Integrating Organizational Support and Interactivity into the Technology Acceptance Model-A Study on Sustained User Engagement in E-Commerce Review Systems

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Abstract: The surge in online shopping has resulted in an increased dependence on online product evaluations by consumers. However, the varying quality of reviews provided by businesses and consumers can introduce biased influences on consumer decision-making processes. To address this concern, Chinese online shopping platforms are introducing a "jury panel" mechanism to alleviate negative consumer experiences arising from inappropriate feedback. This research centers on the Meituan App case and utilizes an expanded Technology Acceptance Model (TAM) framework to explore concepts such as perceived ease of use, perceived usefulness, and usage intention within the framework of the assessment system. Furthermore, the study investigates external factors like perceived organizational support and perceived interactivity to comprehend their effects on system utilization. By analyzing how these elements impact perceived ease of use, perceived usefulness, and perceived playfulness, the research aims to construct a quantitative model that clarifies the factors influencing consumers' ongoing intention to use the assessment system. Through this investigation, the study aims to enrich the TAM theory, unveil the internal mechanisms influencing consumer engagement in the assessment system, and provide recommendations for enhancing the system and formulating strategies to promote a healthy e-commerce environment.

Keywords: perceived organizational support; perceived interactivity; continuous usage intention;

1. Introduction

1.1 Background

The proliferation of the Internet has resulted in a significant rise in the number of Internet users and the prevalence of online shopping. While online shopping has brought about numerous benefits to our daily lives, it also presents certain drawbacks, such as variations in service quality and discrepancies in product appearance [1-3]. Consequently, consumers are increasingly turning to online product reviews as a crucial source of information prior to making purchases, influencing their buying behavior [4]. These reviews not only serve as evaluations of businesses and products but also have the potential to stimulate consumer consumption, thereby enhancing purchase intentions and augmenting consumer awareness. Given the rapid expansion of e-commerce platforms, the management of disputes arising from consumer-business interactions in platform shopping reviews remains a critical concern for online shopping platforms [5-7].

Platform operators are tasked with establishing robust credit rating systems and transparently disseminating credit rating guidelines to empower consumers in evaluating products or services offered on the platform [8]. This insight is instrumental in comprehending the dynamics between consumers and sellers in the context of C2C mode-based two-way e-commerce platforms, thereby contributing to the sustainable growth of emerging markets [6,9]. Given the significance of factors influencing consumer purchasing behavior, the design of credit rating systems should be informed by these considerations [10]. The maintenance of comprehensive and informative user ratings serves as a valuable resource for both users and businesses, enabling platforms to offer analytical perspectives for businesses [11]. Studies on consumer opinion platforms have shed light on the motivations driving consumers to express themselves online [12]. The escalating impact of consumer-business interactions on consumption intentions underscores the critical role of consumer and business reviews in the online realm in fostering a sustainable business environment [13,14].

User review data serves as a critical information source for both consumers and businesses in digital commerce environments [15]. Online review systems establish essential reputation mechanisms that facilitate the collection and dissemination of consumer feedback, particularly within internet-based services, hospitality, and tourism sectors[16]. The substantial impact of negative reviews on consumer purchase intentions underscores the significant influence these systems wield over commercial outcomes [17]. Despite their importance, existing review systems face significant challenges in maintaining authenticity and reliability. Platforms must continuously combat illegal, false, and irrelevant feedback, including reviews containing inappropriate language, advertisements, manipulative content designed for merchant coercion, competitor-generated false reviews, and privacy-compromising posts [18]. While theoretical frameworks have been developed to address these challenges—encompassing tool support, social emotions, statistical evidence, trust-building mechanisms, and consumer voting systems [19-22]—current approaches predominantly focus on bilateral exchanges between businesses and consumers, potentially introducing systematic biases and limiting the effectiveness of quality control mechanisms[23]. China's E-commerce Law mandates that platforms establish comprehensive credit rating systems while prohibiting the deletion of legitimate consumer reviews, emphasizing the critical role of user-generated content in maintaining marketplace transparency[24]. This regulatory framework requires platforms to develop sophisticated filtering mechanisms that eliminate false and irrelevant reviews while preserving authentic negative feedback. The conventional model's limitations in addressing bias and manipulation highlight the need for innovative approaches that incorporate third-party evaluation mechanisms, creating more sustainable review systems that provide genuine value to users and actionable insights for merchants.

To address these concerns, China is implementing a novel "jury panel" evaluation model on online business platforms to mitigate potential biases in consumer-business reviews. This system is being integrated across various consumer applications, including Meituan (China's leading food delivery platform) and Alibaba's subsidiary Xianyu.Meituan's implementation exemplifies this approach: the platform establishes an online dispute resolution mechanism where users can become certified reviewers after passing a

qualification examination. These reviewers collectively vote on evaluation disputes and transaction conflicts, fostering community order and improving platform ecology. Empirical evidence shows strong consumer support for this system, with reviewers valuing their role in addressing contentious reviews. However, the theoretical foundations of these evaluation systems remain unclear. Understanding how online consumer reviews influence user attitudes and behaviors is essential for comprehending their impact on consumer platforms[25]. Therefore, elucidating and validating the theoretical mechanisms underlying these online evaluation systems is crucial for advancing sustainable e-commerce development [26].

This research focuses on utilizing the Meituan App as the primary subject of investigation, with a specific emphasis on consumers who have engaged with Meituan's evaluation system. Drawing upon the theoretical framework of the Technology Acceptance Model (TAM), the study examines the impact of perceived interactivity and perceived organizational support on users' sustained utilization of Meituan's evaluation system and its associated significance. Subsequently, recommendations for enhancements will be put forth to serve as a point of reference for governmental bodies, industry stakeholders, consumers, and other pertinent entities.

1.2 Research purpose

This study examines factors influencing consumers' continued use of Meituan's review system using the Technology Acceptance Model (TAM). The research introduces perceived organizational support and perceived interaction as external variables, investigating their influence on perceived ease of use, perceived usefulness, and perceived entertainment, and their impact on continuance intention.The study aims to validate these factors quantitatively and construct a comprehensive continuance intention model. Findings will inform policy recommendations for review system optimization and guide e-commerce regulatory agencies in promoting healthy online shopping environments.This research contributes to expanding TAM theory and understanding mechanisms underlying sustained consumer engagement in review systems.

2. Relevant Research

2.1 Technology Acceptance Model

The Technology Acceptance Model (TAM) is a well-established theoretical framework introduced by Davis in 1989 to evaluate individuals' acceptance of new technology. TAM focuses on two key factors: perceived usefulness and perceived ease of use, which are crucial in predicting a user's intention to use a technology and their actual usage of it [27]. This model has been widely utilized across various disciplines, including computer science, psychology, sociology, and education, to comprehend technology adoption behavior [28-31]. TAM has been adapted and expanded in diverse contexts, such as examining preschool teachers' technology acceptance during the COVID-19 pandemic [32], in e-commerce environments [33], and in the acceptance of specific technologies like sports bracelets among Chinese university students [34]. Additionally, the model has been employed to investigate technology acceptance among specific

demographics, such as elderly individuals in Hong Kong [35]. Furthermore, researchers have validated and refined the TAM to improve its relevance and predictive capability in different scenarios [36,37]. The model has played a significant role in elucidating why users may embrace or reject information systems, offering valuable insights into the factors that promote the integration of technology across various domains [37]. In conclusion, the Technology Acceptance Model remains a fundamental framework for studying technology acceptance, providing a systematic approach to understanding users' attitudes and behaviors towards adopting new technologies in diverse contexts. Its emphasis on perceived usefulness and ease of use continues to be pivotal in research on technology adoption and user acceptance [31]. The Technology Acceptance Model (TAM) is shown in Figure 1.

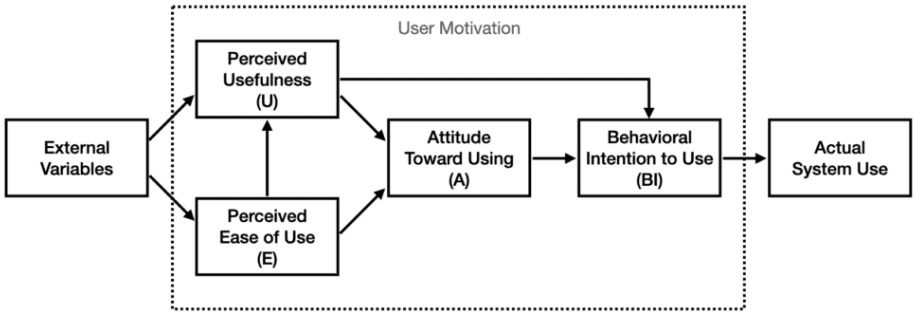

Figure 1. The Technology Acceptance Model (TAM)

2.2 Comments jury panel System

A jury panel system involves a group of individuals providing feedback, evaluations, and judgments on specific subject matters. This system incorporates diverse perspectives into decision-making processes, particularly in legal and design contexts. Research shows that jury panels foster innovation and new ideas in design[38], with effective composition representing all relevant stakeholders [39] to ensure credibility. The system encourages civic engagement and accountability[40] through structured deliberative processes that expose members to diverse viewpoints. Psychological factors also influence jury functioning, including the impact of absent witnesses and irrelevant comments on decisions [41].

