

The Central Role of Satisfaction in Shaping Customer Loyalty: Insights from Omni-Channel Retailing

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Abstract

The purpose of this study is to determine whether satisfaction mediates the relationship between omni-channel intensity and shopping value on customer loyalty in omni-channel retail. This study focuses on omni-channel customers in Palembang, where data were collected through questionnaires distributed to 200 respondents who had made purchases on at least two retail channels. Data analysis was conducted using AMOS. The findings reveal that omni-channel intensity and shopping value do not directly influence customer loyalty. However, mediation tests show that omni-channel intensity affects customer loyalty through satisfaction, as does shopping value through satisfaction. The study implies that fostering satisfaction in omni-channel retail significantly enhances customer loyalty. To achieve this, it is important to prioritize factors that ensure consistency and seamless channel integration, and the creation of shopping experiences that shape value.

Keywords: Omni-channel Intensity, Omni-channel Shopping Value, Satisfaction, Customer Loyalty

Peran Penting Kepuasan dalam Membentuk Loyalitas Pelanggan: Sudut Pandang dari Ritel Omni-Channel

Abstrak

Penelitian ini bertujuan untuk melihat apakah variabel kepuasan dapat memediasi hubungan antara intensitas dan nilai belanja terhadap loyalitas pelanggan di ritel omni-channel. Penelitian ini berfokus pada pelanggan omni-channel di Palembang, dimana pengambilan data disebarakan melalui kuesioner kepada 200 responden yang melakukan pembelian setidaknya pada 2 (dua) saluran ritel. Teknik analisis data menggunakan AMOS. Temuan penelitian ini mengungkapkan bahwa intensitas omni-channel dan nilai belanja tidak secara langsung mempengaruhi loyalitas pelanggan. Melalui uji mediasi, terungkap bahwa intensitas memengaruhi loyalitas pelanggan melalui kepuasan, seperti halnya nilai belanja memengaruhi loyalitas pelanggan melalui kepuasan. Penelitian ini menyiratkan bahwa menumbuhkan kepuasan dalam ritel omni-channel secara signifikan meningkatkan loyalitas pelanggan. Untuk mencapai hal ini, penting untuk memprioritaskan faktor-faktor yang memastikan konsistensi dan integrasi saluran yang mulus serta menciptakan pengalaman berbelanja yang membentuk nilai.

Kata Kunci: Omni-channel Intensity, Omni-channel Shopping Value, Kepuasan, Loyalitas Pelanggan

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INTRODUCTION

Consumers today have numerous options during the product purchase phase, including the choice of vendors and purchasing methods. The evolution of channel formats necessitates that companies adapt to changing consumer purchasing patterns. These shifts are closely linked to the ongoing transformations in the retail sector has evolved through various phases and is now moving towards, or has already adopted, an omni-channel retail strategy.

Before the implementation of omni-channel retail, retail development began with the pre-1990s era, where single-channel stores dominated. In the 1990s-2000s, websites emerged as an additional channel for consumers during the purchasing process. From the 2000s to the present, multiple channels have become available, including mobile devices, mobile websites, mobile applications, and social media, paving the way for the adoption of omni-channel retail (PwC, 2014).

The omni-channel strategy, while innovative, has the potential to challenge customer loyalty by raising expectations and introducing risks from complex transaction processes (Galouk et al., 2018). A failure to integrate channels effectively can lead to customers refraining from future purchases with a company. Historically owned channels have lacked seamless integration, reflecting poor coordination, interaction, and oversight (Beck & Rygl, 2015). These existing weaknesses highlight the critical need for effective channel integration within companies.

To ensure a seamless omni-channel experience, consumers must perceive the purchasing process as consistent and uninterrupted. Channel integration, which encompasses both channel consistency and seamless operations, forms the foundation of a successful omni-channel retail strategy (Picot-Coupey, Huré, & Piveteau, 2016; Shi, Wang, Chen, & Zhang, 2020). During the purchasing process, consumers often conduct extensive searches across the channels provided by companies to evaluate the outcomes of their searches. According to Huré, Picot-Coupey, and Ackermann (2017), intensity is perceived by consumers and is measured by the level of consistency and seamlessness they experience when using multiple channels. In the context of omni-channel strategies, the key components of intensity are perceived consistency and seamlessness. Companies must ensure that their channels deliver consistency, particularly in aspects related to the smoothness of interactions within an omni-channel strategy (Rodríguez-Torrico, Apadula, & San-Martín, 2020). Consumers interact with companies through various retail channels and expect smooth transitions as they move between touchpoints (Lazaris, 2015). However, many studies still leave unanswered questions about how companies can create a seamless interactive experience (Mosquera, Pascual, & Ayensa, 2017; Verhoef, Kannan, & Inman, 2015).

