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DRIVERS OF CUSTOMER SATISFACTION AND LOYALTY IN OMNICHANNEL

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To: Dean William G. Hardin

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This dissertation, written by Michele Viso, and entitled "What are the Drivers of Customer Satisfaction and Loyalty in Omnichannel?" having been approved in respect to style and intellectual content, it is referred to you for judgment. We have read this dissertation and recommend that it be approved.

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DEDICATION

I dedicate this work to my best friend and husband, Carlos Viso, and my beautiful daughter, Olivia Viso, whose love and unwavering support enabled me to pursue this dream.

Thank you for believing in me, even when I did not believe in myself.

It was all a dream, I used to read Word Up!…

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ABSTRACT OF THE DISSERTATION

DRIVERS OF CUSTOMER SATISFACTION AND LOYALTY

IN OMNICHANNEL

by

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This dissertation explores the interplay between the omnichannel customer experience, customer satisfaction, and loyalty. Thanks to omnichannel retailing methods, customers can make better selections using more information and resources afforded to them by the omnichannel practices. Customers want to make exact purchasing decisions while minimizing their use of mental resources. The relationships between an omnichannel environment and customer satisfaction and loyalty are closely intertwined because the seamless integration of multiple channels, such as online, in-store, and mobile, enables customers to engage with a brand consistently and conveniently. An effective omnichannel strategy ensures customers can effortlessly transition between these channels, enjoying a cohesive experience and personalized interactions at every touchpoint. Customers who experience convenience and reliability across their interactions are more inclined to remain loyal, repeatedly choosing the brand over competitors. An omnichannel approach can contribute to the cultivation of a loyal customer base because it meets their expectations and goes beyond by anticipating their needs and preferences, encouraging sustained engagement and advocacy for the brand. These insights affect businesses looking to

optimize their omnichannel strategies and enhance customer satisfaction, loyalty, and retention. The emergence of e-commerce and mobile shopping has given rise to a rapidly changing retail landscape, compelling retailers in the United States to adjust to shifting consumer behaviors and preferences. The study is a contribution to the literature on omnichannel marketing and contains practical recommendations for managers and marketers on the growing importance of omnichannel retailing. The findings underscore the critical importance of seamless integration across various channels and highlight the role of customer-centric strategies in driving retail success. The results indicated a direct, positive impact of omnichannel customer experience on customer satisfaction and loyalty.

To summarize this study's results, although omnichannel customer experience fundamentally enhances customer satisfaction and loyalty, the roles of different shopping channels are complex and diverse in their impact. These findings highlight retailers' need to adopt more tailored and nuanced omnichannel strategies, considering the varying influences of different shopping modes on customer behavior. Omnichannel is not just a business strategy but a customer necessity.

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ABBREVIATIONS AND ACRONYMS

AR	Augmented Reality
CX	Customer Experience
SAT	Customer Satisfaction
CEM	Customer Experience Management
CRM	Customer Relationship Management
FIU	Florida International University
HIT	Human Intelligence Task
IRB	Institutional Review Board
KMO	Kaiser-Meyer-Olkin
LOY	Loyalty
MOB	Mobile
OCX	Omnichannel Customer Experience
OFF	Offline Shopping
ON	Online Shopping
O2O	Online-to-offline
ROI	Return on Investment
SDL	Service-Dominant Logic
VR	Virtual Reality

CHAPTER I: INTRODUCTION

Problem Statement

The emergence of e-commerce and mobile shopping has given rise to a rapidly changing retail landscape, compelling retailers in the United States to adjust to shifting consumer behaviors and preferences. Customers are increasingly shopping across multiple channels, from browsing products online to purchasing in-store, expecting a seamless and integrated experience across all touchpoints. This shift has pressured retailers to invest in omnichannel strategies to provide customers with a consistent and personalized experience, regardless of the current shopping channel. Customers who experience convenience and reliability across their interactions are more inclined to remain loyal, repeatedly choosing the brand over competitors (Rahman et al., 2022). An omnichannel approach can contribute to the cultivation of a loyal customer base because it meets their expectations and goes beyond by anticipating their needs and preferences, encouraging sustained engagement and advocacy for the brand (Broniarczyk & Griffin, 2014).

Brick-and-mortar retailers, from high-end brands like Saks Fifth Avenue to everyday general merchandise retailers such as Target, have been forced to adapt by creating additional online channels due to the expansion of internet shopping. The online-to-offline (O2O) era is earmarked by the fact that online and offline demand affect each other (Ji et al., 2017).

Online purchases are expected to increase in the future, thus highlighting the significance of digital and omnichannel services (Huré et al., 2017). For example, U.S. Census Bureau News (2022) reported that by the fourth quarter of 2022, e-commerce

accounted for about 15% of all retail sales in the United States. Therefore, online merchants owe it to their clientele to provide them with a streamlined, personalized omnichannel shopping experience. In other words, businesses risk losing clients and falling behind the competition without adapting to the market's demands.

Significance of the Problem

The rise of omnichannel retailing has transformed the retail landscape in recent years. With the increasing availability of technology and the proliferation of smartphones and other mobile devices, customers now expect a seamless and consistent shopping experience across all channels and touchpoints. Retailers that need to adapt to this new reality risk losing customers and falling behind their competitors. This study examines the factors influencing customer satisfaction and loyalty in an omnichannel context. The study seeks to provide practical recommendations for managers and marketers on the growing importance of omnichannel retailing. The research highlights that offering a consistent, personalized experience across all channels can increase customer satisfaction and loyalty.

From the customer satisfaction perspective, the issue revolves around creating a unified experience across different channels within an omnichannel setup. It involves harmonizing messaging, product offerings, and service standards to provide a consistently excellent encounter. Overcoming technical obstacles and internal divisions obstructing the smooth exchange of data and information is essential to meeting customer expectations.

Concerning customer loyalty, the challenge lies in using the omnichannel environment to foster lasting connections. This means delivering convenience and reliability and establishing an emotional bond. Striking this balance entails meeting customer preferences and proactively predicting and addressing their needs. Moreover,

ensuring personalized experiences and respecting privacy concerns is vital in building and maintaining customer loyalty. In contrast, retailers who fail to meet these criteria risk losing customers and falling behind their competitors. One of the critical challenges for companies that need to be faster in adopting omnichannel retailing is adapting to changing consumer behaviors and preferences. With the rise of e-commerce and mobile shopping, customers now expect to be able to shop anytime, anywhere, and from any device. Companies that need to provide a seamless experience across all channels risk losing customers who will seek out competitors who can meet their needs more effectively by proposing tailored offers.

Another significant challenge for companies is investing in the correct technologies and infrastructure to support an omnichannel approach. This can include developing a robust online presence, providing mobile-friendly websites and apps, and ensuring the company's backend systems are integrated across all channels. Companies not investing in these technologies risk falling behind their competitors, losing customers, and damaging their reputations. Moreover, companies that fail to adapt to omnichannel retailing risk losing revenue opportunities. For example, by not providing a seamless experience across all channels, companies may miss out on sales opportunities and risk losing customers to competitors who can provide a more cohesive shopping experience.

In conclusion, the failure to adapt to omnichannel retailing poses a significant problem for companies in today's market. To remain competitive and meet customers' expectations, companies must invest in omnichannel strategies that provide a seamless experience across all channels. Failure to do so can result in lost revenue, lower customer

satisfaction, and decreased market share. By embracing omnichannel retailing, companies can stay ahead of the competition and build long-term customer relationships.

Research Gap

Although there has been a growing body of research on omnichannel retailing, there are still some gaps in our understanding of this phenomenon. One critical gap is the need for more empirical studies on customers' requirements and expectations (Fornell et al., 1996). Because customer behavior and preferences change rapidly, companies must deeply understand how these changes impact customer satisfaction, loyalty, and shopping behaviors across various channels.

A critical gap remains in empirical studies of how evolving customer requirements and expectations influence their satisfaction, loyalty, and behavior across multiple shopping channels. This gap is especially relevant as customer preferences shift rapidly, affecting their interactions with omnichannel platforms. My research addresses this gap by empirically examining the dynamic relationship between customer expectations in an omnichannel environment and their subsequent impacts on customer loyalty and shopping behaviors. By focusing on this area, the study seeks to provide actionable insights that can guide companies in adapting their strategies to meet and exceed their customers' evolving expectations.

The omnichannel environment, as conceptualized by Rahman et al., encompasses a retail strategy that integrates multiple digital and physical channels to offer customers a seamless and consistent shopping experience (Rahman et al., 2022). Key characteristics of this environment include the coherence of customer interactions across different platforms,

real-time synchronization of data and inventory, and the ability to engage customers through personalized communication tailored to their preferences and behaviors. Rahman et al. highlight the crucial role of technological integration in enabling these characteristics, ensuring that customer experiences are consistent and highly responsive to individual needs across all touchpoints (Rahman et al., 2022).

This comprehensive integration is essential for studying how customer satisfaction and loyalty are influenced in omnichannel settings, as it directly impacts their expectations and shopping behaviors. My research aims to uncover how the omnichannel strategy shapes customer dynamics and dictates retail success by focusing on these characteristics.

Another gap in research is formed by the need to deepen the general understanding of the role of social media in the omnichannel context (Gao et al., 2021). Social media platforms are increasingly used for customer engagement and interaction, and companies need to know how to leverage these platforms to improve the customer experience. However, empirical research on the impact of social media on omnichannel retailing is still needed, and more studies are required to shed light on this issue (Gao et al., 2021). Finally, although some research has been conducted on the impact of omnichannel strategies on customer satisfaction and loyalty, there is still a need for more research on the financial implications of omnichannel retailing. Specifically, there is a need for more empirical studies on the ROI of omnichannel strategies, including the costs associated with implementing these strategies and the benefits of increased revenue and profitability.

In conclusion, although there is a growing body of research on omnichannel retailing, some gaps remain to be addressed. By filling these gaps, researchers can help companies deepen their understanding of the impacts of omnichannel strategies on

customer satisfaction, loyalty, and the bottom line, which can help them make more informed decisions about their omnichannel retailing strategy (Gao et al., 2021).

Theoretical Framework

Lemon and Verhoef (2016) define CEM as analyzing and improving a firm's customers' experience. It stresses positive and consistent consumer experiences across touchpoints. In CEM, perceived seamlessness is how easy and smooth a consumer considers the complete customer process (Lemon & Verhoef, 2016). CEM theory involves the identification of critical touchpoints and consumer pain points and building successful marketing tactics to improve customer experience (Lemon & Verhoef, 2016). Omnichannel personalization is possible by gathering and analyzing customer data from online, mobile, social media, and in-store interactions (Berry, 1995). This data can help companies understand their customers and customize their marketing and communication efforts.

According to SDL, value is cocreated by the provider and the customer through a collaborative service delivery process. This contrasts with the traditional product-dominant logic, which sees value as inherent in the product. Omnichannel customer experience gives customers a smooth and consistent experience across different channels, like online, mobile, and stores. The goal is to provide customers with a seamless and convenient experience that meets their needs and expectations, regardless of which channel they use to interact with the business (Lusch & Vargo, 2006). Customer satisfaction is the degree to which customers are happy with a business's products, services, and overall experience.

Customer satisfaction is a crucial metric for measuring a company's success, as satisfied customers are likelier to return and recommend the firm to others (Lusch & Vargo, 2006). Customer loyalty is defined as a customer's strong commitment to continue purchasing or using a particular product or service in the future (Zeithaml et al., 1996). It also helps differentiate the brand from competitors and establish a unique position in the market (Keller, 1993). By maintaining brand loyalty, organizations can build a robust, enduring brand that resonates with their target audience and drives long-term business success (Keller, 1993). Seamlessly integrating several channels in an omnichannel environment is necessary to increase consumer satisfaction and loyalty. This entails developing a seamless user experience that combines mobile devices, physical stores, and online platforms. Consistency is desired for messages, product availability, and service quality across all touchpoints to provide customers with a consistent experience. This dependability increases consumer satisfaction by instilling faith and confidence in the brand's products (Rahman et al., 2022). Customer loyalty and satisfaction are mutually beneficial, and high satisfaction levels create a foundation for loyalty. Customers are most likely to form an emotional bond with the business when they routinely receive frictionless experiences and believe their data is managed ethically. This connection makes them more loyal, encouraging repeat business and positive word-of-mouth recommendations (Frasquet-Deltoro et al., 2021).

In summary, a successful omnichannel strategy for consumer satisfaction and loyalty entails careful channel integration, upholding consistency, providing individualized experiences, and preserving client privacy. When these factors are properly managed,

organizations can establish a cycle where customer satisfaction fosters customer loyalty, which promotes and supports sustainable growth.

Research Question

An omnichannel environment integrates multiple channels of communication and sales platforms to provide customers with a seamless and consistent experience. The relationship between an omnichannel environment and customer satisfaction and loyalty is closely intertwined, as the seamless integration of multiple channels, such as online, in-store, and mobile, allows customers to engage with a brand consistently and conveniently. Therefore, this study is guided by two main research questions:

1. What is the relationship between omnichannel environment and customer satisfaction?
2. What is the relationship between an omnichannel environment and customer loyalty?

Drawing on Lemon and Verhoef (2016), the research questions encompassed several critical areas. Primarily, it assessed how the omnichannel environment impacted customer satisfaction and loyalty. It also explored the strategies companies can implement to improve customer satisfaction and loyalty in an omnichannel environment.

Research Contributions

The omnichannel study is a rapidly growing area of research in marketing and consumer behavior (Paz & Delgado, 2020). This area of study aims to understand how consumers interact with different channels and touchpoints during their shopping journey and how these interactions influence their purchase decisions. One significant research contribution of the omnichannel study is identifying the importance of channel integration.

Xie et al. (2023) showed that integrating different channels, such as brick-and-mortar stores, e-commerce websites, and mobile apps, can provide a seamless shopping experience for consumers, which ultimately leads to increased customer loyalty and satisfaction.

Another important research contribution of the omnichannel study is recognizing the need for personalized marketing strategies. By analyzing consumers' shopping behaviors across different channels, researchers found that personalized marketing messages and recommendations are more effective in driving sales than generic ones (Adobe Experience Cloud Team, 2022). Furthermore, the omnichannel study has contributed to our understanding of the impact of technology on the shopping experience. Emerging technologies, such as AR, VR, and chatbots, can enhance the omnichannel shopping experience and provide consumers with more personalized and interactive shopping experiences (Aslam, 2023).