In application development, comments jury panel systems enhance quality, usability, and functionality by incorporating user feedback aligned with user-centered design principles[42]. Developers gain valuable insights through user review analysis [43], with research indicating improved usability in mobile medical applications[44]. Diverse evaluator groups provide constructive feedback on application functionality and design, fostering innovation and user experience optimization while promoting civic participation.

For this research, Meituan implemented an online dispute resolution mechanism called the "comments jury panel system" to address limitations in conventional business-consumer review approaches. This system engages diverse user groups as reviewers who collectively vote on evaluation and transaction disputes, enhancing platform regulation while safeguarding user and business rights and ensuring equitable dispute

resolution.

2.3 Perceived organizational support

Perceived organizational support (POS) is defined as an employee's perception of the extent to which an organization values their contributions and prioritizes their well-being [44]. POS plays a crucial role in influencing various employee outcomes within the organization, including attitudes, behaviors, job satisfaction, affective commitment, and performance [45,46]. Research indicates that a positive perception of organizational support can enhance affective commitment, leading individuals to develop stronger positive emotions towards the organization [47], such as feelings of emotional support and belonging [48]. Factors such as organizational fairness and supervisor support are significant predictors of perceived organizational support [49]. Furthermore, community identification has been found to increase consumers' willingness to assist other consumers, suggesting that a sense of belonging and identification with the community can foster voluntary assistance within the community [50]. Engaging in corporate social responsibility initiatives is advantageous for enhancing a company's image and reputation [51].

Perceived organizational support demonstrates service quality, with employees experiencing organizational support exhibiting higher loyalty, satisfaction, and engagement, leading to improved consumer services. Meituan's review panel actively encourages participation through incentive mechanisms and maintains quality via an admission examination process including registration time, real-name authentication, consumption records, and testing requirements.Beyond social benefits, consumers join the review panel system for entertainment purposes[52]. The system provides consumer and merchant comments for assessment, with the app interface featuring engaging animations and statistical displays regardless of reviewers' positions. This creates an engaging participatory experience that fosters positive attitudes and encourages continued usage.In this study, perceived organizational support refers to consumers' perceptions of the support level provided by Meituan's platform for the review system.

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2.4 Perceived interactivity

Perceived interactivity refers to an individual's subjective perception of interactions with others and the sense of presence of social entities [53]. It encompasses dimensions including two-way communication, process control, loading time, sensory experience, enjoyment, and interpersonal communication [53,54]. This concept is crucial for understanding user experiences across platforms and has been widely applied in healthcare [58], online learning [59,60], and mobile advertising [53].

Digital media interactivity measurements comprise three dimensions: perceived control, perceived responsiveness, and personalization[61]. Perceived control involves an individual's sense of control over events, affecting behavior and well-being[62,63]. Perceived responsiveness reflects how well needs and concerns are recognized and met in interactive environments, impacting satisfaction and participation [61,64].

Perceived personalization concerns the degree of customization based on individual preferences and needs [65], positively affecting outcomes such as attitudes, intentions, and perceived value [66].

This research focuses on two components: perceived control and perceived responsiveness, excluding personalization as it does not explicitly indicate interactivity. In Meituan's jury panel system, perceived control manifests through reviewers' autonomy to select comments for assessment, while perceived responsiveness appears in the system's prompt statistical feedback regardless of voting choices. Research demonstrates that perceived interactivity positively impacts perceived usefulness [54,68], ease of use [54,68], and playfulness[53,69].The system enables reviewers to vote once and receive immediate feedback, reducing response time while satisfying curiosity and judgment rights. Therefore, perceived interactivity in this study represents consumers' feelings of control and enjoyment during evaluation processes.

2.5 Perceived ease of use

Perceived usability is a significant concept in the domains of technology acceptance and usability, referring to the extent to which individuals perceive the use of a particular system to be effortless [70]. This concept has been extensively studied across various technological contexts, such as information systems [71], mobile banking [72], and e-learning. Research indicates that perceived usability significantly influences user satisfaction [73], purchase intention [73], behavioral intention [72], and technology adoption. Studies have found that perceived usability has a positive impact on perceived usefulness [70], which in turn affects user acceptance of technology [71]. Furthermore, perceived usability has been identified as a significant factor influencing attitudes and behavioral intentions [74], and is also associated with trust and attitudes, further influencing purchase intention [75]. Perceived usability is considered a benchmark for understanding and evaluating the usability of technology [76]. Overall, the concept of perceived usability plays a crucial role in shaping user attitudes, intentions, and satisfaction towards technology, thereby influencing its acceptance and adoption levels. In this study, perceived usability refers to the ease with which consumers perceive the process of using the Meituan review system.

2.6 Perceived usefulness

The concept of perceived usefulness is a crucial notion within the domains of technology acceptance and user behavior. It refers to the extent to which individuals believe that using a particular system or technology will enhance their job performance or increase their productivity [77]. This perception strongly influences people's intentions and can explain a significant portion of the variance in their intention to use a system or technology [78]. A deeper understanding of the determinants of perceived usefulness can guide interventions aimed at increasing user acceptance and adoption of new systems [79]. Research indicates that the perceived usefulness of a system is associated with its productivity, effectiveness, and overall user performance benefits [80]. It is also closely related to productivity and is a critical antecedent to user acceptance of technology [81,82]. For instance, in the context of online booking, perceived usefulness is linked

to users' belief that using an online booking system is advantageous for making reservations or payments [70]. Perceived usefulness has a significant positive impact on user attitudes [75] and is a key factor influencing users' intention to use technology, as users strongly believe that new technology will enhance their job performance [83,84]. Overall, perceived usefulness plays a central role in shaping individuals' attitudes and intentions towards technology adoption and use, making it a crucial factor in understanding user behavior and technology acceptance. In this study, perceived usefulness refers to consumers perceiving that actively engaging in the review system for evaluations is beneficial for the healthy development of the shopping platform.

2.7 Perceived playfulness

Perceived playfulness is the subjective perception of the extent to which an interaction or system can be enjoyed and provide entertainment, irrespective of the consequences of its use [85]. It encompasses user engagement, curiosity, and pleasure during the interaction process [86]. Perceived playfulness is considered an intrinsic motivational factor, distinct from perceived usefulness, which is an extrinsic motivational factor [87,88]. It is defined as both a psychological state and a controllable system attribute that can positively influence the intention to use and continue using a system [89,90]. Perceived playfulness has been shown to be associated with personal capabilities and can transform everyday situations into enjoyable, knowledge-stimulating, or personally engaging experiences [91]. It is also linked to the transformation of activities into enjoyable and engaging experiences, thereby offering pleasure and a sense of escape [92]. Furthermore, perceived playfulness is recognized as a significant factor affecting trust and has been demonstrated to have a positive impact on attitudes and behavioral intentions [93,94]. In essence, perceived playfulness plays a critical role in shaping user attitudes, behaviors, and experiences across various interactive environments, including technology use, online platforms, and educational contexts. In the context of this study, perceived playfulness pertains to consumers' perceived level of enjoyment in operating the comments jury panel system.

2.8 Continuous usage intention

The concept of continuous usage intention refers to an individual's willingness to use a particular technology, service, or platform over the long term. This intention is influenced by various factors that shape users' perceptions and experiences. Research indicates that factors such as satisfaction, perceived usefulness, emotional responses, perceived value, trust, and user engagement determine the continuous usage intention [95-102]. The study of continuous usage intention has been widely applied in various fields, such as mobile banking [95], remote online courses [96], and experiential marketing [98]. These studies emphasize the complexity of factors, including psychological, experiential, and situational aspects, in shaping users' intention to continue using technology services. Understanding these determinants is crucial for designing and managing technology platforms to promote continued user engagement and usage. In conclusion, consumers' attitudes towards participating in review systems and their perceptions of organizational support

are related to their actual experiential feelings, thus, in this study, the main factors analyzed that influence continuous usage intention are the attitudes towards participating in review systems and the perception of organizational support as two variables.

3. Research Methods and Hypothesis

3.1. Hypothesis and Model Construction

3.1.1. The Influence of Perceived Organizational Support on Continuance Intention to Use and Perceived Playfulness

Perceived organizational support (POS), defined as individuals' perceptions of how much an organization values their contributions and cares for their well-being, significantly influences user engagement and retention behaviors [103,104]. In traditional organizational contexts, POS positively correlates with employee commitment, job satisfaction, and reduced turnover intention [105,106]. This research extends POS theory to the consumer-platform relationship, where users who volunteer as reviewers develop quasi-employment relationships with the platform through formal recognition, training, and compensation mechanisms.The relationship between POS and continuous usage intention (H1) is theoretically grounded in social exchange theory—when users perceive strong platform support through reviewer training, recognition systems, and fair compensation, they reciprocate with sustained participation. Furthermore, organizational support can enhance perceived playfulness (H2) by creating positive user experiences that transform routine evaluation tasks into more enjoyable activities [112,113]. Research indicates that supportive environments foster intrinsic motivation and flow states characterized by deep engagement and enjoyment [114]. In the comments jury panel system, organizational support manifests through structured reviewer programs, achievement recognition, and platform-provided incentives that enhance both utilization commitment and experiential enjoyment.Therefore, this study proposes: H1: Perceived organizational support will positively influence continuance intention to use; H2: Perceived organizational support will positively influence perceived playfulness.