Consumer expectations for integrated offline and online shopping channels present opportunities for retailers to create innovative offerings that enhance consumer value. To achieve this, retailers must implement various initiatives to synchronize their channels, ensuring consistent integration so that the consumer experience is uniform across all shopping channels (Picot-Coupey et al., 2016; Verhoef et al., 2015). Retailers need to understand not only what aspects of shopping are important to their customers but also how consumers define the value of their shopping experience (Kim, Lee, & Park, 2014). When consumers feel they can enjoy a smooth shopping journey across different channels, they

develop a positive attitude towards engaging in omni-channel shopping options (Huré et al., 2017; Saghiri, Wilding, Mena, & Bourlakis, 2017).

According to Bardwell (2013), customers who experience seamless interactions across various channels tend to shop more frequently, purchasing a variety of product categories, which fosters loyalty and profitability (Cook, 2014). After making a purchase or using a product or service, customers evaluate their purchasing experience and the performance of the product or service against their initial expectations. This evaluation results in an attitude—either satisfaction or dissatisfaction. When the evaluation confirms the customer's expectations regarding the purchasing experience, product, or service, satisfaction occurs. This state of satisfaction leads to a positive attitude toward the purchasing experience, product, and/or service and can positively influence future purchasing intentions (Carpenter, 2008).

Satisfaction is critical to customer loyalty. Loyal customers not only return to the store and consistently purchase products from the same brand, but they also recommend the company's products to friends and relatives, serving as an influential marketing force. Measures of satisfaction account for nearly 40% of the various factors that influence customer loyalty and orientation (Lemon, 2002).

While others studies have explored the relationship between customer satisfaction (Vargo & Lusch, 2004) and loyalty in omni-channel retailing—examining factors such as customer channel choice (Galouk et al., 2018), channel integration (Frasquet & Miquel, 2017; Yunita, Adam, Wahab, Andriana, & Maulana, 2022), on-time delivery (Dundar & Ozturk, 2020), and LSQ (Cotarelo, Calderón, & Fayos, 2021)—few studies have focused on the relationship between intensity, shopping value, and customer loyalty, with satisfaction as a mediating variable in omni-channel retailing.

The novelty of this study lies in its application of the Stimulus-Organism-Response (SOR) framework. In this context, omni-channel intensity (consistency and seamlessness) and omni-channel shopping value (the perception of customer shopping value across channels) serve as stimuli. Satisfaction represents the customer's emotional reaction to the omni-channel experience, functioning as an organism—an internal process or psychological state triggered by a stimulus. The response refers to behavior influenced by these internal reactions, with customer loyalty as the end result, measured by behaviors such as the intention to continue purchasing through the same channels.

Many companies have transitioned their business operations to online channels. The integration of online and offline shopping processes has become a prevalent trend, particularly in Indonesia's retail sector. Customers' experiences of consistency and seamlessness across the channels they use significantly impact their relationships with retailers. Similarly, the shopping experience generates value that influences long-term customer-retailer relationships. Based on these developments in the retail business landscape, the following research questions are proposed: What is the direct effect of omni-channel intensity, omni-channel shopping value, and satisfaction on customer loyalty? What is the indirect effect of omni-channel intensity and omni-channel shopping value on customer loyalty through satisfaction?

The Relationship between Omni-channel Intensity and Satisfaction

Consumers evaluate the level of channel integration based on their perceptions of the retailer's ability to provide a consistent and seamless shopping experience across all channels (Huré et al., 2017; Picot-Coupey et al., 2016). Perceived consistency refers to consumers' belief that the retailer ensures uniform information and shopping experiences across all channels (Picot-Coupey et al., 2016). Perceived seamlessness relates to consumers' belief that the retailer facilitates easy and uninterrupted transitions between channels.

Several previous studies have highlighted inconsistencies in the relationship between omni-channel intensity and satisfaction. For instance, customers who experience smooth omni-channel interactions tend to report increased satisfaction (Frasquet, Descals, & Ruiz-Molina, 2017). Conversely, Huré et al., (2017) found that a lack of seamlessness can diminish the positive impact of omni-channel shopping on sales and customer satisfaction. This suggests that omni-channel intensity influences satisfaction, leading to the following hypothesis:

H1: Omni-channel intensity has a positive and significant effect on satisfaction.

The Relationship between Omni-channel Shopping Value and Satisfaction

Omni-channel shopping value is recognized as a key factor influencing customer satisfaction and repurchase intentions. Understanding the factors that enhance customer satisfaction in an omni-channel environment can encourage customer loyalty and repeat purchases. By identifying customers' shopping motivations, retailers can strengthen both satisfaction and loyalty (Kumar & Reinartz, 2016). Furthermore, creating long-lasting shopping value enables retailers to achieve sustainable competitive advantages (Woodruff, 1997). This indicates that omni-channel shopping value affects satisfaction, leading to the following hypothesis:

H2: Omni-channel shopping value has a positive and significant effect on satisfaction.