CHAPTER II: BACKGROUND LITERATURE REVIEW & THEORY

In the present era of multichannel marketing, customer satisfaction, and loyalty have become vital performance metrics for firms. The complexity of today's consumer journeys and the proliferation of digital touchpoints have made it increasingly challenging for businesses to meet and retain client loyalty and satisfaction (Lemon & Verhoef, 2016). As a result, researching client satisfaction and loyalty in an omnichannel setting has become critical. According to a Deloitte study, customers who engage with a company across various channels have a 50% higher lifetime value than those who only engage through a single channel (Simpson et al., 2016).

More emphasis should be placed on the importance of client loyalty in an omnichannel environment. Customer loyalty is paramount in today's connected and seamless corporate environment (Lemon & Verhoef, 2016). Businesses may build enduring customer relationships by providing a consistent and personalized experience across various channels. This loyalty translates into repeat business, enhanced brand advocacy, and an increased possibility that customers would investigate and interact with the multiple channels the company provides (Simpson et al., 2016). Customer loyalty is a cornerstone for continuous success in an omnichannel environment, building long-lasting relationships and boosting corporate growth.

Understanding how customers navigate the complex omnichannel landscape has become a requirement for firms wishing to remain relevant in today's highly competitive business environment. It is crucial to comprehend what triggers their satisfaction and loyalty across these diverse platforms. This understanding is vital for businesses explicitly

striving to increase customer satisfaction and loyalty, which are definitive indicators of a company's success in today's business environment.

A comprehensive review of the current literature that explores the nuances of customer satisfaction and loyalty values within the omnichannel framework can serve as a beacon of knowledge, aiding businesses in navigating this frequently intricate and complex terrain. Consequentially, a more refined and in-depth understanding of the customer's omnichannel journey is required due to the ever-evolving customer behaviors and expectations, which leave businesses struggling for a cohesive approach. This study aimed to shed light on the path to attaining these objectives. The primary goal is to provide significant and applicable insights to organizations actively implementing omnichannel strategies or contemplating their adoption. This objective is accomplished by integrating extant research across multiple domains: customer behavior's multifaceted and dynamic nature, the diverse drivers that lead to customer satisfaction, and the crucial role of technology in orchestrating customer experiences leading to customer loyalty.

This study aimed to create a more comprehensive view of the omnichannel customer journey by combining these various research strands. The task at hand was not merely to collect information but to analyze it in a manner that revealed the main drivers of customer experiences. It is essential to identify these drivers because they are the factors that contribute to customer satisfaction, which in turn, fosters customer loyalty and improves overall business performance. In addition, this study sought to contribute to a broader understanding of optimizing customer satisfaction in an omnichannel setting through its detailed exploration and analysis. It emphasized the strategic significance of meticulously and effectively managing customer experiences across multiple channels, not

as distinct entities but as interconnected components of a unified customer journey. In doing so, the study emphasized the importance of putting consumer satisfaction and loyalty at the center of an organization's omnichannel strategy, and according to Verhoef et al. (2015), using data analytics and artificial intelligence to understand customer wants and preferences can lead to increased satisfaction and loyalty.

In the contemporary era, where businesses operate in an increasingly complex and competitive market landscape, studying customer satisfaction and loyalty within the omnichannel environment has emerged as a critical area of research. Omnichannel retailing, a cross-channel business model companies use to improve customer experience, involves many touchpoints, including brick-and-mortar stores, mobile apps, websites, social media, and more. Hence, understanding customer satisfaction and loyalty in this context is complex and requires thorough research. As such, firms are turning their focus toward understanding customer behavior in such multifaceted environments. The scrutinization and comprehension of the available literature can offer companies critical insights into consumer behavior. The way customers interact with different channels, their expectations, preferences, and even their frustrations can be gauged through this process. Understanding these behavioral patterns is crucial for any business looking to increase customer engagement, loyalty, and market share.

Additionally, analyzing existing literature allows businesses to identify the key drivers of customer satisfaction and loyalty. In an omnichannel setting, these drivers may include seamless integration between various channels, personalized experiences, prompt customer service, and easy access to information. Unraveling these drivers helps businesses devise effective strategies that hit the bullseye in satisfying customer needs and wants.

Finally, an in-depth look at scholarly works and industry reports can shed light on the influential role of technology in shaping customer experiences. Technology, in the form of advanced digital platforms, AI-driven tools, personalized marketing, real-time analytics, and more, has transformed how customers interact with brands. With its profound impact on customer experiences, technology has become a powerful tool a company can leverage to drive customer satisfaction in an omnichannel environment. Understanding the role of technology, thus, becomes instrumental in developing strategies that can amplify customer satisfaction and loyalty. In conclusion, studying customer satisfaction and loyalty in an omnichannel environment presents a significant opportunity for firms to deepen their understandings of their customers, identify satisfaction drivers, and effectively leverage technology. Through a comprehensive review of the existing literature on this subject, companies can glean significant insights that will help them enhance their customer experience strategy and position themselves firmly in the modern competitive business environment. Businesses can design effective omnichannel strategies that fulfill the requirements and expectations of their customers by synthesizing current research, resulting in increased engagement, loyalty, and profitability, leading to customer satisfaction and business satisfaction (Verhoef et al., 2015).

Despite the rapid rise of online platforms, offline shopping, the traditional method of purchasing goods, continues to occupy a significant position in commerce. According to a seminal study by Lu et al. (2010), one of the key factors that attract consumers to offline purchasing is the rich sensory experience it provides, which is typically absent in online transactions. Offline shopping, or brick-and-mortar shopping, involves physically visiting a store location and making purchases in person.

This sensory experience, which results from the tactile and visual interactions of the purchasing process, remains central to the appeal of offline shopping. When customers enter a store, they are met with various sights, smells, and noises. They can feel the fabric of a shirt to determine its quality, put on a pair of shoes to determine their comfort, and even smell the perfume before making a purchase decision. This type of sensory engagement enables consumers to engage with products in a way that creates a tangible connection, a level of intimacy that is difficult to replicate on online purchasing platforms. However, the sensory experience is not restricted to product interactions alone. The physical retail environment, ambiance, and décor contribute to the overall shopping experience by creating an environment that can stimulate or relax the consumer, influencing their purchasing decisions.

According to Lu et al. (2010), interaction with sales personnel is another crucial factor that plays a significant role in the offline purchasing experience. These interactions can significantly influence consumer behavior. A helpful and knowledgeable salesperson can enhance the overall purchasing experience while one who is unresponsive or uninformed can diminish it. In addition to assisting customers in navigating the store layout, sales representatives make personalized recommendations based on the customers' preferences, requirements, and previous purchases. This personalized attention and customer service level are fundamental to the in-store purchasing experience. The ability to provide customized recommendations and direct assistance with product selection distinguishes offline purchasing from its online counterpart, making it a more engaging and personalized experience.

In conclusion, offline purchasing is characterized by its immersive sensory experience and direct interaction with sales representatives. These factors foster personal connections and allow for a level of product engagement that online purchasing struggles to match. This explains its enduring appeal among a significant portion of consumers. Furthermore, buyers may acquire their purchases immediately through physical shopping, avoiding the waiting period involved with shipping (Lu et al., 2010).

Online purchasing has transformed the way consumers purchase products by providing a convenient and accessible platform for acquiring products without the need to visit a store physically. According to Lu et al. (2010), convenience is the most important factor influencing consumers' adoption of online purchasing. Online shopping offers unparalleled convenience by eliminating travel and enabling consumers to shop from the comfort of their homes, workplaces, or any location with internet access.

In addition to its convenience, online purchasing offers numerous other advantages that contribute to its consumer popularity. The ability to readily compare prices across multiple websites is a notable advantage. In contrast to traditional retail purchasing, in which customers may be required to visit various stores physically, online shoppers can effortlessly navigate through numerous websites and platforms to find the best deals and most competitive prices. This vast selection of products and easy-to-use price comparison tools enable consumers to make informed decisions and maximize their purchasing power.

According to Huré et al. (2017), online purchasing has a few disadvantages. One of the primary concerns consumers express is the absence of a sensory experience when purchasing online. In contrast to physical stores, where customers can touch, feel, and test out products before making a purchase, online shoppers rely solely on product descriptions,

images, and reviews to determine the quality and suitability of products. This lack of direct interaction with the product can sometimes result in consumer uncertainty and reluctance, especially when purchasing items that require a more tactile evaluation.

In addition, the inability to physically inspect items before purchase is a significant disadvantage of online shopping. Although product descriptions and images provide some information, they may only sometimes offer the complete picture. This limitation can be especially problematic when purchasing clothing, where fit, fabric quality, and other tactile aspects play a significant role in consumer satisfaction. Despite advances in virtual try-on technologies and enhanced product visualization, these digital representations cannot fully replicate the experience of physically inspecting and trying on products.

In conclusion, online purchasing has transformed retail by providing consumers with unparalleled convenience and a vast selection of products. It enables people to easily purchase from the comfort of their homes and compare prices across multiple platforms. However, it is crucial to consider the disadvantages, such as the lack of sensory experience, the inability to inspect products physically, and the length of shipping time. As technology advances, efforts will likely be made to resolve these limitations and improve the online shopping experience, further bridging the digital and physical retail worlds.

According to Kim and Lennon's (2013) exhaustive research on consumer behavior, the convenience factor associated with mobile shopping is the primary factor attracting customers to this commerce mode. In their study, Kim and Lennon (2013) acknowledged security and privacy concerns that act as significant barriers to the adoption of mobile purchasing. Mobile purchasing, also known as shopping via mobile devices such as smartphones and tablets, has revolutionized the retail industry by providing consumers

with unprecedented convenience. The ability to make purchases on the go and at any time has given consumers the freedom to indulge in retail therapy regardless of time or location constraints. Whether a person is commuting to work, standing in line, or simply unwinding at home, mobile shopping enables consumers to browse a vast selection of products and complete transactions with a few taps on their screens.

Integrating intelligent mobile applications that leverage cutting-edge technologies to analyze consumer preferences and provide customized recommendations is a remarkable aspect of mobile purchasing. These applications use sophisticated algorithms and machine learning techniques to comprehend individual purchasing patterns, personal interests, and contextual factors, enhancing the shopping experience. By providing personalized recommendations and highlighting relevant products, mobile purchasing platforms have created a sense of exclusivity, making customers feel valued and comprehended.

Additionally, the seamless integration of social media and mobile purchasing has further altered the e-commerce landscape. With the rise of social commerce, customers can now browse and buy products directly from their preferred social media platforms, eliminating the need to switch between applications or websites. This convergence of social media and mobile shopping has streamlined the purchasing process. Still, it has also fostered a sense of community and shared experiences among consumers, who can now engage in discussions, share recommendations, and seek advice from peers, all within the same digital ecosystem.

In addition to convenience and customization, mobile shopping has been instrumental in driving innovation and nurturing business competition. Retailers continually invest in optimizing their mobile shopping platforms to provide the best user

experience and remain ahead of the curve. This has led to the creation of user-friendly interfaces, streamlined navigation, and expedited checkout procedures, all seeking to increase customer satisfaction and loyalty. Moreover, with the increasing adoption of AR and VR technologies, mobile shopping has surpassed the boundaries of traditional e-commerce by providing immersive experiences, enabling customers to try on clothing virtually, visualize furniture in their homes, or even test-drive virtual products before making a purchase.

In conclusion, the convenience of mobile shopping has emerged as a significant force in the retail industry. Mobile shopping has become a transformative force that enables consumers to shop anytime, anywhere, overcoming initial concerns about security and privacy. With the incorporation of personalized recommendations, social commerce, and emerging technologies, mobile purchasing has transformed into an all-encompassing and immersive experience, empowering consumers, and shaping the future of retail.

In their groundbreaking work, Rahman et al. (2022) thoroughly examined the concept of perceived omnichannel customer experience (OCX) and how it influences customer loyalty, trust, and satisfaction. This scholarly article represents a significant advance in our comprehension of the dynamics of contemporary customer behavior in an increasingly interconnected and digital world. Historically, most research on customer experience has primarily focused on a single channel. This may involve analyzing consumer interactions in brick-and-mortar stores or user experience on a specific e-commerce website. The research is undeniably valuable. Rahman and his colleagues (2022) argued that focusing on a single channel involves ignoring the complexity and multidimensionality of modern consumer experiences. The omnichannel customer

experience (OCX) concept acknowledges the fluidity and interconnectedness of contemporary consumer experiences. The authors anticipate that the OCX corresponds to such types of trust because it represents customers' evaluations of their overall experiences with an omnichannel consumer goods merchant across all channels (Rahman et al., 2022). Therefore, the authors sought to establish a theoretical basis for a new perceived omnichannel customer experience (OCX) measure. To create a theoretical foundation for a new metric of perceived omnichannel customer experience (OCX), the authors assessed customers' experiences across all the retailer's channels as they progress through various customer journey phases and, according to different pertinent dimensions are known as perceived omnichannel customer experiences. They suggested measuring it as a second-order formative construct comprising nine first-order dimensions, including social communications, value, personalization, customer service, consistency of product availability and prices across channels, information safety, delivery, product returns, and loyalty programs.

It is a holistic perspective encompassing the entire consumer journey across all digital and physical touchpoints. This enables a more comprehensive understanding of how customers perceive their interactions with a business, which can inform strategies designed to increase customer loyalty, trust, and satisfaction. Rahman et al. (2022) emphasized the need to transcend single-channel perspectives and recognize the diversity and complexity of the consumer journey in the digital era.

According to Shi et al. (2020), a customer's level of enjoyment with their interactions with a company's customer service is positively correlated to their perceptions of the service's quality, trustworthiness, and value. This highlights the need for companies

to provide high-quality services to meet the expectations of their customers and build trust among those customers (Shi et al., 2020). In general, firms should seek to establish trust, and personalizing interactions can result in significant financial benefits for businesses. To achieve this goal, companies should emphasize offering high-quality services that surpass customers' expectations, creating trust with customers, and customizing services to meet individual customer's particular needs, wants, and preferences. By giving these aspects of their operations a higher priority, businesses stand a better chance of creating excellent customer experiences, thereby increasing both their satisfaction and loyalty to the company, eventually resulting in the firm's success.

Furthermore, according to the authors, people no longer interact with businesses through a single channel in an age characterized by the rise of digital technology and increasingly sophisticated consumer behavior. Instead, they use multiple platforms and touchpoints throughout their purchasing journey. This may involve browsing products on a company's website, reading reviews on a third-party site, interacting with the brand on social media, or visiting a store. For these reasons, Rahman et al. (2022) argued that it is essential to broaden the scope of customer experience research to include the impact of all channels that customers may interact with during the purchasing journey. This is where the omnichannel customer experience concept comes into action.