3.1.2. Perceived Ease of Use Effects

The perceived ease of use (PEOU) is a fundamental element that impacts the intention to continue using technology in diverse technological settings. Numerous studies have consistently demonstrated that PEOU, in conjunction with perceived usefulness (PU), serves as pivotal determinants influencing users' continuance intention to use [72,115-117]. The association between PEOU and continuance intention to use is frequently mediated by factors such as PU, trust, satisfaction, and other variables [118]. For instance, in the realm of mobile banking, antecedent factors that impact continuance intention to use encompass PEOU and PU [119]. Similarly, within the domain of telemedicine, PEOU exerts a positive indirect influence on continuance intention to use through PU [120]. Furthermore, in the context of online shopping, the influence of PEOU on continuance intention to use is mediated by constructs like trust and satisfaction [121]. Although some studies

propose that PEOU does not have a direct effect on continuance intention to use [122-124], the majority of scholarly works support the significant impact of PEOU on continuance intention to use [117,118]. Additionally, PEOU directly contributes positively to continuance intention to use in contexts such as mobile commerce, residue retention, and e-wallet usage [116]. The relationship between PEOU and continuance intention to use is further enriched when considering factors like social influence, personal innovativeness, and cognitive adjustment [125,126]. In summary, existing literature firmly establishes the connection between PEOU and continuance intention to use, with PEOU serving as a critical determinant influencing users' decisions to persist in using technology. While the influence of PEOU on continuance intention to use may be mediated by variables like PU and trust, research indicates that PEOU plays a substantial role in shaping users' choices to continue utilizing various technological services.

3.1.3. Perceived Organizational Support Effects

The significance of perceived usefulness as a key factor influencing intention to use and subsequent behavior has been underscored in academic literature [79]. Bhattacherjee (2001) further supports this assertion by highlighting that users' continued intention is shaped by their satisfaction with and perceived usefulness of the information system [127]. Moreover, recent research by Rekha et al. (2022) has validated the substantial impact of perceived usefulness on satisfaction, continuance intention, and factors like computer self-efficacy [128]. Various studies have demonstrated the significant role of perceived usefulness in influencing users' decisions to persist in using products or services across different contexts [129-131]. For instance, in diverse fields such as shared bike services [132], virtual reality technology for educational purposes [133], electronic tax filing platforms [134], and bike-sharing services [135], as well as other applications[136,137], the positive influence of perceived usefulness on continuance intention has been emphasized. These studies have also identified satisfaction, perceived enjoyment, perceived ease of use, confirmation, performance expectations, and perceived severity as additional determinants that impact continuance intention and perceived usefulness.The collective findings stress the significance of user satisfaction, perceived ease of use, and related factors in shaping users' intentions to persist in using specific products or services. In conclusion, this study posits Hypothesis H4: The perceived usefulness of the comments jury panel System will positively influence the intention to continue using it.

3.1.4. Perceived Playfulness Effects

Numerous studies have demonstrated that the perceived element of playfulness has a positive impact on users' behavioral intentions to utilize various technological applications and services. For instance, Liu et al. (2021) found that perceived playfulness influences the intention to use e-book apps, while Jiang et al. (2022) observed its effect on virtual shoe-try-on functions in mobile online shopping. Similarly, Kartikasari et al. (2021) highlighted its significance in learning applications, and Wu et al. (2022) in digital museums. Liao et al. (2015) and Andrew & Ardianti (2022) also noted its influence on business simulation games and video on

demand services, respectively. Furthermore, Alshurideh & Kurdi (2023) reported that perceived playfulness impacts users' intention to adopt social media technology. The expectation-confirmation theory, as supported by Codish & Ravid (2015), suggests that perceived playfulness positively affects both the intention to use and continue using a system. Lin et al. (2014) associated perceived playfulness with satisfaction and continuance intention in the context of Facebook check-in services. In the domain of sustainable purchase intentions, Kim & Jun (2020) identified perceived playfulness as a significant factor influencing user behavior through the mediating paths of perceived symbolic value and playfulness itself. In summary, perceived playfulness significantly influences users' continuance intention to use diverse technologies, emphasizing its pivotal role in shaping user attitudes and behaviors towards technology adoption and sustained usage. Consequently, this study posits research hypothesis H5: The perceived playfulness of the comments jury panel system will positively impact the continuance intention to use.

3.1.5. Perceived Control Effects

Perceived control, defined as users' sense of autonomy and command over system interactions, serves as a fundamental antecedent to key TAM constructs. Research demonstrates that user control significantly enhances perceived ease of use by reducing cognitive burden and increasing interaction confidence [138,139]. When users can control system functions—such as filtering, sorting, or customizing interfaces—they experience greater operational simplicity and reduced anxiety during technology interactions[140].This control-ease relationship extends to perceived usefulness, as user autonomy enables more effective task completion and goal achievement [138]. Users who can manipulate system features to match their preferences perceive higher functional value from the technology. Furthermore, perceived control enhances perceived playfulness by creating opportunities for exploration and experimentation[85,113,141,142]. Control mechanisms transform routine interactions into more engaging experiences, allowing users to discover system capabilities and derive enjoyment from the interaction process [93,144].In the comments jury panel system, reviewers exercise control through selecting comments for evaluation, filtering content by criteria, and determining their participation level. This autonomy enhances their perception of system ease, functional value, and interactive enjoyment. Therefore, this study proposes: H6: Perceived control will positively influence perceived ease of use; H7: Perceived control will positively influence perceived usefulness; H8: Perceived control will positively influence perceived playfulness.

3.1.6. Perceived Responsiveness Effects

Perceived responsiveness refers to users' subjective evaluation of how effectively a system addresses their needs or requests, serving as a fundamental determinant of user satisfaction and interaction quality [145]. Research indicates that system responsiveness—such as providing prompt and relevant feedback—can significantly enhance users' perceptions of ease of use during technology adoption [79]. This relationship has been demonstrated across various domains, including healthcare interventions where perceived

responsiveness shapes user acceptance and satisfaction [146]. In the context of this study, the comments jury panel system provides real-time feedback on agreement percentages after each review selection, allowing reviewers to observe results promptly while enhancing their subjective sense of ease of use through clear data displays. Therefore, this study posits hypothesis H9: The perceived responsiveness of the comments jury panel system will positively influence perceived ease of use.

Perceived responsiveness, as a pivotal element in user experience, significantly impacts perceived usefulness [70]. Research has demonstrated a close relationship between perceived ease of use and perceived usefulness, affecting user attitudes and intentions towards system usage [147,148]. Dimensions such as website ease of use, design, responsiveness, and security have been identified as factors that contribute to heightened levels of perceived value and overall consumer satisfaction [149]. Furthermore, perceived usefulness has been shown to positively influence attitudes towards utilizing various technologies, including mobile websites and e-commerce platforms [83,150,151]. The consistent emphasis on the impact of perceived usefulness on user satisfaction and intention to use across various studies underscores its significance [152,153]. By offering timely feedback on evaluation results statistics, the Meituan APP's evaluation system aids in presenting consumers with valuable consumption information fairly and realizing the system's value. Therefore, this study suggests the hypothesis H10: The perceived responsiveness of the comments jury panel System will positively influence perceived usefulness.

Perceived responsiveness, defined as users' evaluation of how effectively a system reacts to their interactions, can significantly influence perceived playfulness through enhanced user engagement and satisfaction. When systems provide immediate, relevant feedback, users experience greater sense of control and enjoyment during interactions[85,154]. This responsiveness-playfulness relationship is theoretically grounded in the premise that timely system feedback creates more engaging and enjoyable user experiences. Research demonstrates that perceived playfulness serves as an intrinsic motivator distinct from extrinsic factors like perceived usefulness [92,156,157], and positively influences user attitudes and behavioral intentions across various technological contexts [158,159]. In review systems, responsive feedback mechanisms—such as real-time display of voting results—can transform routine evaluation tasks into more engaging, game-like experiences that enhance user enjoyment and sustained participation. Therefore, this study proposes hypothesis H11: The perceived responsiveness of the comments jury panel system will positively influence perceived playfulness.

Building upon the aforementioned hypothesis derivation, this study posits the following research hypotheses:

Hypothesis 1 (H1). The perceived organizational support of comments jury panel System will positively affect the continuance intention to use.

Hypothesis 2 (H2). The perceived organizational support of comments jury panel System will positively affect perceived playfulness.

Hypothesis 3 (H3). The perceived ease of use of comments jury panel System will positively affect the

continuance intention to use.

Hypothesis 4(H4). The perceived usefulness of comments jury panel System will positively affect the continuance intention to use.

Hypothesis 5(H5). The perceived playfulness of comments jury panel System will positively affect the continuance intention to use.

Hypothesis 6 (H6). The perceived control of comments jury panel System will positively affect perceived ease of use.

Hypothesis 7(H7). The perceived control of comments jury panel System will positively affect perceived usefulness.

Hypothesis 8(H8). The perceived control of comments jury panel System will positively affect perceived playfulness.

Hypothesis 9 (H9). The perceived responsiveness of comments jury panel System will positively affect perceived ease of use.

Hypothesis 10(H10). The perceived responsiveness of comments jury panel System will positively affect perceived usefulness.