The Relationship between Customer Satisfaction and Loyalty

A study conducted by Cotarelo (2021) examines how the intensity of the shopping experience provides value to consumers. The study suggests that both shopping intensity and value influence customer satisfaction and loyalty. The findings reveal a positive relationship between shopping intensity and value, as well as between satisfaction and loyalty. This underscores the connection between the intensity and value of the shopping experience and the resulting satisfaction and loyalty of consumers. Based on these findings, the following hypothesis is proposed:

H3: Satisfaction has a positive and significant effect on customer loyalty.

The Relationship between Omni-channel Intensity and Customer Loyalty

A study conducted by Ieva and Ziliani (2018) categorized consumers based on the frequency of their exposure to touchpoints within the retail environment. The findings indicated that most consumers could be classified according to their overall intensity of exposure to

touchpoints, rather than their interaction with a specific set of touchpoints. Furthermore, the study revealed a significant and positive correlation between exposure intensity and loyalty intentions. In other words, customers with higher loyalty tendencies engaged more frequently with their primary retailer across multiple touchpoints. This suggests that effectively managing and enhancing customer interactions across diverse touchpoints contributes positively to customer loyalty. Based on these findings, the following hypothesis is proposed:

H4: Omni-channel intensity has a positive and significant effect on customer loyalty.

The Relationship between Omni-channel Shopping Value and Customer Loyalty

A study conducted by Chang, Yang, and Li (2019) examines the relationship between shopping value and customer loyalty in online and offline shopping environments. The study highlights that individual factors, such as preferences, attitudes, and customer behavior, influence the extent to which shopping value contributes to customer loyalty. Based on these findings, the following hypothesis is proposed:

H5: Omni-channel shopping value has a positive and significant effect on customer loyalty.

Based on the hypotheses, the conceptual framework is depicted as follows:

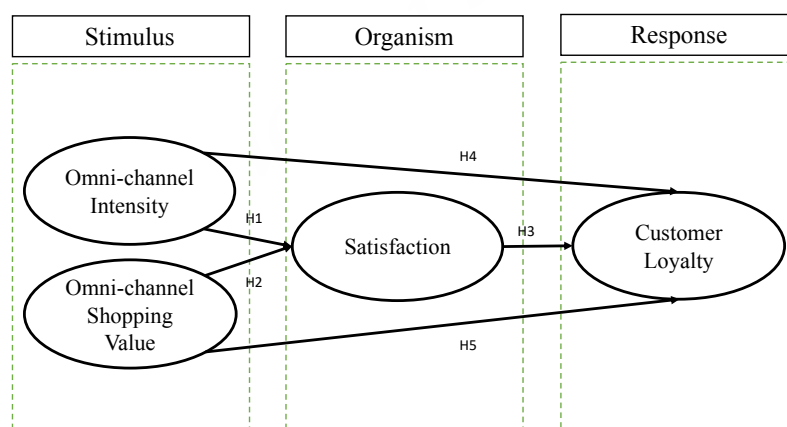


Figure 1. Conceptual Framework

METHOD

This study employs a descriptive verification research design to provide a comprehensive description and determine causal relationships between variables through hypothesis testing. Data were collected using a questionnaire. The sampling technique utilized non-probability sampling with purposive sampling criteria, targeting customers of PT ACE Indonesia (ACES) in Palembang who made purchases through at least two channels within the past year. ACES is one of the largest modern home and lifestyle retail networks in Indonesia. As part of its commitment to omni-channel retailing, ACES has developed platforms such as MISS ACE, ruparupa, chat commerce, and social commerce, creating a complete ecosystem to enhance the shopping experience.

This study was conducted in Palembang, a city with six ACES outlets, representing significant potential for PT ACES as an omni-channel retailer. Data were collected from 200 respondents who met the specified criteria of having shopped in both offline and online channel formats at ACES.

The questionnaire included 20 statements, with indicators developed based on Cotarelo et al. (2021). Omni-channel intensity was measured with seven statements, omni-channel shopping value with three statements, satisfaction with four statements, and customer loyalty with six statements. All items were scored on a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree.

The primary analytical technique used in this research was Structural Equation Modeling (SEM), a statistical method for testing and modeling relationships and influences among variables.

Table 1. *Variable Operational Definitions*

Variable	Definition	Indicators
Omni-Channel Intensity	Consumer perception measured by the level of perceived consistency and seamlessness in the use of various channels.	• Uniform pricing across all purchasing channels. • Consistent and tailored offers in each purchasing channel. • Similarity in product information across all channels. • Same product categories available across all channels. • Ease of switching from an online store to a brick-and-mortar store. • Ease of moving from an online store to a physical store. • Absence of significant barriers when switching between shopping channels.
Omni-Channel Shopping Value	The combination of factors that create a complete shopping experience, beyond just product acquisition and usage.	• Buying from retailers is worth the money and time across all channel formats. • Purchases across each retailer's channel format justify the effort and sacrifice. • Energy spent across all channels is well worth the value received.
Satisfaction	Customer evaluation of whether the service meets or exceeds their needs and expectations.	• Overall satisfaction with the retailer's service. • Current shopping experience with the retailer is superior compared to others. • Retailer provides almost "perfect" service. • Retailer offers exceptional service that stands out from competitors.
Customer Loyalty	The strength of the relationship between a customer's attitude and their repeat purchasing behavior across channels.	• Always interested in the retailer's offerings. • Proud to share experiences about products purchased from the retailer. • Considers the retailer the best alternative for this type of product. • Recommends the retailer to others. • Frequently purchases from the retailer. • Buys more from the retailer than from competitors for similar products.