The technology-mediated customer service experience has become increasingly important in today's digital age. As an increasing number of businesses shift to online platforms, the evaluation of customer perceptions of these services is essential. The technology-mediated customer service experience has become increasingly important in

today's digital age. As an increasing number of businesses shift to online platforms, it is necessary to evaluate customers' perceptions of these services (Kim & Park, 2019).

Perceived seamlessness is a critical concept in omnichannel shopping, which refers to the seamless integration of different channels and touchpoints in the customer journey. It is a crucial determinant of customer satisfaction, loyalty, and business success. This concept has been widely studied in the context of omnichannel shopping, which refers to using multiple channels and touchpoints to interact with customers throughout their journey. According to Kim and Park (2019), perceived seamlessness is the degree to which customers perceive the omnichannel experience as a single, integrated, and consistent experience. It is closely related to the concept of customer experience (CX), which is the sum of all customer interactions with a brand or company over time (Verhoef et al., 2015). Perceived seamlessness has been found to significantly impact customer satisfaction and loyalty. For example, Yoon (2020) found that perceived seamlessness positively influences customer satisfaction, leading to higher loyalty intentions.

Similarly, Kim and Park (2019) found that perceived seamlessness positively impacts customer loyalty through the mediating effect of customer satisfaction. Several studies have attempted to develop scales to measure perceived seamlessness. For example, Kim and Kim (2019) developed a scale consisting of six dimensions: consistency, integration, synchronization, flow, transparency, and personalization (Kim & Park, 2019). Perceived seamlessness is a critical concept in omnichannel shopping, which refers to the seamless integration of different channels and touchpoints in the customer journey. It has been found to significantly impact customer satisfaction and loyalty.

The retail industry has transformed from traditional brick-and-mortar stores to multichannel and omnichannel retail. In this context, providing a seamless and integrated customer experience across all touchpoints, including online and offline channels, is essential for meeting growing customer expectations and remaining competitive in the market (Rahman et al., 2022). To enhance the customer experience, retailers have increasingly turned to personalization as a strategy. Personalization involves tailoring the customer experience to the individual's unique preferences, needs, and behavior, which can be achieved through various methods such as recommendations, customized offers, and personalized content (Rahman et al., 2022).

According to Rahman et al. (2022), personalization positively impacts customer satisfaction, loyalty, and purchase behavior. The authors cited several studies showing that customers are most likely to return to a retailer that provides a personalized experience (Rahman et al., 2022). Personalization can also lead to increased sales because customers are most likely to make purchases when they are presented with personalized offers or recommendations that align with their interests and needs (Rahman et al., 2022). However, personalization must be implemented thoughtfully to avoid negative consequences like privacy concerns or customer discomfort. Retailers must use customer data to create personalized experiences while adhering to data protection regulations (Rahman et al., 2022).

Measuring the impact of omnichannel customer experience is critical in evaluating the success of personalization strategies. Rahman et al. (2022) advocate for a comprehensive and integrated approach to account for customer satisfaction, loyalty, and purchase behavior. This approach involves collecting and analyzing data from multiple

sources to provide a holistic view of the customer journey. Personalization is a crucial strategy for enhancing the customer experience in omnichannel retail. Retailers must implement personalization thoughtfully while adhering to data protection regulations. Moreover, a comprehensive and integrated approach to measuring the impact of omnichannel customer experience is essential in evaluating the success of personalization strategies. The theoretical framework presented by Rahman et al. (2022) provides a valuable guide for retailers looking to implement personalization strategies to enhance the customer experience and drive customer loyalty (Rahman et al., 2022).

Brand consistency is a critical concept in marketing that has gained significant attention in recent years. It refers to the degree to which a brand consistently communicates its values, promises, and visual elements across all channels and touchpoints (Keller, 1993). Brand consistency is even more crucial in omnichannel retailing, where customers interact with a brand across multiple channels. In this context, brand consistency is necessary to establish a cohesive and seamless customer experience, leading to higher customer satisfaction, loyalty, and brand equity (Keller, 1993, p. 199).

Several studies have shown that brand consistency positively affects customer behavior and loyalty. Consistency in brand messages, personality, and visual elements has strengthened customers' identification with the brand, leading to higher customer loyalty. Similarly, Huré et al. (2017) found that consistency in brand messaging and visual elements significantly influences customers' purchase intention and brand loyalty (Huré et al., 2017).

Brand consistency also plays a crucial role in building brand equity. According to Keller (1993), brand equity is the differential effect of brand knowledge on customer response to the marketing of that brand. Brand consistency can help build brand knowledge

and, therefore, brand equity. The impact of brand consistency on customer behavior and brand equity is even more crucial in omnichannel retailing. Omnichannel retailing refers to a seamless and integrated customer experience across all channels, including physical stores, websites, mobile apps, and social media (Rahman et al., 2022). In this context, brand consistency is critical to establishing a cohesive and seamless customer experience, which can lead to higher customer satisfaction and loyalty (Verhoef et al., 2015).

Rahman et al. (2022) proposed the concept of omnichannel customer experience (OCX), which refers to the customer's perception of a seamless and integrated experience across all channels. They found that perceived OCX positively influences customer loyalty and satisfaction, underscoring the importance of brand consistency in omnichannel retailing. In their study, Rahman et al. (2022) developed a measurement scale for perceived OCX and tested it empirically in an online and offline retailer context. They found that perceived OCX significantly impacts customer loyalty, satisfaction, and willingness to recommend the brand. However, it is worth noting that brand consistency can be challenging to achieve in omnichannel retailing, where customers expect a seamless and integrated experience across all channels. Gao and Fan (2021) found that different channel inconsistencies, such as different prices or product information across channels, can negatively affect customer trust and loyalty. Therefore, it is essential to ensure consistency in all channels and touchpoints to establish a cohesive and seamless customer experience (Gao & Fan, 2021).

In conclusion, brand consistency is a crucial concept in marketing that positively influences customer behavior, loyalty, and brand equity. In omnichannel retailing, brand consistency is even more critical in establishing a cohesive and seamless customer

experience, which can lead to higher customer satisfaction and loyalty. Rahman et al. (2022) proposed the concept of perceived OCX, which underscores the importance of brand consistency in omnichannel retailing. Future research should investigate how brand consistency influences customer behavior and loyalty in this context and develop strategies to ensure brand consistency across all channels and touchpoints.

Research Design

Figure 1

Summary of the hypothesized model representing the relationships proposed in this study.

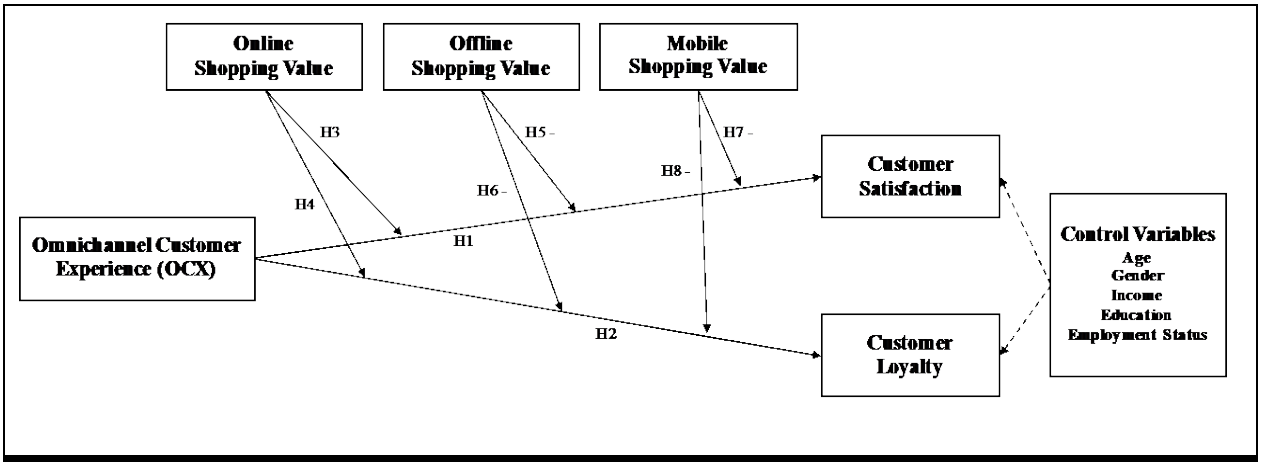


Figure 1 The Conceptual Research

Theoretical Development and Hypotheses

Building on earlier discussion, it is evident that customers establish a notable connection between their omnichannel experience and their satisfaction and loyalty, as Berry (1995) highlighted. This connection underscores the importance of comprehending the intricate interplay among omnichannel environments, customer satisfaction, and loyalty. This implies that customers who partake in in-person shopping believe it enriches their interaction with the firm through diverse channels. Furthermore, customers consider that their online shopping experience contributes positively to their omnichannel experience. In other words, customers who engage in online shopping believe it enhances their overall experience with the company across various channels (Berry, 1995). Lastly, customers believe shopping on mobile devices is also positively linked to a positive omnichannel customer experience. This implies that customers who engage in mobile shopping consider it improves their overall experience with the company across multiple channels (Berry, 1995). Omnichannel customer experience aims to provide customers with a smooth and consistent interaction with the company through various channels, including online, mobile, social media, and physical stores. Taken together, we propose the following hypotheses:

Hypothesis 1: As the number of omnichannel customer experiences one has increases, their customer satisfaction will increase.

Hypothesis 2: As omnichannel customer experience increases, customer loyalty will increase.

According to Lusch and Vargo's (2006) SDL framework, an effective omnichannel strategy requires a customer-centric approach that prioritizes value creation through satisfaction and loyalty. This information lets businesses get a complete picture of their customers and change their marketing and communication plans (Lusch & Vargo, 2006). Customers who can easily switch channels while maintaining a consistent experience are most likely to be satisfied with their overall experience and become loyal. High value in online shopping likely corresponds with increased convenience, personalization, and control in the shopping experience—key components of a satisfactory omnichannel experience. Therefore, when the value of online shopping is high, customers are more satisfied because the omnichannel experience is enhanced by the digital services that complement physical offerings. Therefore, the study proposes the following hypothesis:

> Hypothesis 3: Online customer shopping moderates the relationship between omnichannel customer experience and customer satisfaction such that the relationship is much stronger when customer online shopping value is high than when it is low.

The complex interplay between customer loyalty and the dynamic omnichannel environment has emerged as an exciting field of study in the quickly changing retail world. According to the conventional belief, the effect of such an omnichannel environment on customer loyalty is inextricably entwined with the depth of customer involvement across several buying contexts, including contexts for online, physical, and mobile interactions (Keller, 1993). As customers' preference for online shopping grows, the link between their overall omnichannel experience and subsequent loyalty will become increasingly important. This tendency is especially noticeable when consumers' preferences are more

strongly influenced by online purchasing, which creates a more vital link between their omnichannel experience and the subsequent development of loyalty. Thus, this fascinating collection of theories posits an intriguing interplay that emphasizes the online retail industry's crucial role in defining and strengthening the link between the omnichannel experience and the foundation of loyalty. These hypotheses, which are fundamentally in the realm of anticipation, contend that the intensity of this complex link increases exponentially along with consumers' rising value on their shopping experiences (Keller, 1993). The premise of this school of thinking is that when customers value their various buying activities more, the symbiotic relationship between the omnichannel encounter and the principle of loyalty is greatly strengthened. By exploring this aspect, the hypotheses encourage us to think about the intricate ways that personal preferences and attitudes interact with the complex world of omnichannel engagement. Finally, this collection of theories melds together in an elegant way to give us important insights into the many elements of customer loyalty within the complex framework of multichannel retail. These theories invite academics and industry experts to explore the complex symphony that orchestrates the dance between consumer loyalty and the channels they use to start their retail journeys as the retail landscape changes. We propose the following hypothesis:

> Hypothesis 4: Customer online shopping moderates the relationship between omnichannel customer experience and customer loyalty such that the relationship is much stronger when customer online shopping value is high.

Lush and Vargo also suggested that high value in offline and mobile shopping weakens the relationship between omnichannel experience and customer satisfaction. This could be because the high value in these areas may indicate a preference for physical

interactions or on-the-go accessibility, which may not always be fully integrated into an omnichannel strategy. Customers with a high value in offline shopping may find a lower level of satisfaction in an omnichannel experience should it fail to match the level of personal service and immediacy they value in physical stores. Similarly, mobile shopping can negatively affect customer satisfaction when the mobile experience is highly valued but not seamlessly integrated with other channels. The key here is the seamless integration of all channels to match customers' high expectations from their preferred shopping modes. Therefore, the study proposes the following hypotheses:

> Hypothesis 5: Offline shopping moderates the relationship between omnichannel customer experience and customer satisfaction such that the relationship is weakest when the customer offline shopping value is high.

According to Keller's conceptualization of brand equity, which emphasizes the importance of brand knowledge and customer-based brand equity in shaping consumer responses, one could argue that customers' value in offline shopping can impact their loyalty in an omnichannel context. High value in offline shopping might lead to a weaker relationship between omnichannel experience and loyalty. Customers who prefer the tangible and personal interaction of offline shopping may not perceive as much added value in an omnichannel experience that heavily incorporates digital channels. It suggests that retailers must ensure that their in-store experiences are as strong as their online offerings to maintain loyalty among customers who value offline shopping. Conversely, when customers place a high value on mobile shopping, their loyalty is likely stronger concerning their omnichannel experiences. Mobile platforms often offer convenience and personalization, critical components of brand equity. When a customer's mobile

experience is exceptional, it can enhance their overall omnichannel experience, thereby boosting their loyalty, even when other channels are less utilized or valued by the customer. This implies that improving mobile shopping features could be a strategic priority for strengthening customer loyalty in the omnichannel approach. A subpar mobile experience can thus diminish the overall effectiveness of an omnichannel strategy, negatively impacting customer loyalty. Customers who do not see significant benefits in mobile shopping might not appreciate the convenience and personalization that an integrated omnichannel experience is supposed to deliver, making their loyalty more susceptible to the quality of their experiences in other channels. Therefore, to strengthen the omnichannel customer experience and foster loyalty, retailers must enhance the mobile shopping value proposition, ensuring it aligns with the expectations and preferences of their customers. We propose the following hypotheses:

Hypothesis 6: Offline shopping moderates the relationship between omnichannel customer experience and customer loyalty such that the relationship is weaker when the customer offline shopping value is high.

Hypothesis 7: Mobile shopping moderates the relationship between omnichannel customer experience and customer satisfaction such that the relationship is weakest when customer mobile shopping value is high.

