2O service features (interactivity, COB, usefulness) did not have a significant effect on dissatisfaction. Third, satisfaction had a positive effect (β=0.152) on the intention to continue use. dissatisfaction had a negative effect (β=-0.296) on the intention to continue use. Fourth, satisfaction had a negative effect (β=-0.428) and dissatisfaction had a positive effect (β=0.172) on the switching intention

Table 4. The result of research model.

Hypothesis	Path	Path coefficients	Results
H1-1	Ease of use -> Satisfaction	0.179***	Adoption
H1-2	Interactivity-> Satisfaction	-0.078	Rejection
H1-3	Cost-benefit -> Satisfaction	0.605***	Adoption
H1-4	Usefulness -> Satisfaction	-0.156	Rejection
H2-1	Ease of use -> Dissatisfaction	-0.207***	Adoption
H2-2	Interactivity -> Dissatisfaction	-0.053	Rejection
H2-3	Cost-benefit -> Dissatisfaction	-0.056	Rejection
H2-4	Usefulness -> Dissatisfaction	-0.112	Rejection
H3	Satisfaction -> Continuance use I	0.152**	Adoption
H4	Dissatisfaction -> Continuance use I	-0.296***	Adoption
H5	Satisfaction -> Switching intention	-0.428***	Adoption
H6	Dissatisfaction -> Switching intention	0.172***	Adoption

Note: *** p<0.01, ** p<0.05

5. CONCLUSION

The present study aims to investigate the impact of user's ambivalent emotions on their behavioral intentions in relation to the recent data center fire-caused Kakao outage. The study employs a two-dimensional approach, which goes beyond a one-dimensional concept, to examine the coexistence of satisfaction and dissatisfaction. The main findings of the study can be summarized as follows:

First, by applying a research model on the coexistence of satisfaction and dissatisfaction to the context of KakaoT service use, the usefulness of the model was demonstrated. The study presented a theoretical framework that can explain users' psychological state caused by the recent fire incident of Kakao and also proved its usefulness through empirical evidence. Second, it was found that ease of use (EOU) management is extremely important for KakaoT service users. EOU is a crucial factor that influences both satisfaction and dissatisfaction while reducing dissatisfaction. The results shed light on

how Kakao can resolve user dissatisfaction in the future. Third, the study confirmed the need for businesses to concurrently manage two factors, satisfaction and dissatisfaction, in providing O2O services. The coexistence of the two factors requires businesses to be vigilant at all times, as users can easily switch to new services, which can lead to a decline in user loyalty. The study provides valuable insights into the coexistence of satisfaction and dissatisfaction and the impact of user emotions on behavioral intentions in the context of O2O service use. The findings can help businesses better understand the needs of their users and provide better services in the future. The limitations of the study can be summarized as follows: First, this study has limitations as a cross-sectional study. Further research on various O2O services is needed. Second, it is necessary to examine more diverse extraneous variables. Unfortunately, there were many cases where the relationship between extraneous variables and mediating variables was not significant in this study. There is a need to find more appropriate factors through a variety of literature reviews in the future.

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DOI: https://doi.org/10.15379/ijmst.v10i1.1431