FINDING AND DISCUSSION

Respondent Characteristics

A total of 215 questionnaires were collected, of which 200 met the criteria for processing. Table 2 presents the profile of the respondents, showing that female respondents dominated at 69%. The largest age group was 20–30 years old, accounting for 44.5% of the respondents, with 66.5% holding a bachelor's degree as their highest level of education. The largest employment category was BUMD/BUMN employees at 22%, and 50.5% of respondents reported a monthly income exceeding IDR 4,000,000, while 56% reported monthly expenses above IDR 2,000,000.

Additionally, as shown in Table 2, the majority of items purchased at ACES were household equipment and supplies (73.5%). The minimum shopping frequency was at least once a year (34.5%), with the most common expenditure per visit ranging from IDR 100,000 to IDR 500,000 (38.5%). For shopping channels, marketplaces were the most preferred medium (46.5%), followed by stores (22.5%) and social media (31%).

Table 2. *Profile Respondent*

	Category	Frequency	Percentage
Gender	Male	62	31
	Female	138	69
Age	< 20 years old	18	9
	20–30 years old	89	44.5
	30–40 years old	58	29
	> 40 years old	35	17.5
Education	Highschool	46	23
	Diploma	15	7.5
	Bachelor	133	66.5
	Others	6	3
Employee Status	Student	39	19.5
	Civil Servant	36	18
	BUMN/BUMD	44	22
	Private Sector Employee	42	21
	Housewife	15	7.5
	Others	24	12
Income Per Month	< IDR 1.000.000	20	10
	IDR 1.000.000 – IDR 2.500.000	37	18.5
	IDR 2.500.000 – IDR 4,000,000	42	21
	> IDR 4.000.000	101	50.5
Expenses Per Month	< IDR 500.000	25	12.5
	IDR 1.000.000 – IDR 1.500.000	33	16.5
	IDR 1.500.000 – IDR 2.000.000	30	15
	> IDR 2.000.000	112	56
	Household equipment and supplies	147	73.5

	Category	Frequency	Percentage
Products that are often purchased at ACES	Lifestyle products	53	26.5
Frequency of visits to ACES	1 time a week	13	6.5
	1 time a month	74	37
	1 time a year	69	34.5
	Others	44	22
Expenditures for purchasing	< IDR 100.000	11	5.5
	IDR 100.000 – IDR 500.000	77	38.5
	IDR 500.000 – IDR 1.000.000	51	25.5
	> IDR 1.000.000	61	30.5
The most preferred channel for shopping	ruparupa.com	45	22.5
	Social Media	62	31
	Marketplace	93	46.5

Instrument Test Result

Validity Result

Validity testing is conducted to determine whether the statements in the research instrument, namely the questionnaire, are valid. The basis for assessing validity is as follows: if the Corrected Item-Total Correlation (CITC) or $r\text{-count} > r\text{-table}$, the instrument item is considered valid; if the CITC or $r\text{-count} < r\text{-table}$, the instrument item is considered invalid (Ghozali, 2011).

Table 3. *Instrument Validity Test Results*

Variable	Indicators	CITC	R table	Description
OMC_Intensity	X1.1	0.595	0.1388	Valid
	X1.2	0.725	0.1388	Valid
	X1.3	0.716	0.1388	Valid
	X1.4	0.727	0.1388	Valid
	X1.5	0.605	0.1388	Valid
	X1.6	0.656	0.1388	Valid
	X1.7	0.475	0.1388	Valid
OMC_SV	X2.1	0.724	0.1388	Valid
	X2.2	0.768	0.1388	Valid
	X2.3	0.738	0.1388	Valid
Satisfaction	X3.1	0.650	0.1388	Valid
	X3.2	0.707	0.1388	Valid
	X3.3	0.693	0.1388	Valid
	X3.4	0.625	0.1388	Valid
Cust_Loyalty	Y.01	0.700	0.1388	Valid
	Y.02	0.704	0.1388	Valid
	Y.03	0.735	0.1388	Valid
	Y.04	0.747	0.1388	Valid
	Y.05	0.686	0.1388	Valid
	Y.06	0.654	0.1388	Valid

In this study, there were 200 respondents. The r-table value for $n = 200$ with a significance level of 5% and a Degree of Freedom (df) ($n - 2 = 198$) is 0.1388. Based on the instrument validity test results in Table 3, all indicator items have Corrected Item-Total Correlation (CITC) and r-count values greater than the r-table value (0.1388). Therefore, all questions for each variable are declared valid and meet the requirements as valid measurement tools for the research.