Hypothesis 8: Mobile shopping moderates the relationship between omnichannel customer experience and customer loyalty such that the relationship is weakest when customer mobile shopping value is low.

CHAPTER III: RESEARCH METHODOLOGY

Participants and Procedure

The study focused on a specific type of consumer, known as a comparison sampling unit. The sampled consumer must have prior experience with omnichannel shopping, meaning they have completed online, offline, and mobile shopping transactions. The analysis was conducted on survey answers from adult consumers who are residents of the United States and are at least 18 years of age. The research aimed to identify potential correlations, similarities, and disparities among this group. Participants were asked to answer informal questions about their shopping experiences via an online survey. All survey participants received a consent form embedded within the instrument as a required prerequisite to survey completion (see the Appendix). Randomized survey completion identification codes were added to the end of each survey, and the survey taker, in turn, would have added the survey code to complete their response submission and receive compensation. The participants received a concise description of omnichannel purchasing at the beginning of the questionnaire, which read as follows: "Omnichannel shopping refers to the simultaneous use of numerous channels to make a purchase. Different shopping channels where customers may interact with a brand are offline channels, such as a physical store; online channels, such as websites and online shops; and mobile channels, which are mobile applications or mobile websites suited for smartphones or mobile devices."

Proposed Data Collection & Analysis Procedure

A pilot study was conducted by obtaining feedback on the survey from employees at a multinational and multichannel luxury retail company based in Coral Gables, Florida. Connelly (2008) suggested that the pilot sample size should be 10% of the intended sample size. The intended sample size for the final questionnaire was 385 respondents. The pilot survey questionnaire was administered to roughly 39 participants based on this sample size. The survey underwent no significant modifications in response to feedback from participants in the pilot trial (Connelly, 2008). Data collection was enabled to test the hypotheses through Qualtrics survey development and Amazon Mechanical Turk (MTurk) HIT administrative tools, see Appendix A. A proposed ad listed details of the study (see Appendix B). Each respondent received a compensation of $1.50 for a completed questionnaire, with approval to collect data from the IRB. An informational letter was included at the beginning of the questionnaire to explain the study to participants (see Appendix C).

Measures

A cross-sectional survey questionnaire was used to collect data. The survey questionnaire consisted of various sections measuring two dependent variables, three moderating variables, one independent variable, and a final section capturing demographic data, such as age, gender, income, education, and employment status, which were used as control measures. All measures used in this study were adapted from previous studies using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree) and are provided in Appendix C.

Customer Satisfaction. In this study, customer satisfaction was measured as the extent to which customers' expectations regarding a product or service are met or exceeded based on their actual experience with three items conceptualized by Fornell (Fornell et al., 1996). This comprehensive study delved deeply into the intricate dynamics between customer expectations and their real-life experiences with products or services. By meticulously analyzing the interactions with three distinct items, as conceptualized by Fornell (1996), the research sought to quantify the degree to which customers' initial anticipations align with or diverge from their subsequent encounters. A mean score for the customer satisfaction questionnaire task performance scale was calculated by adding the item scores and dividing their sum by the number of items in the scale. The reliability of the measures will be discussed in the data analysis and results section.

Customer Loyalty. In this study, customer loyalty was measured using three distinct items conceptualized by Rahman et al. (2022). By leveraging these items, we sought to capture the nuances of customer loyalty, thereby enriching our understanding of its significance within the context of our study and its implications for businesses navigating the intricacies of today's competitive market environment. A mean score for the customer satisfaction questionnaire task performance scale was calculated by adding the item scores and dividing their sum by the number of items in the scale. The reliability of the measures will be discussed in the data analysis and results section.

Offline Shopping Value, Online Shopping Value, and Mobile Shopping Value. The measurements for these three constructs were adapted from the hedonic offline shopping value (OFF-HSV), hedonic online shopping value (ON-HSV), and hedonic

mobile shopping value (M-HSV) as developed by Babin et al. (1994) and Rintamäki et al. (2006). A total of 41 items was used for the three constructs. These items have been carefully curated to reflect the nuanced nuances of consumer engagement and satisfaction within offline, online, and mobile shopping environments. This methodological approach ensures a thorough examination of consumer behavior and facilitates a deeper understanding of the underlying drivers influencing their preferences and purchase intentions across varied shopping platforms. A mean score for the customer satisfaction questionnaire task performance scale was calculated by adding the item scores and dividing their sum by the number of items in the scale. The reliability of the measures will be discussed in the data analysis and results section.

Omnichannel Customer Experience (OCX). Perceived omnichannel customer experience refers to customers' perceptions of the seamless interactions they encounter across all channels provided by a retailer. This encompasses their journey through various stages of engagement, from initial awareness to post-purchase support, and is evaluated across multiple relevant dimensions, as revealed in the study by Rahman et al. (2022). This concept is operationalized through a well-established second-order formative construct comprising nine distinct first-order dimensions. These dimensions encompass a range of crucial aspects such as social communications, value proposition, personalization efforts, quality of customer service, consistency in product availability and pricing across different channels, assurance of information security, effectiveness of delivery services, ease of product returns, and the presence and effectiveness of loyalty programs. A comprehensive suite of 36 items has been thoughtfully crafted and utilized to gauge the

intricacies of perceived omnichannel customer experience in the study by Rahman et al. (2022). A mean score for the customer satisfaction questionnaire task performance scale was calculated by adding the item scores and dividing their sum by the number of items in the scale. The reliability of the measures will be discussed in the data analysis and results section.

Control Variables

Control variables play a crucial role in research design, as they help ensure that observed effects are due to the independent variable(s) of interest rather than extraneous interests. According to Bhandari (2021), control variables are variables that are held systematically to reduce their potential influence on the dependent variables (Bhandari, 2021). By controlling for extraneous variables, researchers can increase the internal validity of their study and improve their study's internal validity and improve their findings' accuracy between academic achievement and socioeconomic status, and the researcher might control for variables such as parental education, ethnicity, and prior academic performance to ensure that any observed effects are due to socioeconomic status and not to these other variables (Rahman et al., 2022).

It was essential to carefully select control variables based on prior research, theoretical frameworks, or common sense to avoid confounding variables that can threaten the validity of the study. As Bhandari (2021) noted, using control variables is one of several strategies for strengthening validity, essential for drawing causal inferences from research data.

In summary, control variables are a critical tool in research design that helps ensure that the effects observed in a study are due to the independent variable(s) of interest rather than extraneous variables (Bhandari, 2021). This study's control variables are gender, income, education, and employment status.

CHAPTER IV: DATA ANALYSIS AND RESULTS

Hypothesis Testing

The data for the study were collected via Qualtrics and analyzed using SPSS 26. A hierarchical linear regression analysis was performed to assess the relationship between each factor, customer satisfaction, and loyalty, against omnichannel customer experience (see hypotheses 1 and 2 below) while controlling for gender, income, education, and employment status. The regression analysis also tested the moderating effect of online shopping, offline shopping, and mobile shopping on omnichannel customer experience and customer satisfaction and/or loyalty (see hypotheses 3 to 8 below).

The hierarchical linear regression was performed in three blocks to assess the incremental contribution of each block. The first block involved entering the control variables, including gender, income, education, and employment status. The second block included entering the main effects (i.e., online shopping, offline shopping, and mobile shopping). The third block included entering the interaction variables between each factor of online shopping, offline shopping, mobile shopping, omnichannel customer experience, and customer satisfaction and/or loyalty. The variables were mean-centered before performing the regression analyses.

Data Analysis and Results

The questionnaire was created in Qualtrics and distributed through Amazon Mechanical Turk. Specific qualifications were selected in MTurk to help improve the quality of respondents. One stipulation was that workers had a Master's level to complete the questionnaire. The Master's qualification means a worker has demonstrated excellence in various tasks. Another stipulation was that workers had to have a HIT approval rate (%) for all requesters' HITs greater than or equal to 80, resulting in workers with higher approval rates.

Data were collected over seven weeks, and 404 participants responded to the questionnaire. Each respondent received a $1.50 reward. No respondent was removed from the dataset due to missing information, as the questionnaire did not allow the participant to continue without a response being entered. Among the 404 survey respondents, 54% (218) were male, and 45.3% (183) were female, another 0.6% (3) accounted for nonbinary, prefer not to say, and transgender. The ages of the respondents ranged between 18 and 58+ years old. The highest frequencies were those aged 26 and 41 (51.5% or 208 respondents) and 42 and 57 (33.7% or 136 respondents). Respondents between 18 and 25 comprised 1.5% (6), and respondents aged 58+ accounted for 13.4% (54) of the sample. Regarding education, 30.7% (124) reported having a high school/GED degree, 50% (202) reported having a Bachelor's degree, 6.7% (27) reported having a trade school degree, and 8.2% (33) reported having a master's degree. The remaining 4.4% (18) reported some high school degree, prefer-not-say, or Ph.D. or Doctor of Business Administration degree. Concerning employment status, 66.8% (270) reported being a full-time employee, 15.3% (62) reported being self-employed, 7.9% (32) reported being part-time employed, and the

remaining 4.5% (18) were unemployed or preferred not to say. Age, gender, income, education, and employment status were control variables.

A confirmatory factor analysis was performed on the items measuring online shopping, mobile shopping, offline shopping, omnichannel customer experience, customer satisfaction, and loyalty. A principal axis factor analysis was conducted on the 20 items with oblique rotation (i.e., direct oblimin). The Kaiser–Meyer–Olkin (KMO) measure verified the sampling adequacy for the analysis as the KMO was 0.865, which is considered to be "meritorious" (Kaiser, 1974). Six factors had eigenvalues over Kaiser's criterion of 1 and, in combination, explained 67.34% of the variance. The scree plot was ambiguous and showed inflections that would justify retaining six factors. Six factors were retained because of the large sample size, the convergence of the scree plot, and Kaiser's criterion on this value. According to Yong and Pearce (2013), model fit can be assessed by examining the Reproduced Correlation matrix. As a general rule, a good fit model will have less than 50% of the non-redundant residuals with absolute values greater than 0.05 (Yong & Pearce, 2013). A good model fit was observed with 19% non-redundant residuals with absolute values greater than 0.05. The overall and individual KMO measures were calculated to measure sampling adequacy (see Table 1). The KMO measure of sampling adequacy was 0.865 (i.e., meritorious). Bartlett's test assessed the hypothesis that a correlation matrix is an identity matrix, and the test returned a value of $P < 0.001$.

Table 1

KMO and Bartlett's Test

KMO Measure of Sampling Adequacy		0.865
Bartlett's Test of Sphericity	Approx. Chi-Square	4933.396
	df	190
	Sig.	< 0.001

Cronbach's alpha calculations were performed to check how closely related a set of items were as a group. It is considered as a measure of scale reliability. For Cronbach's alpha, a score above 0.70 is deemed reliable (James et al., 1984). The following guide was used to assess the Cronbach alpha values: 0.70 to 0.79 (acceptable), 0.80 to 0.89 (good), and 0.90 to 0.99 (excellent) (Habidin et al., 2015). The questionnaire consisted of scales measuring satisfaction, loyalty, online shopping, offline shopping, mobile shopping, and omnichannel customer experience. Based on the ratings, customer satisfaction and customer loyalty have acceptable values for Cronbach's alpha test. The scales of offline, mobile, and omnichannel customer experience were good. The scales for online shopping were excellent. The values for each scale are shown in Table 2 below.

Table 2

Reliability Statistics

Scale	Cronbach's alpha	Cronbach's alpha based on standardized items	Number of items
Satisfaction	0.701	0.712	3
Loyalty	0.752	0.783	3
Online Shopping	0.939	0.939	5
Offline Shopping	0.831	0.832	3
Mobile Shopping	0.843	0.847	3
Omnichannel Customer Experience	0.854	0.861	3

The mean score and standard deviation for each construct and control variable are summarized in Table 3. The primary constructs, including the independent variables (i.e., satisfaction and loyalty) and moderating variables (i.e., offline shopping, online shopping, and mobile shopping), were mean-centered and had a mean of zero.

Table 3

Descriptive Statistics

	n	M	SD
Age	404	2.59	0.735
Gender	404	1.56	0.544
Income	404	2.49	1.060
Education	404	2.08	1.115
Employment	404	1.87	1.570
Satisfaction	404	0.0000	0.67232
Loyalty	404	0.0000	0.65996
Omnichannel Customer Experience	404	0.0000	0.85770
Online Shopping	404	0.0000	1.17610
Offline Shopping	404	0.0000	1.06982
Mobile Shopping	404	0.0000	0.96274
Omnichannel Customer Experience x Online	404	0.3031	1.09457
Omnichannel Customer Experience x Offline	404	0.2789	1.06544
Omnichannel Customer Experience x Mobile	404	0.2059	0.89309

A Pearson's correlation coefficient analysis was conducted to assess the relationship among the study variables. Hinkle et al. (2003) provide a general rule for interpreting the size of a correlation coefficient (i.e., 0.90–1.00 = very high; 0.70–0.90 = high; 0.50–0.70 = moderate; 0.30–0.50 = low; 0.00–0.30 = negligible; Hinkle et al., 2003). Table 4 below shows the correlations between the various scales. One of the scales had a high correlation and all other the correlations were either moderate, low, or negligible concerning significance levels.

Table 4

Pearson's Correlations

	SAT	LOY	ON	MOB	OCX	OFF
SAT	-					
LOY	0.513**	-				
ON	0.202**	0.129**	-			
MOB	0.183**	0.329**	0.245**	-		
OCX	0.328**	0.265**	0.301**	0.250**	-	
OFF	0.310**	0.260**	0.705**	0.216**	0.305**	-

Note. SAT (satisfaction), LOY (loyalty), ON (online), MOB (mobile), OFF (offline), OCX (omnichannel customer experience).

**. Correlation is significant at the 0.01 level (2-tailed).

Harman's single-factor test was utilized to assess the presence of common technique variation. The analysis revealed that the percentage of variance accounted for by the common method factor was 29.572%, significantly lower than the 50% threshold (refer to Appendix D).

A hierarchical linear regression analysis was then conducted to examine the relationship between offline, online, and mobile shopping while controlling for the respondent's age, gender, income, education, and employment status. The regression analysis also examined the interaction between each factor of offline shopping, online shopping, and mobile shopping as predictors of satisfaction and loyalty, respectively, while controlling for the respondent's age, gender, income, education, and employment status.

Once again, all the results were derived from predictors that were mean-centered, as well as their products. To summarize, Model 1 included the control factors, Model 2 included the main effects, and Model 3 included the interaction variables (refer to tables 5 and 6).