Hypothesis 11(H11). The perceived responsiveness of comments jury panel System will positively affect perceived playfulness.

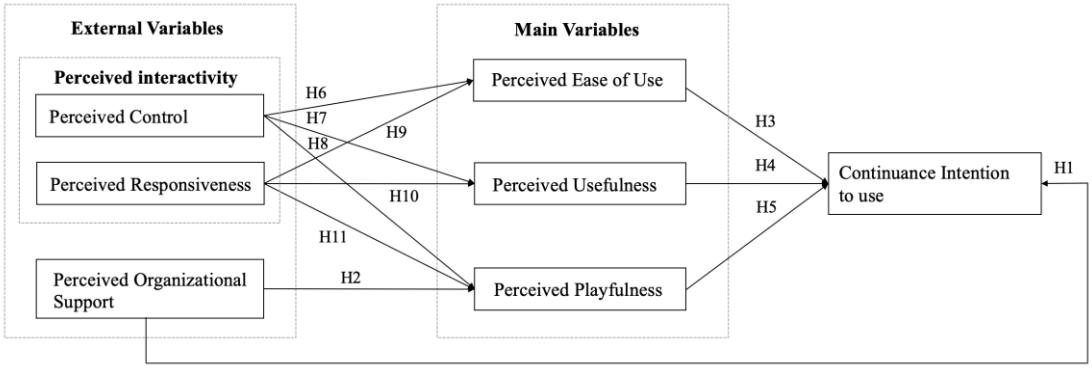


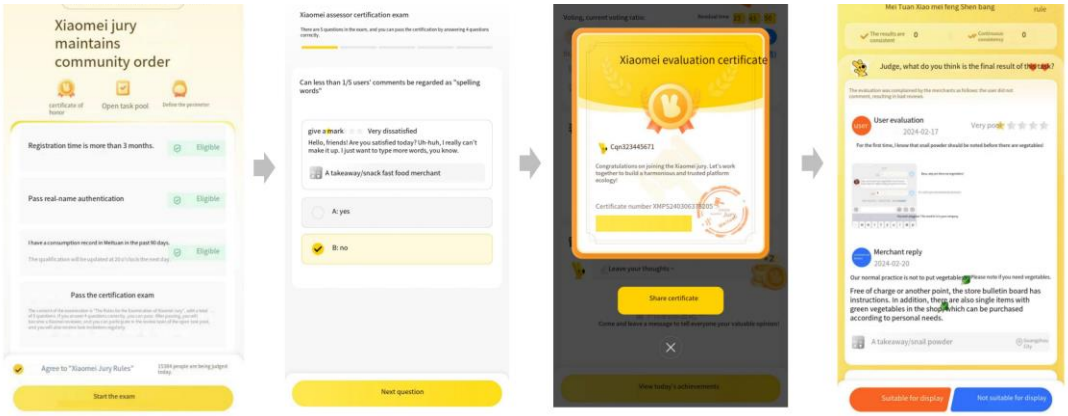
Figure 2. Research framework and hypothesis

The TAM model was developed to identify the cognitive and psychological factors influencing users' acceptance of new technologies, originating from Fishbein and Ajzen's (1975) "Theory of Reasoned Action" (TRA) model. According to TAM, behavioral intention is the key determinant of technology adoption and use, with an individual's attitude toward technology use and perception of usefulness jointly determining this intention. An individual's attitude is, in turn, influenced by their perception of usefulness and perceived ease of use, which are determined by external variables. The TAM model enables researchers to incorporate additional potential factors that may drive the adoption of a specific technology through these external variables. While the TAM model is widely recognized for predicting technology adoption and usage behaviors, it has limitations such as not fully considering all factors affecting technology adoption and

focusing primarily on technological aspects rather than users' intrinsic motivations. Consequently, extensive research has expanded the original TAM model by introducing perceived and external variables. This study adopts the TAM model due to its strong empirical support, particularly in the context of technology adoption for multimedia app interactions. Specifically, this study examines perceived playfulness as an intrinsic motivational factor directly influencing the use of the review system, which serves as a key variable modifying the TAM. Additionally, perceived organizational support and perceived interactivity are considered as external variables in the research framework, as depicted in Figure 2.

3.2. Research Object

The purpose of this study is to explore the factors that influence consumers' continuous participation in review activities on Meituan's evaluation system. In order to analyze the relationships between different factors, this study uses structural equation modeling to analyze the collected data. Meituan APP is popular among young people, whose main user groups are college students and white-collar workers, who generally consider shopping reviews as an important reference for shopping. As the largest take-out platform in China, with the emergence of Meituan's evaluation system, it has become an important way for young people to actively participate in reviews. Therefore, the survey subjects of this study are consumers who have used Meituan APP multiple times and participated in the evaluation system. Choosing users who have participated in reviews multiple times as the target indicates their intention for long-term use of the service, which is consistent with the goal of exploring factors for continuous participation in this study.



Step 1: Applying for Qualification as a Reviewer. *Step 2: Content of Qualification Examination.* *Step 3: Obtain the certificate.* *Step 4: Engage in the review process.*

Figure 3. The procedure of using Meituan APP comments jury panel system function.

3.3. The Process of Using Meituan APP Comments Jury Panel System Function

The process for utilizing the Meituan APP comments jury panel system function involves several steps. Firstly, individuals must apply to join Meituan's comment jury panel and undergo a qualification assessment comprising four criteria: registration duration exceeding 3 months, successful completion of real-name authentication, recent consumption activity within the past 90 days, and passing a certification exam.

Subsequently, applicants must take the qualification exam to attain membership status within Meituan's comment jury panel. Upon passing the exam, individuals will receive an official certification certificate from Meituan. Members are then able to engage in specific review activities. Throughout the application process for becoming a Meituan review member, users have the option to autonomously decide whether to participate and can withdraw from activities at their discretion. The detailed procedure for utilizing the Meituan APP comments jury panel system function is illustrated in Figure 3.

3.4 Questionnaire Design

The survey questions were formulated in accordance with the central theme and relevant literature of the research. Table 1 displays the sources referenced for the latent variable, coding, item, and source information in this study.

In order to ensure the reliability and validity of the measurement scales utilized in this research, mature scale projects were selected and adjustments were made to the questions to align with the specific research context. The measurement of constructs such as Perceived Organizational Support, Perceived Control, Perceived Responsiveness, Perceived Ease of Use, Perceived Usefulness, Perceived Playfulness, and Continuance Intention to use were based on previous studies by scholars [160-168]. Each construct was measured using four questions, resulting in a total of 28 questions in the measurement scales employed in this study. The questions utilized a 7-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree). Further details on the sources of the questionnaire surveys and the specific contents of the questions are summarized in Table 1.

Table 1. Questionnaire design

Construct	Coding	Scales	Sources
Perceived Organizational Support	POS1	Meituan company appreciates our efforts in creating a constructive review community.	[160,161]
	POS2	If there are any issues with the jury panel, Meituan company will offer the required assistance.	
	POS3	Meituan company values and supports our involvement in the jury panel system.	
	POS4	Meituan company will award honors and gifts to consumers who seriously participate in the jury panel system.	
Perceived Control	PC1	I am free to assess any comments I want using the jury panel system.	[162,163]
	PC2	I can effortlessly locate and read comments that capture my interest.	
	PC3	When utilizing the jury panel system, I have the option to avoid viewing content that I find uninteresting.	
	PC4	The jury panel system provides me with enough independence to conduct the evaluations I need to complete.	

Perceived Responsiveness	PR1	When using the online jury panel system, I will receive immediate responses.	[162,164,165]
	PR2	The responses I receive from using the online jury panel system are in line with what I anticipated.	
	PR3	When using the online jury panel system, I receive useful feedback.	
	PR4	The jury panel system promptly handles my requests without extended waiting periods.	
Perceived Ease of Use	PEOU1	I prefer using the online jury panel system to read shopping reviews because it's convenient for me.	[166,167]
	PEOU2	Using the online jury panel system, I can easily access shopping reviews.	
	PEOU3	The online jury panel system has a user-friendly and easily comprehensible interface.	
	PEOU4	The online jury panel system is extremely user-friendly.	
Perceived Usefulness	PU1	Using the online jury panel system can help me quickly complete review tasks.	[166,167]
	PU2	Using the online jury panel system can build a healthy and sustainable review environment.	
	PU3	Using the online jury panel system allows me to easily assess contentious comments.	
	PU4	Overall, the online jury panel system has enhanced my process of shopping experience.	
Perceived Playfulness	PPF1	I am interested in the experience of participating in reviews on the online jury panel system.	[162,168]
	PPF2	I really enjoy being part of the online jury panel system.	
	PPF3	When I delve into reviews about the jury panel system, time seems to fly by.	
	PPF4	Reviewing shopping comments can arouse my curiosity and exploration desire.	
Continuance Intention to use	CI1	Even if I cut back on shopping, I intend to keep using the online jury panel system	[162,168]
	CI2	I intend to use the online jury panel system for reviews more frequently.	
	CI3	The next time I go shopping by using Meituan app, I'll continue using the online jury panel system	

CI4	If the Meituan online jury panel system was not available, I would look for similar systems to meet my usage needs.