Reliability Test Result

The reliability test aims to determine whether the measuring instrument consistently measures variables over time. The consistency of respondents' answers to a question indicates whether the questionnaire is reliable (Ghozali, 2011). Reliability is assessed using the Cronbach's Alpha value. According to Ghozali (2011), if the Cronbach's Alpha value is > 0.6 , the instrument is considered reliable. Based on the results in Table 4, all variables have Cronbach's Alpha values greater than 0.6, indicating that the instruments used in this study are reliable.

Table 4. *Instrument Reliability Test Results*

Variable	Cronbach's Alpha	Description
OMC_Intensity	0.869	Reliable
OMC_SV	0.865	Reliable
Sastisfaction	0.837	Reliable
Cust_Loyalty	0.889	Reliable

Goodness-of-Fit Model (GOF)

The model fit test was conducted by examining the Chi-square, GFI, TLI, CFI, CMIN/DF, and RMSEA values, as presented in Table 5. The structural model is acceptable because the goodness-of-fit criteria are at a marginal fit, although not absolute. A model is considered feasible if at least one model feasibility test criterion is satisfied. In the GOF above, certain criteria are met, including an RMSEA value of 0.068. This value indicates good model fit, as it is below the threshold of 0.08. Furthermore, the CFI value of ≥ 0.935 suggests that the theoretical model sufficiently explains the observed data (Hair, Black, Abin, & Anderson, 2019).

Table 5. *Goodness-of-Fit Index*

Goodness-of-Fit Index	Cut-off Value	Result of GoF
X2 – Chi Square	Expected to be small	311.1846
Significance Probability	≥ 0.05	0.000
RMSEA	≤ 0.08	0.068
GFI	≥ 0.90	0.863
AGFI	≥ 0.90	0.823
CMIN/DF	≤ 2.00	1.921
TLI	≥ 0.95	0.924
CFI	≥ 0.90	0.935

Hypothesis Testing and Discussion of Research Results

The results of the data analysis are presented in table 6. From the table, it is evident that omni-channel shopping intensity influences satisfaction, omni-channel shopping value influences satisfaction, and satisfaction influences consumer loyalty. However, omni-channel intensity does not significantly affect customer loyalty, and omni-channel shopping value does not significantly affect customer loyalty. The overall structural equation model results are shown in Figure 2. Additionally, the influence of mediating variables is detailed in the table 7 and 8.

Table 6. *Hypothesis Testing*

			Estimate	S.E.	C.R.	P
Satisfaction	<---	OMC_Intensity	.425	.156	2.725	.006
Satisfaction	<---	OMC_SV	.373	.138	2.707	.007
Cust_Loyalty	<---	Satisfaction	1.255	.169	7.419	***
Cust_Loyalty	<---	OMC_Intensity	.017	.138	.126	.900
Cust_Loyalty	<---	OMC_SV	-.107	.134	-.796	.426

Table 7. *Mediation Test Variables*

	Direct Effect				Indirect Effect			
	OMC_Intensity	OMC_SV	Satisfaction	Cust_Loyalty	OMC_Intensity	OMC_SV	Satisfaction	Cust_Loyalty
Satisfaction	.425	.373	.000	.000	.000	.000	.000	.000
Cust_Loyalty	.017	-.107	1.255	.000	.534	.468	.000	.000

Note: The indirect effect is the interaction between the coefficients in the paths OMC_Intensity→Satisfaction and OMC_SV → Satisfaction.

Table 8. *Comparison Between Direct Effect and Indirect Effect*

	OMC_Intensity	OMC_SV
Direct Effect	OMC_Intensity→Cust_Loyalty = .017	OMC_SV→Cust Loyalty = -.107
Indirect Effect	OMC_Intensity→Satisfaction →Cust_Loyalty = 0.534	OMC_SV→Satisfaction →Cust_Loyalty = 0.468
Conclusion	Y as full mediation variable	Y as full mediation variable

Note: This table compares the direct coefficients (OMC_Intensity → Cust_Loyalty and OMC_SV → Cust_Loyalty) with the indirect effect coefficients (OMC_Intensity → Satisfaction → Cust_Loyalty and OMC_SV → Satisfaction → Cust_Loyalty).

In analyzing the mediation relationship in SEM, path analysis is used to explore how the relationship between independent and dependent variables is influenced by the mediation variable. The relationship may occur through partial mediation or full mediation. Partial mediation occurs when independent variables have a significant direct effect on the dependent variable even after including the mediation variable in the model. In contrast,

full mediation occurs when the effect of independent variables on the dependent variable is entirely explained through the mediation variable (Hair et al., 2019).