Table 5

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Employment, Education, Gender, Income, Age[b]	.	Enter
2	MC_OCX, MC_MOB, MC_OFF, MC_ON[b]	.	Enter
3	INT_OCX_OFF, INT_OCX_MOB, INT_OCX_ON[b]	.	Enter

a. Dependent Variable: SAT

b. All requested variables entered

Note. SAT (satisfaction), LOY (loyalty), ON (online), MOB (mobile), OFF (offline), OCX (omnichannel customer experience).

Table 6

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Employment, Education, Gender, Income, Age[b]	.	Enter
2	MC_OCX, MC_MOB, MC_OFF, MC_ON[b]	.	Enter
3	INT_OCX_OFF, INT_OCX_MOB, INT_OCX_ON[b]	.	Enter

a. Dependent Variable: LOY

b. All requested variables entered

Note. SAT (satisfaction), LOY (loyalty), ON (online), MOB (mobile), OFF (offline), OCX (omnichannel customer experience).

Table 7

Model Summary[d]

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	Change Statistics				
					R^2 Change	F Change	df1	df2	Sig. F Change
1	0.157[a]	0.025	0.013	0.66809	0.025	2.024	5	398	0.074
2	0.434[b]	0.189	0.170	0.61247	0.164	19.893	4	394	< 0.001
3	0.452[c]	0.204	0.180	0.60894	0.015	2.526	3	391	0.057

a. Predictors: (Constant), employment, education, gender, income, age

b. Predictors: (Constant), Employment, Education, Gender, Income, Age, MC_OCX (Mean-Centered omnichannel customer experience), MC_MOB (Mean-Centered Mobile), MC_OFF, MC_ON (Mean-Centered Online)

c. Predictors: (Constant), Employment, Education, Gender, Income, Age, MC_OCX (Mean-Centered omnichannel customer experience), MC_MOB (Mean-Centered Mobile), MC_OFF, MC_ON (Mean-Centered Online), INT_OCX_OFF (Interaction of omnichannel customer experience and Offline), INT_OCX_MOB (Interaction of omnichannel customer experience and Mobile), INT_OCX_ON (Interaction of omnichannel customer experience and Online)

d. Dependent variable: Customer satisfaction (SAT)

Table 8

Model Summary[d]

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	Change Statistics				
					R^2 Change	F Change	df1	df2	Sig. F Change
1	0.119[a]	0.014	0.002	0.65936	0.014	1.148	5	398	0.334
2	0.453[b]	0.205	0.187	0.59504	0.191	23.673	4	394	< 0.001
3	0.469[c]	0.220	0.196	0.59189	0.014	2.401	3	391	0.067

a. Predictors: (Constant), employment, education, gender, income, age
b. Predictors: (Constant), employment, education, gender, income, age, MC_OCX (mean-centered omnichannel customer experience), MC_MOB (mean-centered mobile), MC_OFF, MC_ON (mean-centered online)
c. Predictors: (Constant), employment, education, gender, income, age, MC_OCX (mean-centered omnichannel customer experience), MC_MOB (mean-centered mobile), MC_OFF, MC_ON (mean-centered online), INT_OCX_OFF (interaction of omnichannel customer experience and offline), INT_OCX_MOB (interaction of omnichannel customer experience and mobile), INT_OCX_ON (interaction of omnichannel customer experience and online)
d. Dependent variable: Loyalty (LOY)

Based on the model summary in Table 7, dependent variable customer satisfaction (SAT), Model 3 offered a slight improvement over Model 2. Still, its additional predictors do not contribute as significantly as those in Model 2 compared to Model 1. Specifically, the R^2 value increased by 0.015, a minor increase from Model 2. The F change value from Model 2 to Model 3 was 0.057, which is borderline significant, suggesting the additional predictors in Model 3 provide some, but not strong, improvement to the model. Based on these facts, the hypotheses were assessed based on the data from Model 3 for dependent (customer satisfaction) SAT. Concerning the second dependent variable, loyalty (LOY), Model 3 slightly improved over Model 2. However, its additional predictors do not contribute as significantly as those in Model 2 compared to Model 1. Specifically, the R^2

value increased by 0.014, a minor increase from Model 2. The F change value from Model 2 to Model 3 was 0.067., which is marginally significant, suggesting the additional predictors in Model 3 provide some, but not strong, improvement to the model. Based on these facts, the hypotheses were assessed based on the data from Model 3 for dependent loyalty (LOY).

To evaluate outliers, a casewise diagnostics table was produced (see tables 9 and 10) to identify cases with residuals that are three or more standard deviations away from the mean, as these are the cases with the most significant errors and may well be outliers. The dependent variable, customer satisfaction (SAT), resulted in five cases identified, and the dependent variable, loyalty (LOY), resulted in six cases identified. Out of these, one case for the loyalty (LOY) -dependent variable resulted in a residual value of -3.60342. The decision to retain the data point exhibiting a residual value of -3.60342 was informed by its validity as a legitimate representation of the dataset's inherent variability pertinent to the research inquiry. This inclusion, rather than being an anomaly, ensures preserving the dataset's integrity, thereby preventing potential bias from its exclusion. Such a decision aligns with the overarching objective of developing an analytically robust and comprehensive model, accurately reflecting the dataset's complexities and enhancing the generalizability of the research findings.

The residual statistics were examined to further evaluate the dataset, emphasizing that Cook's distance—a measure of a data point's influence—should not exceed 1 (Cook & Weisberg, 1982). In this case, Cook's distance was 0.084 for the dependent variable, customer satisfaction (SAT), and 0.160 for loyalty (LOY), as shown in tables 11 and 12. The assessment of the dependent variables SAT and LOY for normality was conducted

using the Kolmogorov–Smirnov and Shapiro–Wilk tests, as detailed in tables 13 and 14. The outcomes of these tests demonstrated statistical significance, suggesting that the data deviates from a normal distribution.

After examining the Q-Q plot (Appendix E), it was observed that the data exhibited a relatively normal distribution. The residuals exhibit less skewness than anticipated when adhering to a normal distribution. The histogram for dependent variables satisfaction (SAT) and loyalty (LOY), refer to Appendix F, of the residuals exhibits a slight deviation from symmetry toward the center of the distribution, which is less pronounced than what would be anticipated when adhered to a typical normal distribution. The scatterplot (Appendix G) depicting the standardized predicted values plotted against the standardized residuals appears to exhibit a very random pattern. No identifiable pattern is observed that indicates the existence of a nonlinear relationship or a breach of the assumption of homoscedasticity.

Table 9

Casewise Diagnostics[a]

Case Number	Std. Residual	SAT	Predicted Value	Residual
84	-3.363	1.67	3.7147	-2.04800
100	-3.225	2.00	3.9641	-1.96410
222	-4.032	2.00	4.4550	-2.45500
254	-4.532	1.00	3.7595	-2.75954
352	-3.256	1.67	3.6495	-1.98284

a. Dependent Variable: SAT (Satisfaction)

Table 10

Casewise Diagnostics[a]

Case Number	Std. Residual	LOY	Predicted Value	Residual
18	-3.489	1.67	3.7316	-2.06498
163	-6.088	1.00	4.6034	-3.60342
172	-3.214	2.33	4.2357	-1.90241
287	-4.064	2.33	4.7387	-2.40541
377	-3.091	2.00	3.8295	-1.82955
378	-3.120	2.33	4.1801	-1.84679

a. Dependent Variable: LOY (loyalty)

Table 11

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.2092	5.1381	4.1460	.30372	404
Std. Predicted Value	-3.085	3.266	.000	1.000	404
Standard Error of Predicted Value	.052	.311	.103	.036	404
Adjusted Predicted Value	3.1894	5.1457	4.1447	.30783	404
Residual	-2.75954	1.29631	.00000	.59981	404
Std. Residual	-4.532	2.129	.000	.985	404
Stud. Residual	-4.623	2.163	.001	1.004	404
Deleted Residual	-2.87138	1.33877	.00134	.62341	404
Stud. Deleted Residual	-4.748	2.174	.000	1.010	404
Mahal. Distance	1.914	104.061	11.970	10.878	404
Cook’s Distance	.000	.084	.003	.008	404
Centered Leverage Value	.005	.258	.030	.027	404

a. Dependent Variable: SAT (Satisfaction)

Table 12

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.0839	4.9695	4.3251	0.30928	404
Std. Predicted Value	-4.013	2.084	0.000	1.000	404
Standard Error of Predicted Value	0.050	0.302	0.100	0.035	404
Adjusted Predicted Value	3.1331	4.9680	4.3224	0.31291	404
Residual	-3.60342	1.26675	.00000	0.58301	404
Std. Residual	-6.088	2.140	0.000	0.985	404
Stud. Residual	-6.141	2.430	0.002	1.004	404
Deleted Residual	-3.66694	1.67243	0.00265	0.60606	404
Stud. Deleted Residual	-6.453	2.445	0.000	1.012	404
Mahal. Distance	1.914	104.061	11.970	10.878	404
Cook's Distance	0.000	0.160	0.003	0.010	404
Centered Leverage Value	0.005	0.258	0.030	0.027	404

a. Dependent Variable: LOY (Loyalty)

Table 13

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro–Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
SAT	0.186	404	< 0.001	0.893	404	< 0.001

a. Lilliefors Significance Correction
SAT (satisfaction)

Table 14

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro–Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
LOY	0.203	404	< 0.001	0.858	404	< 0.001

a. Lilliefors Significance Correction
LOY (loyalty)

For variable satisfaction SAT, the most comprehensive model, Model 3, was statistically significant [$F(12, 391) = 8.355$, $p < 0.001$] and explained a substantial portion of the variance in SAT scores, as indicated by its high sum of squares in regression (37.175) compared to the total sum of squares (182.161), refer to Table 15. The most comprehensive model For variable loyalty, model 3, demonstrated statistical significance [$F(12, 391) = 9.169$, $p < 0.001$] and accounted for a considerable portion of the variance in the dependent variable LOY, as reflected by its high regression sum of squares (38.548) in relation to the total sum of squares (175.528), refer to Table 16. Neither tolerance nor VIF statistics indicated the presence of marked multicollinearity; refer to tables 17 and 18.

Table 15

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.517	5	.903	2.024	.074[b]
	Residual	177.645	398	.446		
	Total	182.161	403			
2	Regression	34.365	9	3.818	10.179	<.001[c]
	Residual	147.796	394	.375		
	Total	182.161	403			
3	Regression	37.175	12	3.098	8.355	<.001[d]
	Residual	144.986	391	.371		
	Total	182.161	403			

a. Dependent variable: SAT (satisfaction)

b. Predictors: (Constant), education, gender, income, age, employment

c. Predictors: (Constant), Education, Gender, Income, Age, Employment, MC_OCX (Mean-Centered omnichannel customer experience), MC_MOB (Mean-Centered Mobile), MC_OFF (Mean-Centered Offline), MC_ON (Mean-Centered Online)

d. Predictors: (Constant), Education, Gender, Income, Age, Employment, MC_OCX (Mean-Centered omnichannel customer experience), MC_MOB (Mean-Centered Mobile), MC_OFF (Mean-Centered Offline), MC_ON (Mean-Centered Online), int_OCX_OFF (Interaction of omnichannel customer experience and Offline), int_OCX_MOB, int_OCX_ON (interaction between omnichannel and online customer experience)

Table 16

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.496	5	0.499	1.148	0.334[b]
	Residual	173.032	398	0.435		
	Total	175.528	403			
2	Regression	36.024	9	4.003	11.305	< 0.001[c]
	Residual	139.504	394	0.354		
	Total	175.528	403			
3	Regression	38.548	12	3.212	9.169	< 0.001[d]
	Residual	136.980	391	0.350		
	Total	175.528	403			

a. Dependent Variable: LOY (loyalty)

b. Predictors: (Constant), education, gender, income, age, employment

c. Predictors: (Constant), education, gender, income, age, employment, MC_OCX (mean-centered omnichannel customer experience), MC_MOB (mean-centered mobile), MC_OFF (mean-centered offline), MC_ON (mean-centered online)

d. Predictors: (Constant), education, gender, income, age, employment, MC_OCX (mean-centered omnichannel customer experience), MC_MOB (mean-centered mobile), MC_OFF (Mean-Centered Offline), MC_ON (mean-centered online), int_OCX_OFF (interaction between omnichannel customer experience and offline), int_OCX_MOB, int_OCX_ON (interaction of omnichannel customer experience and online)

Table 17

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	3.649	.196		18.606	<.001	3.264	4.035					
	Employment	-.002	.024	-.004	-.068	.946	-.048	.045	.029	-.003	-.003	.810	1.235
	Age	.136	.049	.149	2.755	.006	.039	.233	.132	.137	.136	.840	1.191
	Gender	.080	.063	.065	1.267	.206	-.044	.204	.035	.063	.063	.934	1.070
	Income	.031	.032	.049	.948	.344	-.033	.095	.040	.047	.047	.934	1.071
	Education	-.026	.030	-.043	-.861	.390	-.086	.034	-.025	-.043	-.043	.961	1.041
2	(Constant)	3.617	.180		20.081	<.001	3.263	3.971					
	Employment	-.004	.022	-.009	-.181	.856	-.047	.039	.029	-.009	-.008	.792	1.263
	Age	.136	.045	.149	3.003	.003	.047	.226	.132	.150	.136	.835	1.197
	Gender	.087	.058	.071	1.496	.135	-.027	.202	.035	.075	.068	.922	1.084
	Income	.018	.030	.028	.595	.552	-.041	.077	.040	.030	.027	.925	1.081
	Education	.001	.028	.002	.050	.960	-.054	.057	-.025	.003	.002	.937	1.067
	MC_MOB	.060	.034	.085	1.775	.077	-.006	.126	.183	.089	.081	.887	1.127
	MC_ON	-.052	.038	-.092	-1.397	.163	-.126	.021	.202	-.070	-.063	.478	2.093
	MC_OFF	.178	.041	.284	4.355	<.001	.098	.259	.310	.214	.198	.486	2.059
	MC_OCX	.193	.038	.246	5.010	<.001	.117	.269	.328	.245	.227	.854	1.171
3	(Constant)	3.610	.179		20.119	<.001	3.257	3.963					
	Employment	-.007	.022	-.017	-.342	.732	-.050	.035	.029	-.017	-.015	.787	1.271
	Age	.139	.045	.152	3.066	.002	.050	.228	.132	.153	.138	.832	1.202
	Gender	.090	.058	.073	1.543	.124	-.025	.204	.035	.078	.070	.919	1.089
	Income	.012	.030	.018	.389	.698	-.047	.071	.040	.020	.018	.906	1.104
	Education	-.003	.028	-.005	-.096	.923	-.058	.053	-.025	-.005	-.004	.927	1.078
	MC_MOB	.058	.035	.083	1.675	.095	-.010	.126	.183	.084	.076	.829	1.206
	MC_ON	-.060	.038	-.106	-1.598	.111	-.135	.014	.202	-.081	-.072	.466	2.147
	MC_OFF	.177	.041	.282	4.349	<.001	.097	.257	.310	.215	.196	.484	2.065
	MC_OCX	.217	.039	.277	5.504	<.001	.139	.294	.328	.268	.248	.806	1.241
	int_OCX_MOB	.056	.037	.074	1.514	.131	-.017	.128	.052	.076	.068	.848	1.179
	int_OCX_ON	.055	.055	.090	.999	.318	-.053	.163	.062	.050	.045	.253	3.956
	int_OCX_OFF	-.003	.054	-.005	-.062	.951	-.110	.103	.047	-.003	-.003	.276	3.629