3.5 Data Collection

Meituan is the leading platform for local lifestyle services in China. Founded in 2010, becoming the largest omnichannel local services platform in China, providing one-stop "food, drink, travel and entertainment" experiences. Meituan serves over 1 billion annual active merchants, nearly 700 million annual active riders, and accumulates deep user profiles through its more than 700 million annual active users, building a solid moat through its wide merchant coverage, rich user data assets, and efficient delivery network. Core local services contribute over 70% of total revenue, of which food delivery contributes approximately 50%. Specifically, Meituan's monthly active users on its user-side platform have exceeded 500 million, making it the largest food delivery platform in China.

Table 2. Demographic characteristics of the respondents.

Sample	Category	Number	Percentage (%)
Gender	Male	217	48.55
	Female	230	51.45
Age	≤20	63	14.09
	21-40	228	51.01
	41-65	133	29.75
	≥65	23	5.15
Education	High school diploma or below	118	26.4
	Associate degree	149	33.33
	Bachelor's degree	142	31.77
	Master's degree	20	4.47
	Doctoral degree	18	4.03
Marriage Status	Married	313	70.02
	Unmarried	134	29.98
Time to use live Meituan App	≤1y	31	6.94
	2y	143	31.99
	3y	177	39.6
	≥4y	96	21.48
Frequency of using the Meituan comments jury panel System:	Less	53	11.86
	Common	243	54.36
	More	151	33.78

This study utilized an online survey method to collect data from January to February 2023 through the

Star Survey questionnaire platform. Subsequently, the survey link was distributed to eligible participants who met the research criteria to complete the study. To incentivize thoughtful responses and ensure data quality, participants who completed the questionnaire would receive monetary rewards. Specifically, potential respondents should have experience as live streamers using augmented reality elements on platforms such as WeChat. In addition to basic demographic information, a 7-point Likert scale was also used, ranging from 1 representing strongly disagree to 7 representing strongly agree. All individuals who completed the questionnaire clicked on the survey link to view the study instructions. Participation was voluntary and participants could withdraw at any time. In this regard, all participants consented voluntarily to complete the questionnaire and were fully informed.

Ultimately, the study collected 453 samples, of which 447 valid samples remained after removing invalid samples (logical errors or overly similar option selections), yielding a recovery rate of 98.67%. With 28 questionnaire questions and 447 valid samples, this meets Jackson's standard of the estimated parameter to sample size ratio not being less than 1:10. Therefore, subsequent data analysis was based on this. Statistical analysis was performed on the data collected from the valid questionnaires. Table 2 provides the statistical results.

4. Data Analysis

4.1 Reliability Analysis

In this questionnaire, Cronbach's alpha and corrected item-total correlation (CITC) were utilized to assess reliability. As indicated in Table 3, all CITC values exceeded 0.4. Removing any item did not significantly improve alpha, with all components demonstrating a Cronbach alpha greater than 0.6[169] . This suggests a high level of internal consistency between measurement items and structures in the present study [170,171], supporting further analysis.

Table 3. Results of reliability analysis

Item	Mean	Std. Deviation	CITC	Cronbach's α If Item Deleted	Cronbach's α
POS1	4.336	1.622	0.735	0.851	
POS2	4.300	1.659	0.750	0.845	0.881
POS3	4.365	1.641	0.732	0.852	
POS4	4.336	1.658	0.753	0.843	
PC1	4.356	1.669	0.707	0.842	
PC2	4.371	1.638	0.725	0.834	0.871
PC3	4.383	1.678	0.735	0.830	
PC4	4.336	1.622	0.735	0.851	
PR1	4.345	1.629	0.719	0.827	
PR2	4.421	1.557	0.701	0.834	0.825
PR3	4.394	1.616	0.715	0.828	
PR4	4.427	1.616	0.725	0.824	
PEOU1	4.468	1.602	0.710	0.820	
PEOU2	4.36	1.565	0.685	0.830	0.860
PEOU3	4.396	1.629	0.708	0.821	
PEOU4	4.566	1.615	0.721	0.816	
PU1	4.284	1.699	0.727	0.841	
PU2	4.365	1.586	0.739	0.837	0.875
PU3	4.329	1.700	0.717	0.845	

PU4	4.396	1.65	0.741	0.835	
PPF1	4.353	1.655	0.728	0.827	
PPF2	4.248	1.66	0.729	0.827	0.868
PPF3	4.416	1.619	0.705	0.837	
PPF4	4.356	1.627	0.713	0.833	
CI1	4.4	1.601	0.730	0.853	
CI2	4.49	1.677	0.737	0.851	0.882
CI3	4.465	1.619	0.768	0.838	
CI4	4.416	1.621	0.737	0.850	

4.2 Exploratory Factor Analysis

In this study, exploratory factor analysis was conducted using SPSS 26.0 to assess the unidimensionality of all constructs. As presented in Table 5, principal component analysis was employed to extract new factors for each dimension with eigenvalues exceeding 1. The derived Kaiser-Meyer-Olkin (KMO) values were all above 0.70, and the significance of the Bartlett test at p<0.05 indicated the suitability of the data for factor analysis [172,173]. For each construct, only one new factor was identified, explaining over 70% of the total variance and exhibiting eigenvalues greater than 1[174], thus demonstrating satisfactory validity [175]. Furthermore, the correlation matrix revealed partial correlations among items, rejecting the null hypothesis of a unit matrix. Therefore, exploratory factor analysis was deemed appropriate [176]. It is noteworthy that the communalities of all items exceeded 0.5, with factor loadings surpassing 0.6. This consistency with the emergence of a single factor for each construct indicates relationships among items measuring the same dimension that adhere to recommended standards [176]. In conclusion, the results provide ample evidence for the unidimensionality of all measurement constructs.

Due to the self-reported nature of the data in this study, common method biases may be present. During the data collection process from the study sample, experimenters emphasized the anonymity and confidentiality of the questions and declared that the data would be used solely for scientific research purposes to minimize potential sources of common method biases. To examine common method biases, this study employed exploratory factor analysis (EFA), also known as the Harman single-factor test method. This involved conducting a factor analysis on all items of the scale, and the presence of a single factor or if the first factor explains a substantial amount of variance (typically over 50%) would indicate the presence of common method biases; conversely, the absence of such biases would be indicated [177]. The results revealed that without rotation, seven eigenvalues greater than 1 were obtained, with the first factor explaining 32.89% of the variance (<40%). Therefore, it can be inferred that common method biases did not significantly impact the results of this study.

4.3 Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) was utilized to assess both convergent and discriminant validity. Initially, the convergence validity was examined. As depicted in Table 4, all model fit indices met the recommended standards [178]. The standardized factor loadings of all measurement items exceeded 0.5, with statistically significant critical ratios (p < 0.05), satisfying the criterion of convergent validity. Furthermore,

all constructs exhibited composite reliability (CR) values above 0.6[179], while the average variance extracted (AVE) estimates surpassed 0.36[180]. As shown in Table 5, the statistical data confirmed that the first-order CFA model adequately described the data [181]. In this study, a CFA analysis was conducted on a total of 7 factors and 28 items. From Table 5, it is evident that the AVE values for all 7 factors were above 0.5, with CR values exceeding 0.7, indicating strong convergent validity of the data analyzed. In conclusion, the results presented in Table 5 provide evidence supporting the convergent validity of all measurement structures.

Table 4. Adaptation indices of the CFA model.

Common Indices	x2	df	x2/df	GFI	AGFI	CFI	NFI	RMSEA	SRMR
Judgement criteria	-	-	<3	>0.9	>0.9	>0.9	>0.9	<0.08	<0.08
CFA value	361.012	329	1.097	0.946	0.933	0.995	0.949	0.015	0.075

Table 5. CFA validity of convergence.

Item	Coef.	Std. Error	Z (CR)	Sig.	Factor Loading	AVE	CR
POS1	1	-	-		0.801		
POS2	1.049	0.057	18.51	0.001	0.821	0.658	0.885
POS3	1.014	0.057	17.923	0.001	0.798		
POS4	1.052	0.057	18.578	0.001	0.824		
PC1	1.000	-	-	-	0.772		
PC2	1.011	0.060	16.776	0.001	0.794	0.633	0.873
PC3	1.055	0.062	17.145	0.001	0.812		
PC4	0.997	0.059	16.989	0.001	0.804		
PR1	1	-	-	-	0.799		
PR2	0.897	0.061	14.671	0	0.756	0.613	0.826
PR3	1.040	0.090	16.765	0.001	0.777		
PR4	0.986	0.066	14.919	0	0.793		
PEOU1	1	-	-	-	0.783		
PEOU2	0.956	0.068	14.008	0.001	0.755	0.596	0.815
PEOU3	1.014	0.061	16.568	0.001	0.783		
PEOU4	1.018	0.072	14.122	0.001	0.777		
PU1	1	-	-	-	0.783		
PU2	0.97	0.055	17.698	0.001	0.815	0.644	0.879
PU3	1.007	0.059	17.042	0.001	0.787		
PU4	1.031	0.058	17.909	0.001	0.825		
PPF1	1	-	-	-	0.805		
PPF2	0.994	0.056	17.607	0.001	0.802	0.627	0.87
PPF3	0.944	0.056	16.986	0.001	0.776		
PPF4	0.952	0.055	17.187	0.001	0.784		
CI1	1	-	-	-	0.79	0.655	0.883

CI2	1.058	0.06	17.697	0.001	0.801
CI3	1.076	0.058	18.647	0.001	0.841
CI4	1.029	0.058	17.77	0.001	0.804

Fornell and Larcker's criteria were utilized to assess discriminant validity in this study. Discriminant validity is confirmed when the square root of the Average Variance Extracted (AVE) for each construct exceeds the correlation coefficient between constructs [178]. The findings indicate that all diagonal values in the analysis surpass those outside the diagonals, suggesting strong discriminant validity for each construct examined, as detailed in Table 6.