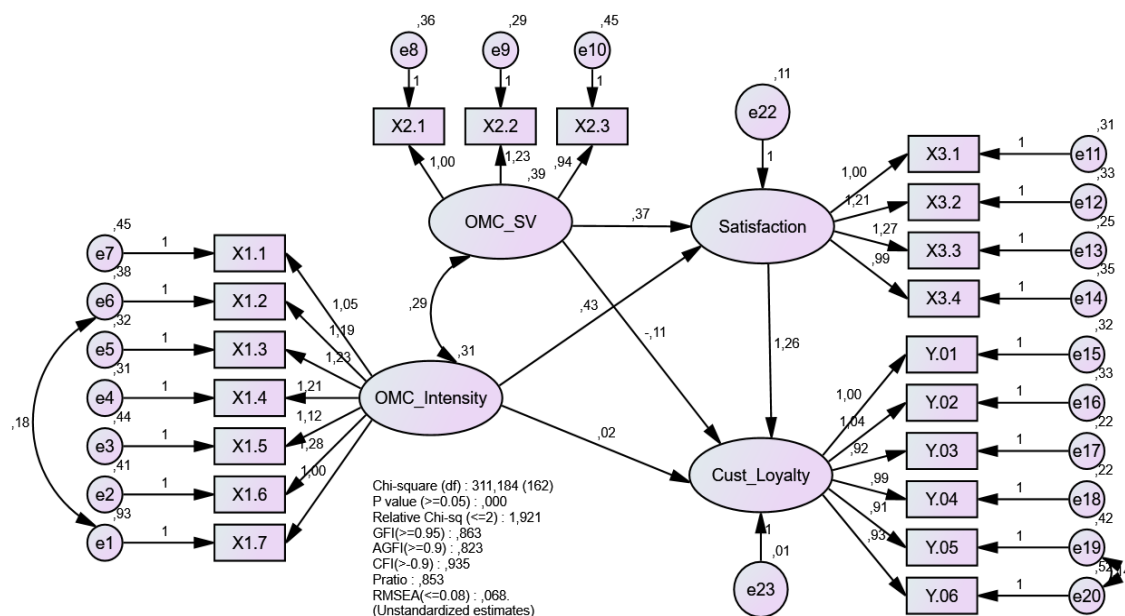


Figure 2. Structural Model Results

From Table 8, the mediation test results indicate that the direct effect of omni-channel intensity on customer loyalty is 0.017, while the indirect effect on customer loyalty through satisfaction is 0.534. This demonstrates a full mediating role of satisfaction in the relationship between omni-channel intensity and customer loyalty. Therefore, the hypothesis testing results are as follows:

H7: Omni-channel intensity influences customer loyalty through satisfaction

Similarly, based on the results in Table 8, the mediation test shows that the direct effect of omni-channel shopping value on customer loyalty is -0.107, while the indirect effect on customer loyalty through satisfaction is 0.468. This also indicates a full mediating role of satisfaction in the relationship between omni-channel shopping value and customer loyalty. Therefore, the hypothesis testing results are as follows:

H8: Omni-channel shopping value influences customer loyalty through satisfaction.

Omni-channel intensity influences satisfaction

The analysis results show that omni-channel intensity has a significant effect on satisfaction, as indicated by a P-value of 0.006 (< 0.05). This finding reflects that respondents are satisfied with the consistency and seamlessness provided by omni-channel retailing as a measure of its intensity. According to Huré et al. (2017), omni-channel intensity involves the consistent and seamless integration of channels to deliver a true omni-channel experience. Companies

implementing an omni-channel strategy must ensure synchronized channels that are easily accessible to customers, enabling an omni-channel journey. Such efforts are highly valued by consumers and ultimately foster satisfaction, loyalty, and word-of-mouth marketing (Kumar & Reinartz, 2016; Leroi-Werelds, Streukens, Brady, & Swinnen, 2014).

This study is further supported by Shankar et al (2011), who emphasize that seamless omni-channel interactions have become a necessary requirement, benefiting both customers and companies. Similarly, Shi et al. (2020) revealed that channel integration, consistency, and connectivity positively affect customers' perception of compatibility, resulting in a pleasant shopping experience. Enabling consumers to choose when, where, and how they interact with retailers leads to positive outcomes, such as higher customer satisfaction (Frasquet et al., 2017; Kumar & Reinartz, 2016; Leroi-Werelds et al., 2014; Piotrowicz & Cuthbertson, 2014).

Omni-channel shopping value influences satisfaction

The analysis results indicate that omni-channel shopping value has a significant effect on satisfaction, as shown by a P-value of 0.007 (<0.05). This finding reflects that respondents were satisfied with their shopping experiences, as the value they perceived was commensurate with the time, cost, and effort expended during their shopping journey. The omni-channel business model is designed to enhance the shopping value perceived by customers (Abrudan, Dabija, & B. Grandt, 2020). According to Huré et al. (2017), meeting consumer expectations through the integration of all touchpoints provides retailers with opportunities to create innovative offerings that enhance customer value while maximizing company value.