a. Dependent Variable: SAT

Table 18

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	4.138	.194		21.376	<.001	3.757	4.518					
	Employment	-.010	.023	-.023	-.419	.676	-.055	.036	.025	-.021	-.021	.810	1.235
	Age	.083	.049	.093	1.704	.089	-.013	.179	.092	.085	.085	.840	1.191
	Gender	-.019	.062	-.016	-.312	.755	-.142	.103	-.029	-.016	-.016	.934	1.070
	Income	-.026	.032	-.042	-.816	.415	-.089	.037	-.025	-.041	-.041	.934	1.071
	Education	.041	.030	.070	1.378	.169	-.018	.101	.068	.069	.069	.961	1.041
2	(Constant)	4.125	.175		23.573	<.001	3.781	4.469					
	Employment	-.009	.021	-.021	-.414	.679	-.051	.033	.025	-.021	-.019	.792	1.263
	Age	.091	.044	.102	2.072	.039	.005	.178	.092	.104	.093	.835	1.197
	Gender	-.015	.057	-.013	-.271	.787	-.127	.096	-.029	-.014	-.012	.922	1.084
	Income	-.045	.029	-.072	-1.536	.125	-.102	.013	-.025	-.077	-.069	.925	1.081
	Education	.055	.027	.094	2.017	.044	.001	.109	.068	.101	.091	.937	1.067
	MC_MOB	.188	.033	.274	5.746	<.001	.124	.252	.329	.278	.258	.887	1.127
	MC_ON	-.107	.036	-.191	-2.939	.003	-.179	-.035	.129	-.146	-.132	.478	2.093
	MC_OFF	.183	.040	.297	4.601	<.001	.105	.261	.260	.226	.207	.486	2.059
	MC_OCX	.131	.037	.170	3.494	<.001	.057	.204	.265	.173	.157	.854	1.171
3	(Constant)	4.154	.174		23.816	<.001	3.811	4.497					
	Employment	-.007	.021	-.017	-.338	.736	-.049	.034	.025	-.017	-.015	.787	1.271
	Age	.085	.044	.095	1.931	.054	-.002	.171	.092	.097	.086	.832	1.202
	Gender	-.014	.057	-.012	-.253	.800	-.125	.097	-.029	-.013	-.011	.919	1.089
	Income	-.046	.029	-.073	-1.560	.120	-.103	.012	-.025	-.079	-.070	.906	1.104
	Education	.050	.027	.085	1.825	.069	-.004	.104	.068	.092	.082	.927	1.078
	MC_MOB	.168	.034	.245	5.005	<.001	.102	.234	.329	.245	.224	.829	1.206
	MC_ON	-.096	.037	-.171	-2.610	.009	-.168	-.024	.129	-.131	-.117	.466	2.147
	MC_OFF	.177	.040	.287	4.472	<.001	.099	.255	.260	.221	.200	.484	2.065
	MC_OCX	.139	.038	.180	3.617	<.001	.063	.214	.265	.180	.162	.806	1.241
	int_OCX_MOB	-.052	.036	-.070	-1.437	.151	-.122	.019	-.106	-.072	-.064	.848	1.179
	int_OCX_ON	.132	.054	.219	2.469	.014	.027	.238	.028	.124	.110	.253	3.956
	int_OCX_OFF	-.118	.053	-.191	-2.238	.026	-.222	-.014	-.044	-.112	-.100	.276	3.629

a. Dependent Variable: LOY

For Hypothesis 1, the unstandardized coefficient for mean-centered omnichannel customer experience (MC_OCX) was 0.217, indicating that, while controlling for gender, income, education, and employment status, each unit increase in omnichannel customer experience leads to an increase of 0.217 units in customer satisfaction. This relationship is significantly different from zero [$t(391) = 5.504$, $p < 0.001$]. These results do provide support for the positive relationship between omnichannel customer experience and customer satisfaction, as predicted in Hypothesis 1.

For Hypothesis 2, the unstandardized coefficient for mean-centered omnichannel customer experience (MC_OCX) was 0.139, indicating that, while controlling for gender, income, education, and employment status, each unit increase in omnichannel customer experience leads to an increase of 0.139 units in customer loyalty, in the same direction as

predicted in the research model. This relationship is significantly different from zero [$t(391) = 3.617$, $p < 0.001$]. These results do provide support for the positive relationship between omnichannel customer experience and customer loyalty, as predicted in Hypothesis 2.

For Hypothesis 3, the unstandardized coefficient for the interaction term of omnichannel customer experience and online shopping (int_OCX_ON) was 0.055. This suggests that, while controlling for gender, income, education, and employment status, the strength of the relationship between omnichannel customer experience and customer satisfaction increases by 0.055 units when the value of online shopping is high. However, this relationship is not significantly different from zero [$t(391) = 0.999$, $p = 0.318$]. Therefore, these results do not support the hypothesis that online shopping significantly moderates the relationship between omnichannel customer experience and customer satisfaction, as was predicted in Hypothesis 3

For Hypothesis 4, the unstandardized coefficient for the interaction term of omnichannel customer experience and online shopping (int_OCX_ON) was 0.132, indicating that, while controlling for gender, income, education, and employment status, the relationship between omnichannel customer experience and customer loyalty strengthens by 0.132 units when online shopping value is high. This relationship is significantly different from zero [$t(391) = 2.469$, $p = 0.014$]. These results do provide support for the hypothesis that online shopping moderates the relationship between omnichannel customer experience and customer loyalty, as predicted in Hypothesis 4.

For Hypothesis 5, the unstandardized coefficient for the interaction term of omnichannel customer experience and offline shopping (int_OCX_OFF) was -0.003,

indicating a negligible and non-significant decrease in customer satisfaction with higher values of offline shopping, while controlling for gender, income, education, and employment status. This non-significant finding [t(391) = -0.062, p = 0.951] fails to support the hypothesis that offline shopping moderates the relationship between omnichannel customer experience and customer satisfaction, as predicted in Hypothesis 5.

For Hypothesis 6, the unstandardized coefficient for the interaction term of omnichannel customer experience and offline shopping (int_OCX_OFF) was -0.118, suggesting that, while controlling for gender, income, education, and employment status, the relationship between omnichannel customer experience and customer loyalty decreases by 0.118 units when offline shopping value is high. This relationship is significantly different from zero [t(391) = -2.238, p = 0.026]. These results support the hypothesis that offline shopping moderates the relationship between omnichannel customer experience and customer loyalty, making it weaker, as predicted in Hypothesis 6.

For Hypothesis 7, the unstandardized coefficient for the interaction term of omnichannel customer experience and mobile shopping (int_OCX_MOB) was 0.056. This coefficient suggests a small and non-significant increase in customer satisfaction with higher values of mobile shopping while controlling for gender, income, education, and employment status. Given that this relationship is not significantly different from zero [t(391) = 1.514, p = 0.131], the results do not support the hypothesis that mobile shopping weakens the relationship between omnichannel customer experience and customer satisfaction, as predicted in Hypothesis 7.

For Hypothesis 8, the unstandardized coefficient for the interaction term of omnichannel customer experience and mobile shopping (int_OCX_MOB) was -0.052, which

implies that, while controlling for gender, income, education, and employment status, the relationship between omnichannel customer experience and customer loyalty decreases by 0.052 units when mobile shopping value is lower. However, this relationship is not significantly different from zero [t(391) = -1.437, p = 0.151]. Therefore, these results do not support the hypothesis that mobile shopping weakens the relationship between omnichannel customer experience and customer loyalty, as predicted in Hypothesis 8. A summary of the supported and not supported hypotheses based on Model 3 is shown in Table 12 below.

Table 19

Summary of Hypotheses for Model 3

Hypothesis	Hypothesis Statement	Model	Coefficient	p-value	Supported
H1	As omnichannel customer experience increases, customer satisfaction will increase.	3	MC_OCX(SAT) (β = 0.277)	p < 0.001	Supported
H2	As omnichannel customer experience increases, customer loyalty will increase.	3	MC_OCX (LOY) (β = 0.180)	p < 0.001	Supported
H3	Customer online shopping moderates the relationship between omnichannel customer experience and customer satisfaction such that the relationship is much stronger when customer online shopping value is high.	3	int_OCX_ON (β = 0.090)	p = 0.318	Not Supported
H4	Customer online shopping moderates the relationship between omnichannel customer experience and customer loyalty such that the relationship is much stronger when customer online shopping value is high.	3	int_OCX_ON (β = 0.219)	p = 0.014	Supported
H5	Customer offline shopping moderates the relationship between omnichannel customer experience and customer satisfaction such that the relationship is weaker when customer offline shopping value is high.	3	int_OCX_OFF (β = -0.005)	p = 0.951	Not Supported
H6	Customer offline shopping moderates the relationship between omnichannel customer experience and customer loyalty such that the relationship is weaker when customer offline shopping value is high.	3	int_OCX_OFF (β = -0.191)	p = 0.026	Supported
H7	Customer mobile shopping moderates the relationship between omnichannel customer experience and customer satisfaction such that the relationship is weaker when customer mobile shopping value is high.	3	int_OCX_MOB (β = 0.074)	p = 0.131	Not Supported
H8	Customer mobile shopping moderates the relationship between omnichannel customer experience and customer loyalty such that the relationship is weaker when customer mobile shopping value is low.	3	int_OCX_MOB (β = -0.070)	p = 0.151	Not Supported

Simple slope analyses were performed for the significant interactions: online shopping and offline shopping with omnichannel customer experience. The graph depicted in Figure 2 illustrates the relationship between omnichannel customer experience and customer loyalty, with the moderating effect of online shopping. Contrary to a negative relationship, the data indicates a positive correlation: as loyalty increases, so does the omnichannel experience rating for both low and high online engagement groups. This positive relationship is most pronounced for customers with high online engagement, as indicated by the steepest part of the slope in the graph, indicating that customers with high online engagement levels report having significantly improved omnichannel experience as their loyalty rises.

The graph depicted in Figure 3 illustrates the relationship between omnichannel customer experience and customer loyalty, with the moderating effect of offline shopping. The results of the analysis revealed a nuanced interaction between omnichannel customer experience and loyalty in conjunction with offline interaction. Specifically, the relationship between loyalty and customer experience, which is inherently positive, becomes more pronounced for those with higher offline engagement. As depicted in the graph, the line gradient representing individuals with high offline interaction is steeper, indicating an amplified effect of loyalty on the quality of their omnichannel customer experience. In contrast, for individuals characterized by low offline interaction, this relationship appears to be more subdued, as reflected by a gentler slope in the graph. This suggests that while increased loyalty generally improves omnichannel customer experience, the magnitude of this improvement is significantly contingent upon the level of offline interaction.

Figure 2

Slope Analysis

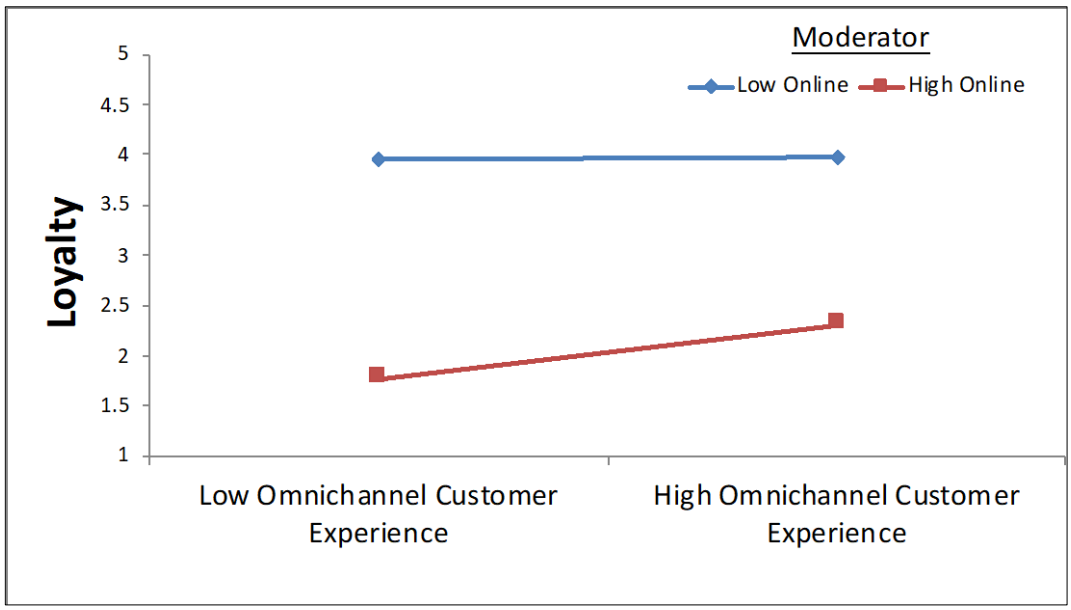
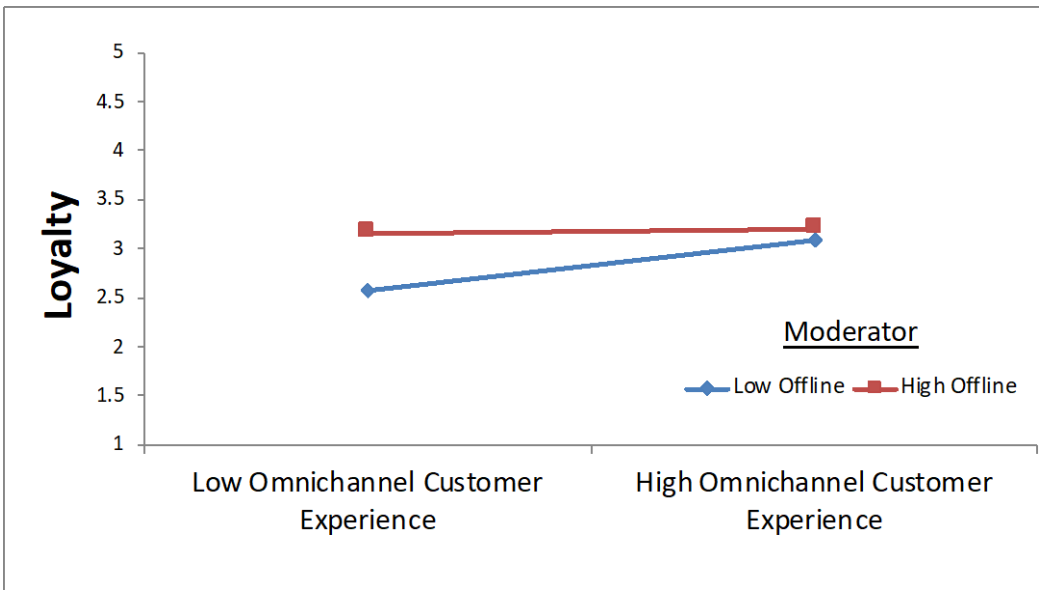


Figure 3

Slope Analysis



CHAPTER V: DISCUSSION AND CONCLUSION

Discussion of Results

This study examined the influence of omnichannel customer experience on customer satisfaction and loyalty, considering the moderating roles of various shopping channels such as online, offline, and mobile shopping. The results indicate a direct, positive impact of omnichannel customer experience on customer satisfaction and loyalty, corroborating hypotheses 1 and 2, which posit significant positive correlations. These findings underscore the critical role of omnichannel strategies in enhancing key customer relationship metrics.