Table 6. Discriminant validity.

	POS	PC	PR	PEOU	PU	PPF	CI
POS	**0.806**						
PC	0.354	**0.793**					
PR	0.355	0.419	**0.785**				
PEOU	0.314	0.339	0.331	**0.779**			
PU	0.351	0.378	0.337	0.325	**0.798**		
PPF	0.367	0.353	0.346	0.311	0.390	**0.788**	
CI	0.410	0.394	0.391	0.350	0.381	0.421	**0.807**

*The bold numbers in the diagonal represent the square root values of the average.

4.4 Results of the Structural Equation Model

To validate the hypothesized model, a structural equation model was established in AMOS. Path analysis of latent variables was conducted using Amos 24 to assess their impact. The maximum likelihood method was employed with 2000 bootstrap samples at a 95% confidence interval. Key model fit indices were: x2 /df = 1.278, RMSEA = 0.025, GFI =0.935, NFI = 0.940, CFI = 0.986, AGFI = 0.913, SRMR = 0.071, all meeting recommended thresholds [182-186]. As shown in Table 7 and Figure 4.

Table 7. Adaptability of SEM.

Common Indices	x2	df	x2/df	GFI	AGFI	CFI	NFI	RMSEA	SRMR
Judgement criteria	-	-	<3	>0.9	>0.9	>0.9	>0.9	<0.08	<0.08
Value	429.317	336	1.278	0.935	0.921	0.986	0.940	0.025	0.055

In summary, all eleven proposed hypotheses were supported, providing strong validation of the research model, as shown in Table 8. The results demonstrate that perceived organizational support significantly influenced both continuance intention to use (H1: $\beta = 0.237$, $p < 0.001$) and perceived playfulness (H2: $\beta =$

0.229, $p < 0.001$). The core TAM relationships were confirmed, with perceived ease of use (H3: $\beta = 0.182$, $p < 0.001$), perceived usefulness (H4: $\beta = 0.189$, $p < 0.001$), and perceived playfulness (H5: $\beta = 0.264$, $p < 0.001$) all showing significant positive effects on continuance intention to use. Regarding the interactivity dimensions, perceived control demonstrated significant positive impacts on perceived ease of use (H6: $\beta = 0.286$, $p < 0.001$), perceived usefulness (H7: $\beta = 0.338$, $p < 0.001$), and perceived playfulness (H8: $\beta = 0.230$, $p < 0.001$). Similarly, perceived responsiveness significantly influenced perceived ease of use (H9: $\beta = 0.268$, $p < 0.001$), perceived usefulness (H10: $\beta = 0.249$, $p < 0.001$), and perceived playfulness (H11: $\beta = 0.216$, $p < 0.001$). Notably, perceived playfulness emerged as the strongest predictor of continuance intention ($\beta = 0.264$), while perceived control showed the most substantial influence on perceived usefulness ($\beta = 0.338$).Results of the structural equation model is shown in Figure 4.

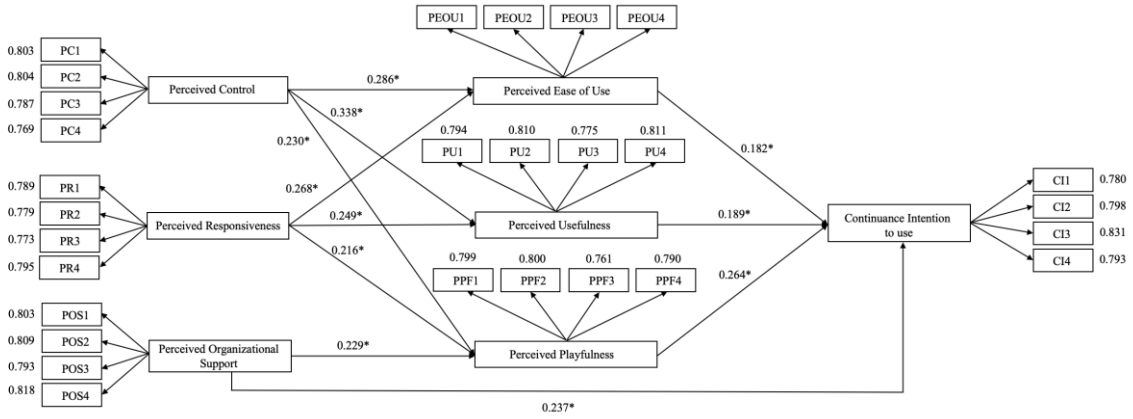


Figure 4. Results of the structural equation model. (* $p < 0.05$).

Table 8. Regression coefficients.

Relationship	St. Estimate	S.E.	C.R.	*P*	Hypotheses	Support
POS→PPF	0.229	0.058	3.989	0.001	H2	yes
POS→CI	0.237	0.051	4.403	0.001	H1	yes
PC→PEOU	0.286	0.06	4.707	0.001	H6	yes
PC→PU	0.338	0.063	5.614	0.001	H7	yes
PC→PPF	0.230	0.062	3.813	0.001	H8	yes
PR→PEOU	0.268	0.059	4.415	0.001	H9	yes
PR→PU	0.249	0.062	4.226	0.001	H10	yes
PR→PPF	0.216	0.062	3.577	0.001	H11	yes
PEOU→CI	0.182	0.049	3.641	0.001	H3	yes
PU→CI	0.189	0.046	3.785	0.001	H4	yes
PPF→CI	0.264	0.051	4.822	0.001	H5	yes

5. Discussions

5.1 Comparison of research findings with relevant theories.

This study expanded upon the Technology Acceptance Model (TAM) by introducing perceived organizational support and perceived interactivity as external variables, thereby enhancing the model's external influencing factors. Additionally, perceived enjoyment was included as a key variable in TAM to explore its impact based on the interactive environment characteristics of the research subject. The research results indicated that perceived organizational support and perceived interactivity significantly and positively influenced perceived ease of use, perceived usefulness, and perceived enjoyment, as demonstrated by hypotheses H1, H2, H6-H11. Furthermore, hypotheses H3-H5 revealed that perceived ease of use, perceived usefulness, and perceived enjoyment positively affected consumers' intention to continue using the jury panel system. These findings not only confirmed the relationships within TAM regarding the influence of perceived ease of use and perceived usefulness on usage intention but also expanded the external factors influencing perceived ease of use and perceived usefulness. Moreover, the inclusion of perceived enjoyment as a variable enriched the core constructs of TAM. Perceived organizational support reflected users' perceptions of the platform organization's design, operations, and support for the jury panel system, indicating the organization's focus on meeting user needs. When users perceived strong support and value for the jury panel system from the platform, it enhanced their perceptions of the system's usefulness, ease of use, and enjoyment, thereby promoting continued usage. This discovery is consistent with the Organizational Support Theory, which suggests that employees who feel supported and valued by their organization tend to develop a stronger emotional connection with the organization and exhibit higher job performance [161]. In the context of this study, the platform is considered the "organization," and consumers are likened to "employees." When consumers perceive the platform as placing high value on the jury panel system, they are more inclined to actively engage with and make use of the system. Users' perceived interactivity refers to their interactive encounters with the platform system while utilizing the jury panel system. Effective interaction design plays a crucial role in enhancing users' perceptions of system ease of use, facilitating natural human-computer interaction, and reducing obstacles to usage. Additionally, a high level of interactivity can offer a wide range of functional options, meeting various user requirements and thereby reinforcing users' perceptions of system usefulness. This discovery aligns with the Human-Computer Interaction Theory, which underscores the importance of well-crafted user interfaces in enhancing user experience [187]. Consequently, this study introduced two crucial external variables to the TAM model, complementing the factors influencing perceived usefulness and ease of use from the perspectives of organizational support and interactive experience. Therefore, this research incorporated two significant external factors into the Technology Acceptance Model (TAM), enhancing the understanding of the determinants affecting perceived usefulness and ease of use by considering organizational support and interactive experience.

The study is subject to certain limitations that warrant consideration. Firstly, the newly introduced

external variables, perceived organizational support and perceived interactivity, require further refinement in their conceptual foundations and measurement methodologies. Secondly, the research focused solely on the Meituan App as a single case study, which may limit the generalizability of the findings and necessitate additional validation. Furthermore, exploring the interplay and potential mediating effects among the influencing factors is an area that requires deeper investigation. Future research could broaden its scope by examining the impacts of perceived organizational support and perceived interactivity on technology acceptance across various platforms and contexts to derive more universally applicable conclusions. By incorporating perceived organizational support and perceived interactivity as external variables into the Technology Acceptance Model (TAM), this study has contributed to the expansion of the existing theoretical framework. The results confirm the influence of these two new variables on perceived ease of use and perceived usefulness, subsequently affecting continuous usage intention, in line with Organizational Support Theory and Human-Computer Interaction Theory. This discovery not only enhances the theoretical basis of technology acceptance but also offers practical insights for optimizing the design and functionality of systems such as jury panels. Despite its limitations, this theoretical extension sets the stage for future research endeavors. In summary, despite its limitations, this study provides a valuable contribution by extending the Technology Acceptance Model through the inclusion of perceived organizational support and perceived interactivity as external variables. The empirical results demonstrate how these newly introduced constructs impact perceived ease of use, perceived usefulness, and perceived enjoyment, thereby influencing continuous usage intention. These findings align with Organizational Support Theory and Human-Computer Interaction Theory, enriching the theoretical foundations of technology acceptance. Additionally, the study offers practical implications for improving the design and implementation of online review systems like jury panels to enhance user experience and engagement. While constrained by certain limitations, this theoretical extension opens up promising avenues for future research in this field.