Customer value is a central concept in retailing, as it is derived from customers' experiences of purchasing and using the seller's products (Woodruff, 1997). Carpenter (2008) found that shopping value significantly influences satisfaction. Similarly, Cotarelo, Fayos, Calderón, and Mollá (2021) concluded that customers experience greater satisfaction when organizations provide a frictionless shopping experience, ensuring mobility and consistency across shopping channels. Likewise, Kumar and Reinartz (2016) emphasized the importance of channel synchronization to facilitate customers' omni-channel journeys, thereby delivering greater value and increasing satisfaction.

Satisfaction influences customer loyalty

The analysis results indicate that satisfaction has a significant effect on customer loyalty, with a P-value of 0.000 (<0.05). Generally, customer loyalty and word-of-mouth communication are influenced by customer satisfaction (Carpenter, 2008). Previous studies suggest that a high level of customer satisfaction fosters loyalty (Fitzell, 1998; Fornell, Johnson, Anderson, Cha, & Bryant, 2006). Retailers aiming to remain competitive must consistently maintain customer satisfaction, as it is a critical metric for evaluating retail performance. Consistent customer satisfaction has been shown to have a significant and direct impact on customer loyalty (Hult, Sharma, Morgeson, & Zhang, 2019). In an omni-channel retail environment, satisfied customers are more likely to recommend the brand to others (Jo & Bang, 2024). The relationship between customer satisfaction and loyalty has been extensively studied in single-channel (Homburg, Jozi, & Kuehn, 2017) and multi-

channel (Hult et al., 2019) contexts, providing a foundation to bridge gaps in the omnichannel body of knowledge.

Customer satisfaction reflects how well a company's products or services meet or exceed customer needs and expectations (Hee, Mohd Rizal, Khalid, Ho, & Sahimi, 2021). In an omni-channel strategy, the successful synchronization and integration of physical stores and online channels play a crucial role in enhancing customer satisfaction and loyalty to the brand (Kumar & Reinartz, 2016). Research by Koo (2020) confirms that satisfaction derived from retailer services is a strong driver of loyalty. This finding aligns with Hamouda (2019), who demonstrated that as customer satisfaction increases, loyalty also grows. Moreover, the relationship between satisfaction and loyalty is stronger in omni-channel environments compared to multi-channel settings due to the superior quality of channel integration.

Omnichannel intensity influences customer loyalty

The analysis results indicate that omnichannel intensity does not have a significant effect on customer loyalty, as shown by a P-value of 0.900 (>0.05). Omnichannel intensity reflects the consistency and seamlessness of experiences across all channels. While consistent and seamless marketing channels are expected to foster long-term relationships with retailers, this study finds that omnichannel intensity does not significantly influence customer loyalty.

This result may be attributed to customers frequently switching channels and occasionally being unable to complete transactions due to interruptions (Lee, Chan, Chong, & Thadani, 2019). Consumers are not solely focused on purchasing a product or service but value a consistent experience across channels (Beck & Rygl, 2015), as well as the seamless integration of offline and online interactions (Verhoef et al., 2015). Research on retail sector operations reveals that approximately 80% of retail customers are not loyal to a company due to negative experiences (Nagengast, Evanschitzky, Blut, & Rudolph, 2014). This suggests that inconsistency and a lack of seamlessness between channels ultimately undermine customer loyalty in omnichannel retail environments.

Omnichannel shopping value influences customer loyalty

The analysis results indicate that omnichannel shopping value has a negative but not significant effect on customer loyalty, as evidenced by a P-value of 0.426 (>0.05). Previous research by Cleff, Walter, and Xie (2018) highlights that designing an optimal shopping experience can foster positive customer attitudes beyond satisfaction and directly influence loyalty. Similarly, Adelaar et al. (2004) found that retailers offering a diverse range of shopping channels, along with in-store collection and return services, tend to develop stronger relationships with their customers, positively impacting loyalty. At the omnichannel level, retailers must integrate all touchpoints to cultivate highly loyal customers (Simone & Sabbadin, 2018).

In this study, the factors provided by retailers to enhance the shopping experience at various stages are already optimal but do not necessarily contribute to forming customer loyalty. This may be due to customers in omnichannel retail environments expecting a seamless shopping journey. Retailers who fail to provide offerings that facilitate finding

desired products risk losing customers to competitors. To address this, retailers must deliver holistic, barrier-free, and compelling experiences compared to other retailers, while minimizing customer disappointment (Cotarelo, Calderón et al., 2021).

Omni-channel intensity influences customer loyalty through satisfaction

The analysis results indicate that omni-channel intensity has a positive but not significant direct effect on customer loyalty. However, satisfaction serves as a mediating factor between omni-channel intensity and customer loyalty. This is evident from the direct effect value of omni-channel intensity on customer loyalty, which is 0.017, compared to the indirect effect value through satisfaction, which is 0.534.