Contrary to initial expectations, the moderating effect of online shopping on the relationship between omnichannel experience and customer satisfaction, as proposed in Hypothesis 3, was not statistically supported. However, the impact of online shopping on the omnichannel experience-customer loyalty relationship was found to be significant, suggesting that there is a nuanced interaction between them that warrants further exploration.

Regarding offline shopping, the results reveal a negative moderating effect on customer satisfaction and loyalty. These outcomes, aligning with hypotheses 5 and 6, indicate that high values in offline shopping attenuate the negative effects of omnichannel customer experience. This finding points to a complex dynamic where offline shopping preferences may dilute the benefits of omnichannel strategies.

The role of mobile shopping, proposed in hypotheses 7 and 8, did not demonstrate a significant moderating effect on either customer satisfaction or loyalty. This suggests that

the influence of mobile shopping on the omnichannel experience's effectiveness is less pronounced than hypothesized.

In conclusion, although omnichannel customer experience fundamentally enhances customer satisfaction and loyalty, the roles of different shopping channels are complex and diverse in their impact. These findings highlight retailers' need to adopt more tailored and nuanced omnichannel strategies, considering the varying influences of different shopping modes on customer behavior.

Theoretical Implications

Building on the CEM and SDL theories, the findings of this study offer significant theoretical implications in the context of omnichannel customer experience and its relationship with customer satisfaction and loyalty.

Firstly, consistent with the CEM theory, which emphasizes the holistic nature of customer experiences across various touchpoints, the study reaffirms the importance of an integrated omnichannel approach. The positive correlation between omnichannel customer experience and customer satisfaction and loyalty aligns with the CEM perspective, emphasizing seamless customer interactions across multiple channels.

This finding contributes to CEM literature by highlighting the critical role of omnichannel strategies in enhancing these key customer metrics. However, the study challenges some assumptions within CEM and SDL theories regarding the uniform impact of different channels. The lack of a significant moderating effect of online shopping on the relationship between omnichannel experience and customer satisfaction and its unexpected influence on customer loyalty calls for a nuanced understanding of these theories. It

suggests a more complex interplay between different service channels and customer perceptions, which needs to be fully captured in current CEM and SDL frameworks.

Furthermore, the negative impact of offline shopping on both satisfaction and loyalty contradicts some SDL propositions that view all service exchanges, regardless of the channel, as equally valuable in co-creating value with customers. This finding suggests that SDL theory may need to differentiate more clearly between the roles of various channels in the value co-creation process.

Finally, the limited role of mobile shopping, contrary to the expectations of significant influence in both CEM and SDL theories, indicates that the impact of mobile channels might be overestimated in current theoretical models. This observation calls for a reassessment of the role of mobile shopping within the omnichannel context in these theories.

In summary, the study's findings underscore the necessity for revising the CEM and SDL theoretical models to incorporate the complexities and differential impacts of various shopping channels. It highlights the need for more refined, channel-specific approaches to understanding the omnichannel experience, moving beyond the traditional view of treating all channels equally in CEM and service delivery. These implications indicate the potential for developing more sophisticated and nuanced theories that accurately reflect the dynamics of modern omnichannel environments.

Managerial Implications

The study's insights into the interplay between omnichannel customer experience and various shopping modes yield crucial managerial implications, necessitating a strategic reevaluation and adaptation of current practices. Firstly, the positive impact of omnichannel strategies on customer satisfaction and loyalty underscores the need for managers to prioritize and invest in creating a seamless experience across all customer touchpoints. This investment should focus on technological integration and encompass a holistic approach toward customer interaction across online and offline channels.

A customized approach becomes imperative in light of the differential impacts of online and offline shopping. For online channels, where the influence on loyalty is significant, managers should focus on strategies that enhance customer loyalty. Conversely, the negative moderating effect of offline shopping on satisfaction and loyalty suggests a need to reevaluate the role and experience offered by physical stores. This could involve integrating offline and online data to gain customer insights or redefining the physical store's role in the omnichannel ecosystem.

The study also highlights the importance of a balanced approach toward mobile shopping. Given its non-significant moderating effect, managers should ensure that investment in mobile channels is proportional to its impact, maintaining it as an essential but balanced part of the omnichannel mix. Leveraging data analytics is critical for tailoring strategies effectively. Managers should use customer data to understand different interactions with various channels, enabling the development of a more personalized and effective omnichannel strategy.

Moreover, the dynamic nature of the retail landscape, driven by technological advancements and changing customer behaviors, calls for continuous monitoring and adaptation of strategies. This involves staying abreast of emerging trends and being agile in response to shifts in customer preferences. Employee training and development also play a key role in executing successful omnichannel strategies. Staff across all channels should have the necessary skills to provide a consistent and high-quality customer experience.

Finally, the infrastructure supporting omnichannel strategies, including technology and systems for inventory management, CRM, and data analytics, requires adequate investment. This infrastructure forms the backbone of effective omnichannel management and should be a focus area for resource allocation. In conclusion, by understanding and implementing these managerial implications, businesses can optimize their omnichannel strategies to enhance customer satisfaction and loyalty while effectively managing the complexities of shopping behaviors.

Study Limitations and Future Research

The study provides insightful findings on the dynamics between omnichannel customer experience and customer satisfaction and loyalty. However, it is accompanied by several limitations that pave the way for future research directions. One notable area for improvement is the potential lack of generalizability, as the sample was confined to a specific location without discernment for the industry sector. Future research could broaden the participant base and include a variety of other control variables, such as industry, enhancing the applicability of the findings across different contexts.

The study's focus on online, offline, and mobile shopping as moderating variables leaves room for exploring other factors. Future research could investigate additional variables like customer demographics, psychographics, or socioeconomic status to assess their influence on the omnichannel experience. Moreover, if the study predominantly utilized quantitative methods, then it might have overlooked the subtleties of customer perceptions. Qualitative research methods like interviews or focus groups could yield more in-depth insights.

Given the rapid technological advancements, the relevance of the study's findings might be subject to change. Future studies should continuously integrate emerging technologies like AR to keep pace with evolving omnichannel strategies. External factors such as economic conditions, cultural influences, and market trends, which can significantly impact customer behavior, should have been considered in the study. Addressing these factors in future research could lead to a more holistic understanding. The approach to customer segmentation in the study might benefit from more granularity.

Future research could focus on detailed customer segmentation to discern how different groups interact and perceive omnichannel experiences. Experimental designs or intervention studies could also be employed to establish causal relationships more effectively and to test specific strategies for enhancing the omnichannel experience.

In summary, by addressing these limitations, future researchers can significantly expand upon the current study's findings, providing more profound and globally relevant insights into the intricate interplay of omnichannel customer experience, satisfaction, and loyalty.

Summary

In conclusion, this study has yielded valuable insights into the dynamics of the omnichannel retail environment, underpinned by a comprehensive analysis that integrates theoretical perspectives with practical observations. My 15 years of experience in the omnichannel retail sector has been instrumental in informing this research, granting me a deep and nuanced understanding of the complexities and evolving trends within this field.

The findings underscore the critical importance of seamless integration across various channels and highlight the role of customer-centric strategies in driving retail success.

This research makes a significant contribution to the existing scholarly literature by serving as a conduit between the theoretical constructs of academic research and the tangible, hands-on practices of the industry. It delivers a perspective that is distinctly informed by years of immersive experience within the industry. This experience provides an deep understanding of the sector, allowing for a comprehensive analysis that incorporates the theoretical and operational aspects of retail. Looking forward, the trajectory of retail is increasingly being defined by its capacity for adaptation and its prowess in pioneering innovations within a landscape that is rapidly becoming dominated by digital technology. The depth and breadth of understanding afforded by this study do more than add to the theoretical discourse. They offer a practical framework upon which current practitioners in the field can base their strategies, ensuring that they are not only keeping pace with the current trends but also anticipating future shifts in the market.

Moreover, the insights derived from this study are not merely retrospective but are forward-looking, positing a strategic guide that is cognizant of the ongoing transformations

within the industry. By providing a comprehensive analysis of present conditions and offering projections on future developments, this research equips practitioners with the knowledge to navigate the complex terrain of omnichannel retail.

In essence, contributes to dimmish the academic void by integrating practical experience with scholarly research and anticipates the needs of tomorrow's retail landscape. It aims to inspire both current and future generations of industry professionals and academics to continue to explore, understand, and shape the omnichannel retail environment. I believe omnichannel marketing is not merely a business strategy but a customer necessity.

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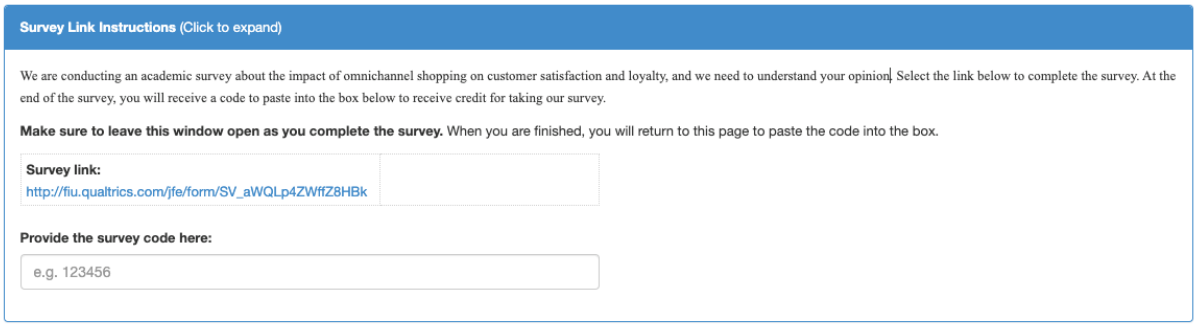
APPENDICES


Survey Link Instructions (Click to expand)
We are conducting an academic survey about the impact of omnichannel shopping on customer satisfaction and loyalty, and we need to understand your opinion. Select the link below to complete the survey. At the end of the survey, you will receive a code to paste into the box below to receive credit for taking our survey.
Make sure to leave this window open as you complete the survey. When you are finished, you will return to this page to paste the code into the box.
Survey link:
http://fiu.qualtrics.com/jfe/form/SV_aWQLp4ZWffZ8HBk
Provide the survey code here:
e.g. 123456

APPENDICES

FLORIDA INTERNATIONAL UNIVERSITY

ADULT CONSENT TO PARTICIPATE IN A RESEARCH STUDY

What are the drivers of customer satisfaction in an omnichannel environment?

SUMMARY INFORMATION

Things you should know about this study:

- **Purpose:** The purpose of the study is to determine the drivers of customer satisfaction in an omnichannel environment.
- **Procedures**: If you choose to participate, you will be asked to complete an online survey, which will be administered by Amazon Mturk. The survey will have a few questions about omnichannel retail shopping. There are no right or wrong answers, as we are interested in your experiences and opinions.
- **Duration:** This will take a maximum of 30 minutes to complete.
- **Risks**: There are no physical or emotional associated with this study other than the slight discomfort associated with answering online survey questions.
- **Benefits:** The results of the survey will serve to inform the business community.
- **Alternatives:** There are no known alternatives available to you other than not taking part in this study.
- **Participation:** Taking part in this research project is voluntary.

Please carefully read the entire document before agreeing to participate.

PURPOSE OF THE STUDY

The purpose of the study is to determine what influences purchase decision-making in the luxury retail field.

THE NUMBER OF STUDY PARTICIPANTS

As participation is voluntary, we expect the number of participants to be 385. We are expecting medium effect sizes for all constructs. As such, we believe 385 subjects will be sufficient for hypothesis testing.

DURATION OF THE STUDY

Your participation will involve 30 minutes of your time.

PROCEDURES

If you agree to be in the study, you will answer online survey questions, which will be conducted using Amazon Mturk. At random, the participants will receive a numerical ID to ensure the confidentiality of their answers.

RISKS AND/OR DISCOMFORTS

There are no physical or emotional risks associated with the survey except for the possible slight discomfort associated with answering survey questions.

BENEFITS
The results of the survey will serve to inform the business community.

ALTERNATIVES
There are no known alternatives available to you other than not taking part in this study.

CONFIDENTIALITY
The records of this study will be kept private and will be protected to the fullest extent provided by law. In any sort of report we might publish, we will not include any information that will make it possible to identify you. Data will be stored on a password-protected laptop in a locked file cabinet in mango 373 at FIU. However, your records may be inspected by an authorized university or other agents who will also keep the information confidential.

COMPENSATION & COSTS
You will receive a payment of $1.5 (one dollar and fifty cents) for your participation. There are no costs to you for participating in this study.

RIGHT TO DECLINE OR WITHDRAW
Your participation in this study is voluntary. You are free to participate in the study or withdraw your consent at any time during the study. You will not lose any benefits if you decide not to participate or if you quit the study early. The investigator reserves the right to remove you without your consent at such time that he/she feels it is in the best interest.