5.2 Implications of Research Findings for the Design and Operation of Evaluation Systems

The study's model depicted in Figure 3 indicates that external factors like perceived organizational support, perceived interactivity (comprising perceived control and perceived responsiveness), perceived ease of use, perceived usefulness, and perceived enjoyment play a significant role in shaping consumers' intention to continuously use the review jury system. In particular, suggestions for optimizing the design and functionality of the review system can be derived based on these findings.

The research hypotheses H1 and H2 underscored the significance of perceived organizational support in relation to the review system. Hypothesis H1 confirmed that an increase in perceived organizational support would lead to a direct enhancement in users' intention to continue using the platform. This implies that Meituan should focus on enhancing the organizational support offered by the platform for the review system. A stronger perception of organizational support from the platform, as indicated by H1, correlates with a greater promotion of continuous usage among users [188]. Hence, it is imperative for the platform to

strategically emphasize the review system as a fundamental aspect of its business model, warranting ongoing investment. Key actions to be taken include augmenting research and development funding for the review system to enhance its efficiency and features, intensifying promotional activities to raise user awareness, enhancing user training and support mechanisms to reduce usability obstacles, implementing incentive schemes for reviewers to stimulate their engagement, among other strategies. Sustained resource allocation and managerial focus on the review system are essential to ensure that users recognize the organizational backing, thereby fostering greater reliance and loyalty towards the system [189]. Furthermore, research hypothesis H2 revealed that perceived organizational support significantly influenced perceived enjoyment and continuous usage intention. In practical operational experience, Meituan encourages active participation in the review system through diverse reward methods, such as offering discount coupons and customized Meituan mascot rewards for high-quality reviewers. Meituan's organizational support policies have already been implemented in the specific review system and have brought positive impacts, further corroborating the validity of H2 in this study. Henceforth, Meituan may wish to explore the possibility of augmenting incentive strategies, such as coordinating engaging events [190], to amplify the impact of review initiatives.

Meanwhile, the impact of perceived interactivity on the review system cannot be overlooked [191]. The findings of this study confirmed that perceived control has a significant impact on perceived ease of use, perceived usefulness, and perceived enjoyment. This highlights the importance of interface design in empowering users through the provision of decision-making autonomy. This autonomy allows review members to freely decide whether to proceed or halt the review process at any point. Therefore, system design should prioritize offering review members a considerable degree of freedom in their choices [192]. Furthermore, H9 and H10 demonstrated that perceived responsiveness positively affects perceived ease of use and perceived usefulness. This implies that during the design phase, the interactive system should furnish users with adequate feedback promptly after they perform a specific operation or make a selection [193,194], Considering potential external variables like network conditions that may result in operational breakdowns is essential. Noteworthy is the discovery that perceived interactivity, as indicated by H8 and H11, has a substantial impact on perceived usefulness. Additionally, H5 demonstrated that perceived enjoyment plays a significant role in influencing users' intention to continue using the review system. This outcome underscores two key implications: firstly, enhancing user engagement and retention can be achieved by designing for enjoyable interactive experiences, which contribute to a positive user journey [195]. Furthermore, as users' perception of enjoyment increases, so does their inclination to continue using the system. Therefore, it is essential to prioritize the promotion of enjoyment during the interaction process when developing review systems [196]. Perceived interactivity proves to be an essential factor shaping users' perceived ease of use and usefulness [197]. In order to tackle this issue, evaluation systems need to thoroughly consider various factors related to user interaction, encompassing interface design, operational workflows, and functional development. The goal is to attain a seamless human-computer interaction that enhances the overall user experience positively. Strategies to achieve this may involve optimizing the arrangement of pages and

controls, ensuring coherent distribution of information, simplifying operational processes to reduce user learning challenges, refining functionality according to user requirements, and offering personalized customization features. Additionally, systems could utilize advanced technologies such as artificial intelligence to facilitate intelligent interactions [198]. Technologies like voice and image recognition can enhance user experience by increasing convenience and enjoyment during interactions, leading to greater user engagement over time.

5.3 Research Findings on Policy Recommendations for Evaluating and Regulating E-commerce

Based on the empirical findings of this study, perceived organizational support (H1, H2) and perceived interactivity (H6-H11) as external variables significantly influence consumers' continuous use of review systems, while perceived playfulness (H5) as a newly added variable in the TAM model confirms the importance of reviewers' enjoyable experience during the process, as it can promote continuous usage intention. These findings provide valuable theoretical guidance for the formulation of e-commerce review supervision policies. Based on this, the following policy recommendations are proposed:

(1) The significant positive relationship between perceived organizational support and continuous usage intention ($\beta = 0.237$, $p < 0.001$) underscores the need for government policies that enhance platform organizational capabilities [188]. Regulatory authorities should establish comprehensive incentive frameworks that recognize and reward platforms demonstrating excellence in organizational support mechanisms. Such frameworks could include preferential tax policies for platforms investing substantially in reviewer training programs, technical infrastructure improvements, and user engagement initiatives[189]. Furthermore, dedicated funding mechanisms should be created to subsidize platforms developing advanced review interfaces and feedback systems that meet established interactivity standards. Cross-departmental coordination among market regulation, commerce, and technology ministries becomes essential to ensure policy coherence and maximize implementation effectiveness across the digital commerce ecosystem. Additionally, platforms may explore augmenting incentive strategies, such as coordinating engaging events [190], to amplify the impact of review initiatives.

(2) Legal and Regulatory Architecture：the empirical evidence supporting the impact of perceived interactivity on user experience (H6-H11) necessitates the development of specific legal requirements governing review system design and functionality. Currently, although relevant laws and policies regulate false reviews and improper business practices [199], there remains a lack of specific regulations governing online shopping review systems and review system supervision. Comprehensive technical specifications should mandate real-time feedback capabilities, user control features including advanced filtering and sorting functions, and personalized interface options that enhance user autonomy[191]. Complementing these technical requirements, regulatory frameworks must address the organizational dimensions of platform operations, requiring platforms to maintain robust reviewer support systems including comprehensive training programs, transparent appeal processes, and meaningful incentive structures. The formulation of

relevant regulations should solicit opinions from all parties and balance the demands of stakeholders to ensure fairness and justice [200]. Regular compliance assessments should evaluate both technical performance metrics and user satisfaction indicators, with graduated penalty structures addressing various levels of non-compliance ranging from operational warnings to business restrictions for serious violations affecting user trust and system integrity. System design should prioritize offering review members considerable freedom in their choices [192], while ensuring adequate feedback provision following user operations [193,194].

(3) Industry Standardization and Best Practices：the validation of key TAM variables in this research context supports the establishment of industry-wide standards that address multiple dimensions of user experience. To enhance the credibility of reviews, it becomes necessary to establish unified industry review standards and norms [201]. Standards governing perceived ease of use should encompass interface design principles, operational workflow optimization, and information architecture that facilitates intuitive user interactions. Concurrently, perceived usefulness requirements should establish benchmarks for review content quality, data accuracy standards, and decision support functionality that genuinely assists consumer choice-making. The demonstrated importance of perceived playfulness suggests that standards should also incorporate engaging design elements such as achievement recognition systems, progress indicators, and community features that enhance user motivation [195]. Platform organizational support capabilities require systematic evaluation frameworks encompassing reviewer recruitment and development processes, incentive mechanism effectiveness, technical support quality, and user feedback responsiveness. A dedicated technical committee or standardization working group can be formed to develop standardized review rules, including reviewer standards, review processes, and data analysis methods. Industry standardization committees comprising platform representatives, technical experts, consumer advocates, and academic researchers should oversee the continuous evolution of these standards to address emerging technological capabilities and changing user expectations. It remains essential to prioritize the promotion of enjoyment during the interaction process when developing review systems [196].

(4) Multi-dimensional Supervision and Monitoring: Effective supervision systems must address the complex factors identified in this research as drivers of continuous user engagement [197]. The review system is closely related to consumer rights and interests, necessitating a dual mechanism of government supervision and social monitoring [202]. Government oversight mechanisms should implement comprehensive monitoring platforms that regularly assess key performance indicators including user satisfaction metrics, platform responsiveness measures, and engagement sustainability indicators across major e-commerce platforms. Technical compliance monitoring should evaluate system performance standards, user interface functionality, and feedback mechanism effectiveness through both automated monitoring systems and periodic comprehensive audits. Social supervision frameworks should facilitate consumer reporting mechanisms for platform deficiencies while establishing independent assessment bodies comprising consumer organizations, technical specialists, and academic institutions to provide objective platform performance evaluations. The supervisory role of all sectors of society should be fully utilized, encouraging consumers, enterprises, media,

and the general public to participate in monitoring the review system, with rights and obligations clearly defined in relevant regulations. Industry self-regulation initiatives should foster collaborative improvement through best practice sharing networks, peer review processes, and voluntary compliance enhancement programs. Integration of platform performance data into broader credit evaluation systems creates incentive alignment between regulatory compliance and business success metrics. Additionally, systems could utilize advanced technologies such as artificial intelligence to facilitate intelligent interactions [198].