In an omni-channel context, where consumers engage with both online and offline platforms, their loyalty is primarily driven by satisfaction derived from consistent touchpoints across channels (Verhoef et al., 2015). As noted by Lemon and Verhoef (2016), seamless integration and perceived value from omni-channel services improve customer attitudes and satisfaction, ultimately fostering loyalty. Companies implementing an omni-channel strategy must ensure synchronized channels that are easily accessible to customers, enabling an omni-channel journey valued by consumers. This process enhances satisfaction, loyalty, and word-of-mouth marketing (Kumar & Reinartz, 2016; Leroi-Werelds et al., 2014). Retailers must consistently work to ensure seamlessness and consistency across elements such as pricing, offers, product information, product categories, and the ease of switching and moving between channels. Eliminating barriers within the retail format is essential for enhancing omni-channel intensity and its potential impact on customer satisfaction and loyalty.

Omni-channel shopping value influences customer loyalty through satisfaction

The analysis results indicate that omni-channel shopping value has a negative and not significant direct effect on customer loyalty. However, satisfaction serves as a mediating factor between omni-channel shopping value and customer loyalty. This is evidenced by the direct effect value of omni-channel shopping value on customer loyalty, which is -0.107, compared to the indirect effect value through satisfaction, which is 0.468.

In an omni-channel environment, shopping value plays a critical role in shaping consumer satisfaction and loyalty (Gawor & Hoberg, 2019; Wallace, Giese, & Johnson, 2004). Consistent omni-channel shopping allows customers to purchase anytime and anywhere, leading to positive outcomes such as satisfaction (Montoya-Weiss & Voss, 2003) and loyalty (Piercy, 2012). Customer satisfaction is vital for retailers to ensure their sustainability and profitability. Leading global retailers continuously strive to meet and exceed customer expectations to enhance satisfaction levels. Customer satisfaction reflects a sense of pleasure, entertainment, and enjoyment during the shopping journey (Hee et al., 2021). Effective synchronization between offline and online channels is essential in the omni-channel journey, enabling consumers to derive significant value, which drives satisfaction, loyalty, and word-of-mouth marketing (Huré et al., 2017; Ranjan & Read, 2016).

According to Azhari and Bennett (2015), customer satisfaction stems from the overall shopping experience, encompassing activities such as searching for products, researching,

making purchase decisions, and receiving after-sales services from retailers. Customer satisfaction is a holistic evaluation of how a product or service meets customer expectations. Many retailers have implemented omni-channel strategies to enhance customer satisfaction.

Carpenter (2008) emphasizes that retailers must prioritize satisfying consumers' wants and needs to build a loyal customer base. This can be achieved by delivering value through utilitarian and hedonic benefits associated with the shopping experience. Retailers must strive to meet or exceed customer expectations regarding the benefits consumers seek. Additionally, leveraging big data from loyal customers about their shopping behavior and preferences through omni-channel strategies allows retailers to offer personalized shopping experiences and tailored recommendations, ultimately increasing customer satisfaction.

CONCLUSION

The analysis results lead to the following conclusions: omni-channel intensity influences satisfaction, omni-channel shopping value influences satisfaction, and satisfaction influences customer loyalty. However, omni-channel intensity does not directly affect customer loyalty, nor does omni-channel shopping value. Instead, both omni-channel intensity and omni-channel shopping value influence customer loyalty indirectly through satisfaction.

This study addresses a gap in previous research, which has been limited in examining the relationship between omni-channel intensity and shopping value in retail settings. The findings contribute to understanding the impact of intensity and shopping value on customer loyalty, with satisfaction serving as a mediating variable.

Consistency and seamlessness are essential indicators of a retailer's ability to provide integrated omni-channel experiences. Retailers must continuously align their channels to improve customer satisfaction and foster long-term customer relationships. As a new channel strategy in the digital era, strengthening omni-channel capabilities is key to enhancing customer loyalty. Future research could expand this study to various industries, company sizes, and consumer demographics to provide a more holistic and generalizable understanding of the value of omni-channel strategies.

To enhance omni-channel intensity and shopping value, retailers should focus on integrating critical resources and strategies to improve customer satisfaction and loyalty. Upgrading technology to unify data across channels is essential, enabling seamless transitions between online and offline shopping experiences. Such consistency fosters omni-channel intensity and ensures customer expectations for convenience are met. Additionally, investing in skilled human resources is vital to manage the technical and operational aspects of omni-channel implementation, supporting smoother customer interactions.

A robust supply chain is equally critical to ensure product availability and efficient order fulfillment, key factors in enhancing perceived shopping value. Integrating customer data into a unified database enables personalized shopping experiences, helping retailers tailor their offerings to customer preferences and increase satisfaction. Finally, developing clear marketing strategies that emphasize the benefits of omni-channel shopping—such as flexibility, convenience, and seamless experiences—strengthens shopping value. Together, these efforts create a positive feedback loop, where satisfaction drives customer loyalty, underscoring the importance of omni-channel strategies in modern retail.

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