(5) Enforcement Strategies and Implementation: the identification of specific factors influencing user behavior enables the development of targeted enforcement approaches that address root causes of system deficiencies. Enforcement mechanisms should differentiate between violations affecting organizational support elements, such as inadequate reviewer resources or lack of appeal procedures, and those impacting system interactivity, including poor response times or limited user control features. More serious violations involving manipulation of review processes or systematic user deception warrant escalated responses including operational restrictions or business license reviews. Even with a comprehensive policy and regulatory framework, lack of strong law enforcement and supervision will undermine the effective implementation of the review system. Therefore, the government should intensify law enforcement efforts to rectify the online shopping review environment[203]. Intelligent monitoring systems utilizing advanced analytics can provide early warning capabilities for emerging compliance issues while facilitating proactive intervention before widespread user impact occurs. Multi-jurisdictional coordination becomes particularly important for large-scale platform operations, requiring standardized enforcement protocols and information sharing mechanisms to ensure consistent regulatory application across different administrative regions. The combination of government supervision and social monitoring will create a comprehensive, multi-dimensional supervision pattern, better maintaining the credibility and authority of the review system..

The comprehensive policy framework emerging from these research findings addresses the fundamental drivers of user engagement in e-commerce review systems through evidence-based interventions. By strengthening platform organizational support capabilities, enhancing system interactivity design, and recognizing the importance of user enjoyment in sustained participation, these policies can foster more robust and sustainable review ecosystems. Successful implementation requires coordinated efforts among regulatory bodies, industry stakeholders, and user communities to create environments that genuinely serve consumer information needs while maintaining platform business viability. The anticipated outcomes include improved user participation rates, enhanced review quality and reliability, and stronger consumer confidence in e-commerce platforms, ultimately contributing to healthier digital marketplace dynamics and more effective consumer protection in online commerce environments.

6. Conclusions and Suggestions

6.1. Theoretical Implications

This research investigation incorporated perceived organizational support and perceived interactivity as

external factors within the technology acceptance model framework, thereby expanding the theoretical comprehension of the determinants affecting consumers' inclination to consistently utilize review systems. The theoretical importance of this study is apparent in various critical dimensions. The study initially demonstrated that perceived organizational support and perceived interactivity positively influence perceived ease of use, perceived usefulness, and perceived enjoyment within review systems. This finding contributes to a deeper understanding of how external factors impact consumer perceptions of such systems, addressing the limitations of variable selection in the traditional Technology Acceptance Model (TAM). Additionally, the research affirmed that perceived ease of use, perceived usefulness, and perceived enjoyment are correlated with consumers' intention to continue using review systems, aligning with the core tenets of the TAM and shedding light on the internal mechanisms of consumer review behavior. By incorporating perceived organizational support and perceived interactivity into the model, the study broadened the scope of external variables affecting perceived ease of use and perceived usefulness, thereby enriching the theoretical model by integrating organizational support theory and human-computer interaction theory. The inclusion of perceived enjoyment as a variable in the TAM model expanded the understanding of influencing factors and highlighted its positive influence on continuous usage intention, offering a fresh perspective on internal motivational drivers. The study's results are in line with established theoretical propositions, effectively merging and extending technology acceptance theory and consumer behavior theory to enhance explanatory capabilities in addressing practical issues. In conclusion, this research represents a significant advancement in theoretical modeling and variable selection, supported by empirical data, and presents a compelling narrative for interpreting and elucidating user behavior trends. Nevertheless, further validation across diverse contexts is essential to bolster the theory's applicability.

6.2. Practical Implications

(1) The importance of optimizing the design of review systems is underscored by the influence of factors such as perceived organizational support, perceived interactivity, and perceived ease of use on continuous usage. Enhancing reviewer training and support, addressing user inquiries, minimizing usage obstacles, enhancing system support, improving interaction experience, and reducing usage complexity are recommended strategies to achieve this optimization. By bolstering reviewer training and support to address user queries and mitigate usage barriers, and by implementing various promotional initiatives to enhance the system's visibility and attractiveness to users, the design of review systems can be effectively tailored to meet these considerations.

(2) The text offers perspectives on the functioning of review systems. Knowledge of the factors that impact these systems can aid in formulating effective strategies and making informed decisions. For example, bolstering promotional avenues can elevate perceived backing, enhancing social features can boost interaction satisfaction, introducing innovative practical elements can enhance functional fulfillment, hosting sporadic events can encourage participation, and attracting users can lead to the creation of more valuable

reviews.

(3) Highlighting user experience and engagement is crucial. Positive user experiences and attitudes can encourage sustained engagement over time. Utilizing principles of human-computer interaction to enhance various aspects can contribute to creating a favorable user experience. This may involve prioritizing seamless operations, minimizing user wait times and repetitive tasks, refining interface interactions to increase user engagement, offering a range of personalized features to cater to diverse user groups, enhancing support systems to address user queries, and mitigating instances of user dissatisfaction.

(4) Enhancing incentive mechanisms is crucial for user retention. Improving perceived satisfaction can foster a sense of loyalty and belonging, thereby boosting engagement levels and fostering repeat usage. Tailored benefits can be developed to recognize and reward dedicated users over time. It is essential to clearly outline point redemption policies and enhance the perceived value of points. Regularly updating and diversifying the categories for point rewards is recommended to cater to the diverse interests of users. Implementing point rankings and achievement displays can further motivate active users. Offering tiered benefits and services based on users' overall contributions can also be effective. Organizing in-person gatherings and social events can strengthen group cohesion. Increasing point reward rates in various formats is key to encouraging active participation and ensuring sustained value creation for the platform.

(5) The research offers a point of reference for regulatory bodies to enhance their policies. It elucidates the pathways of influence, thereby laying the groundwork for enhancing supportive policies, including legal frameworks, establishment of standards, and regulatory directives.

6.3 limitation and suggestion

(1) Sample representativeness constitutes a significant limitation affecting the generalizability of research findings. This study's sample consisted exclusively of Meituan app users (N=447), which may introduce platform-specific bias and limit the applicability of findings to broader e-commerce contexts. As a food delivery and local services platform, Meituan attracts users with demographic and behavioral characteristics potentially unrepresentative of broader user populations across diverse e-commerce platforms. Moreover, Meituan's jury panel system possesses distinctive operational features and user interaction mechanisms that may differ substantially from review systems on general merchandise platforms such as Taobao or JD.com, or international platforms like Amazon. The cultural and regulatory environment specific to the Chinese market may also influence user perceptions of organizational support and interactivity in ways that cannot be directly transferred to other cultural contexts. Future research should address this limitation through multi-platform sampling strategies encompassing diverse e-commerce categories (general retail, specialized services, international platforms), geographic regions (various provinces and urban-rural contexts), and cultural backgrounds to enhance the external validity and theoretical generalizability of the extended TAM model in e-commerce review system contexts.

(2) The theoretical model's selection of variables is deemed insufficient. Despite the addition of

perceived organizational support and perceived interactivity as external variables in accordance with the technology acceptance model, the current selection remains lacking in encompassing all factors that impact the continuous usage intention of the review system. Subsequent research endeavors could introduce additional potential influencing factors derived from diverse theoretical perspectives. For instance, considerations may include individual differences such as gender, age, and education level based on user characteristic theory; exploration of the normative influence of significant others or groups grounded in social influence theory; or investigation into the effects of users' emotional experiences on system usage as per affective computing theory. By enhancing the incorporation of influencing factors, a more comprehensive theoretical model can be formulated.

(3) Insufficient examination of the evolving developmental process was noted in this study. The research utilized a cross-sectional survey method, which solely captures the fixed attributes of the participants at the survey moment and does not elucidate the dynamic progression of alterations in the intention to use the review system and its determinants. Subsequent investigations may contemplate implementing longitudinal research approaches (such as tracking surveys and interviews) to scrutinize the evolution and fluctuations in user behaviors and perceptions towards the review system across time. This would enable an exploration of the underlying mechanisms and rationales driving these changes, thereby yielding more dynamic and thorough research outcomes.

(4) Further investigation is required to explore the interaction effects and mediating effects between variables. While the current study established a model of factors influencing the continuous usage intention of the review system, it did not thoroughly investigate the potential interaction and mediating effects among these factors. This lack of detailed explanation regarding the paths and mechanisms of influence necessitates future research to expand upon the foundational model presented in this study. Utilizing methodologies such as structural equation modeling could facilitate the examination of potential interaction effects (where the impact of certain variables is moderated by others) and mediating effects (where specific variables indirectly affect the dependent variable through intermediary variables). Uncovering these intricate internal mechanisms would contribute to a more comprehensive comprehension of the underlying motivations driving the utilization of the review system.

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