RESEARCHER CONTACT INFORMATION
If you have any questions about the purpose, procedures, or any other issues relating to this
research study, you may contact Michele Viso via phone call at 786-719-7941 or via email at
mviso005@fiu.edu.

IRB CONTACT INFORMATION
If you would like to talk with someone about your rights to be a subject in this research study
or about ethical issues with this research study, you may contact the FIU Office of Research
Integrity can be reached by phone at 305-348-2494 or by email at ori@fiu.edu.

PARTICIPANT AGREEMENT
I have read the information in this consent form and agree to participate in this study. I have had a chance to ask any questions I have about this study, and they have been answered for me. I understand that I will be given a copy of this form for my records.

APPENDICES

Survey Questionnaire

Please rate the following statements in terms of how much you agree.

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
The Qualtrics editor makes sense now (1)	❍	❍	❍	❍	❍
There's flexibility in my ways to collect data (2)	❍	❍	❍	❍	❍
I can use a variety of question types to accomplish the goals I have (3)	❍	❍	❍	❍	❍
4. Overall, I am satisfied with the retailer that met all of my expectations. (17)	❍	❍	❍	❍	❍

Please rate the following statements in terms of how much you agree.

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
The Qualtrics editor makes sense now (1)	❍	❍	❍	❍	❍
There's flexibility in my ways to collect data (2)	❍	❍	❍	❍	❍
I can use a variety of question types to accomplish the goals I have (3)	❍	❍	❍	❍	❍

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
The Qualtrics editor makes sense now (1)	❍	❍	❍	❍	❍
There's flexibility in my ways to collect data (2)	❍	❍	❍	❍	❍
I can use a variety of question types to accomplish the goals I have (3)	❍	❍	❍	❍	❍
4. This shopping trip to the store truly felt like an escape. (17)	❍	❍	❍	❍	❍
5. Compared to other things I could have done, the time spent shopping in the store was truly enjoyable. (18)	❍	❍	❍	❍	❍
6. I enjoyed this shopping trip to the store for its own sake, not just for the items I may have purchased. (19)	❍	❍	❍	❍	❍
7. I had a good time going to the store because I was able to act on the "spur-of-the-moment". (20)	❍	❍	❍	❍	❍
8. During this trip to the store, I felt the excitement of the hunt. (21)	❍	❍	❍	❍	❍

9. While shopping in-store, I was able to forget my problems. (22)	❍	❍	❍	❍	❍
10. While shopping in-store, I felt a sense of adventure. (23)	❍	❍	❍	❍	❍
11. I feel that I belong to the customer segment of this store. (24)	❍	❍	❍	❍	❍
12. I found products in the store that are consistent with my style. (25)	❍	❍	❍	❍	❍

Please rate the following statements in terms of how much you agree.

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
The Qualtrics editor makes sense now (1)	❍	❍	❍	❍	❍
There's flexibility in my ways to collect data (2)	❍	❍	❍	❍	❍
I can use a variety of question types to accomplish the goals I have (3)	❍	❍	❍	❍	❍
4. Compared to other things I could have done, the time spent shopping on the website was truly enjoyable. (17)	❍	❍	❍	❍	❍
5. I enjoyed being immersed in exciting new products on the website. (18)	❍	❍	❍	❍	❍
6. I enjoyed this shopping trip to the website for its own sake, not just for the items I may have purchased. (19)	❍	❍	❍	❍	❍
7. I had a good time visiting the website, because I was able to act on the "spur-of-the-moment." (20)	❍	❍	❍	❍	❍
8. During this trip to the website, I felt the excitement of the hunt. (21)	❍	❍	❍	❍	❍

9. While shopping on the website, I was able to forget my problems. (22)	❍	❍	❍	❍	❍
10. While shopping on the website, I felt a sense of adventure. (23)	❍	❍	❍	❍	❍
11. I feel that I belong to the customer segment of this website. (24)	❍	❍	❍	❍	❍
12. I found products on the website that are consistent with my style (25)	❍	❍	❍	❍	❍
13. I felt like a smart shopper, because I made successful purchases on the website. (26)	❍	❍	❍	❍	❍
14. This shopping trip to the website gave me something that is personally important or pleasing for me. (27)	❍	❍	❍	❍	❍

Please rate the following statements in terms of how much you agree.

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
The Qualtrics editor makes sense now (1)	❍	❍	❍	❍	❍
There's flexibility in my ways to collect data (2)	❍	❍	❍	❍	❍
I can use a variety of question types to accomplish the goals I have (3)	❍	❍	❍	❍	❍
4. I continued to shop on the mobile app/OMW (online mobile web), not because I had to, but because I wanted to. (17)	❍	❍	❍	❍	❍
5. This shopping trip to the mobile app/OMW (online mobile web) truly felt like an escape. (18)	❍	❍	❍	❍	❍
6. Compared to other things I could have done, the time spent shopping on the mobile app/OMW (online mobile web) was truly enjoyable. (19)	❍	❍	❍	❍	❍
7. I enjoyed this shopping trip to the mobile app/OMW (online mobile web) for its own sake, not just for the items I may have purchased. (20)	❍	❍	❍	❍	❍
8. I had a good time visiting the mobile app/OMW (online mobile web) because I was able to act on the "spur-of-the-moment." (21)	❍	❍	❍	❍	❍
9. During this trip to the mobile app/OMW (online mobile web), I felt the excitement of the hunt. (22)	❍	❍	❍	❍	❍

10. While shopping on the mobile app/OMW (online mobile web), I was able to forget my problems. (23)	❍	❍	❍	❍	❍
11. While shopping on the mobile app/OMW (online mobile web), I felt a sense of adventure. (24)	❍	❍	❍	❍	❍
12. I feel that I belong to the customer segment of this mobile app/OMW (online mobile web). (25)	❍	❍	❍	❍	❍
13. I found products on the mobile app/OMW (online mobile web) that are consistent with my style. (26)	❍	❍	❍	❍	❍
14. For this question, please choose strongly disagree. (27)	❍	❍	❍	❍	❍
15. I felt like a smart shopper because I made successful purchases on the mobile app/OMW. (28)	❍	❍	❍	❍	❍
16. This shopping trip to the mobile app/OMW (online mobile web) gave me something that is personally important or pleasing to me. (29)	❍	❍	❍	❍	❍

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
The Qualtrics editor makes sense now (1)	❍	❍	❍	❍	❍
There's flexibility in my ways to collect data (2)	❍	❍	❍	❍	❍
I can use a variety of question types to accomplish the goals I have (3)	❍	❍	❍	❍	❍
4. Customer reviews of retailer across all channels are trustworthy. (17)	❍	❍	❍	❍	❍
5. The retailer has a good selection of products across all channels. (18)	❍	❍	❍	❍	❍
6. The retailer offers competitively priced products across all channels. (19)	❍	❍	❍	❍	❍
7. The retailer offers good deals across all channels. (20)	❍	❍	❍	❍	❍
8. The retailer has a wide variety of products across all channels that interest me. (21)	❍	❍	❍	❍	❍
9. The retailer makes personalized recommendations across all channels about what I should consider buying. (22)	❍	❍	❍	❍	❍
10. The advertisements and promotions that retailer sends to me across all channels are tailored to my situation. (23)	❍	❍	❍	❍	❍
11. I believe that retailer's channels are customized to my needs. (24)	❍	❍	❍	❍	❍

12. The retailer enables me to order products/services across all channels that are tailor-made for me. (25)	❍	❍	❍	❍	❍
13. The retailer provides courteous customer service across all channels. (26)	❍	❍	❍	❍	❍
14. The retailer provides helpful customer service across all channels. (27)	❍	❍	❍	❍	❍
15. The retailer has knowledgeable customer service representatives across all channels to answer my questions. (28)	❍	❍	❍	❍	❍
16. The retailer's customer service across all channels is prompt. (29)	❍	❍	❍	❍	❍
17. The retailer's product availability at physical stores is consistent with what I find on their online channels. (30)	❍	❍	❍	❍	❍
18. The retailer offers consistent discounts across all channels. (31)	❍	❍	❍	❍	❍
19. The retailer always has the same products across all channels. (32)	❍	❍	❍	❍	❍
20. The retailer always has the same prices across all channels. (33)	❍	❍	❍	❍	❍
21. I trust retailer to keep my personal information safe. (34)	❍	❍	❍	❍	❍
22. The retailer always protects information about my shopping behavior. (35)	❍	❍	❍	❍	❍

23. The retailer protects me against payment fraud across all channels. (36)	❍	❍	❍	❍	❍
24. I trust retailer will not share my personal information with others. (37)	❍	❍	❍	❍	❍
25. The retailer always sends out the items ordered. (38)	❍	❍	❍	❍	❍
26. The retailer always delivers orders when promised. (39)	❍	❍	❍	❍	❍
27. The retailer always delivers products in a good condition. (40)	❍	❍	❍	❍	❍
28. The retailer quickly delivers my orders. (41)	❍	❍	❍	❍	❍
29. The retailer allows me to return products easily. (42)	❍	❍	❍	❍	❍
30. The retailer allows me to exchange products easily. (43)	❍	❍	❍	❍	❍
31. The retailer offers flexible product return options. (44)	❍	❍	❍	❍	❍
32. The retailer offers convenient product return options. (45)	❍	❍	❍	❍	❍

33. The retailer allows me to earn rewards quickly. (46)	❍	❍	❍	❍	❍
34. The retailer's loyalty/reward program is easy to use across all channels. (47)	❍	❍	❍	❍	❍
35. The retailer has an excellent loyalty/reward program. (48)	❍	❍	❍	❍	❍
36. The retailer always allows me to earn and redeem rewards across all annels. (49)	❍	❍	❍	❍	❍

APPENDICES

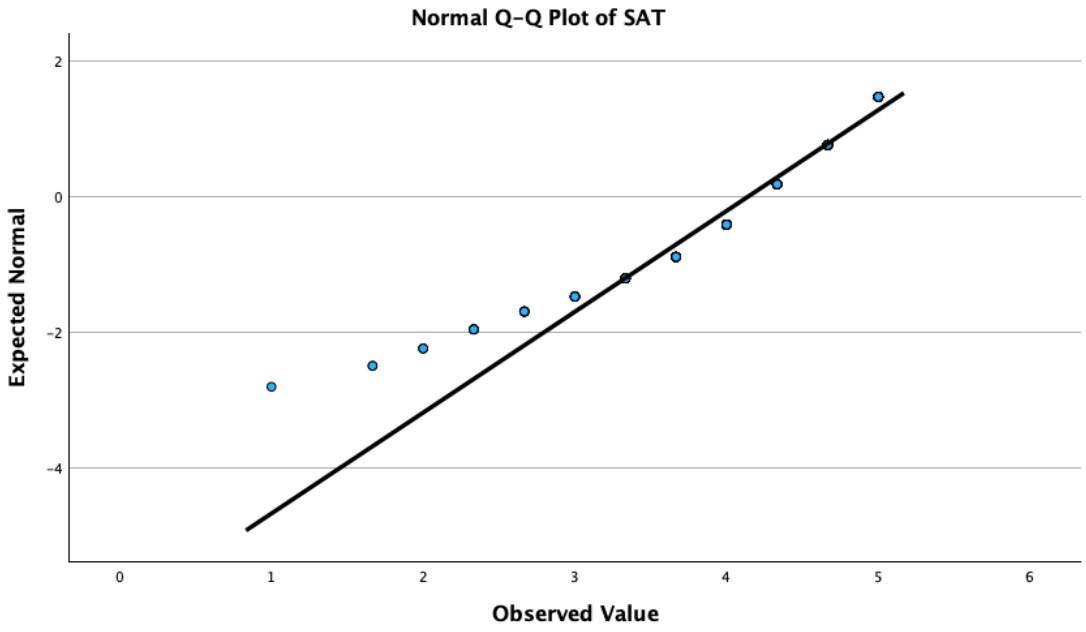
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	25.136	29.572	29.572	25.136	29.572	29.572
2	8.769	10.316	39.889			
3	4.566	5.372	45.261			
4	3.435	4.041	49.302			
5	2.505	2.947	52.249			
6	2.360	2.776	55.025			
7	2.154	2.535	57.560			
8	2.007	2.362	59.921			
9	1.872	2.203	62.124			
10	1.845	2.171	64.295			
11	1.658	1.951	66.246			
12	1.627	1.915	68.160			
13	1.465	1.724	69.884			
14	1.262	1.485	71.369			
15	1.218	1.433	72.802			
16	1.193	1.403	74.206			
17	1.054	1.240	75.446			
18	.932	1.096	76.542			
19	.820	.964	77.507			
20	.782	.920	78.427			
21	.748	.880	79.307			
22	.718	.845	80.152			
23	.684	.805	80.957			
24	.654	.769	81.726			
25	.618	.728	82.454			
26	.581	.684	83.138			
27	.567	.667	83.805			
28	.546	.643	84.448			
29	.530	.624	85.072			
30	.509	.599	85.670			
31	.497	.585	86.255			
32	.451	.531	86.786			
33	.449	.529	87.315			
34	.427	.502	87.817			
35	.419	.493	88.310			
36	.412	.485	88.795			
37	.404	.475	89.270			
38	.376	.442	89.712			
39	.369	.434	90.146			
40	.355	.418	90.564			
41	.351	.413	90.977			
42	.331	.389	91.366			
43	.308	.362	91.728			
44	.303	.356	92.084			
45	.302	.355	92.439			
46	.291	.343	92.782			
47	.285	.335	93.117			
48	.280	.330	93.446			
49	.272	.320	93.767			
50	.254	.299	94.066			
51	.245	.289	94.354			
52	.237	.279	94.633			
53	.234	.276	94.909			
54	.233	.274	95.182			
55	.220	.259	95.441			
56	.206	.242	95.683			
57	.200	.236	95.919			
58	.196	.231	96.150			
59	.189	.222	96.372			
60	.187	.219	96.591			
61	.177	.208	96.799			
62	.166	.196	96.995			
63	.161	.190	97.185			
64	.160	.189	97.374			
65	.157	.185	97.559			
66	.151	.178	97.737			
67	.149	.176	97.912			
68	.138	.163	98.075			
69	.135	.159	98.234			
70	.130	.152	98.386			
71	.129	.152	98.538			
72	.126	.148	98.686			
73	.119	.139	98.825			
74	.112	.132	98.957			
75	.110	.129	99.086			
76	.102	.121	99.207			
77	.098	.115	99.322			
78	.087	.102	99.424			
79	.084	.099	99.523			
80	.080	.095	99.618			
81	.078	.091	99.709			
82	.068	.080	99.789			
83	.065	.077	99.866			
84	.061	.072	99.938			
85	.053	.062	100.000			

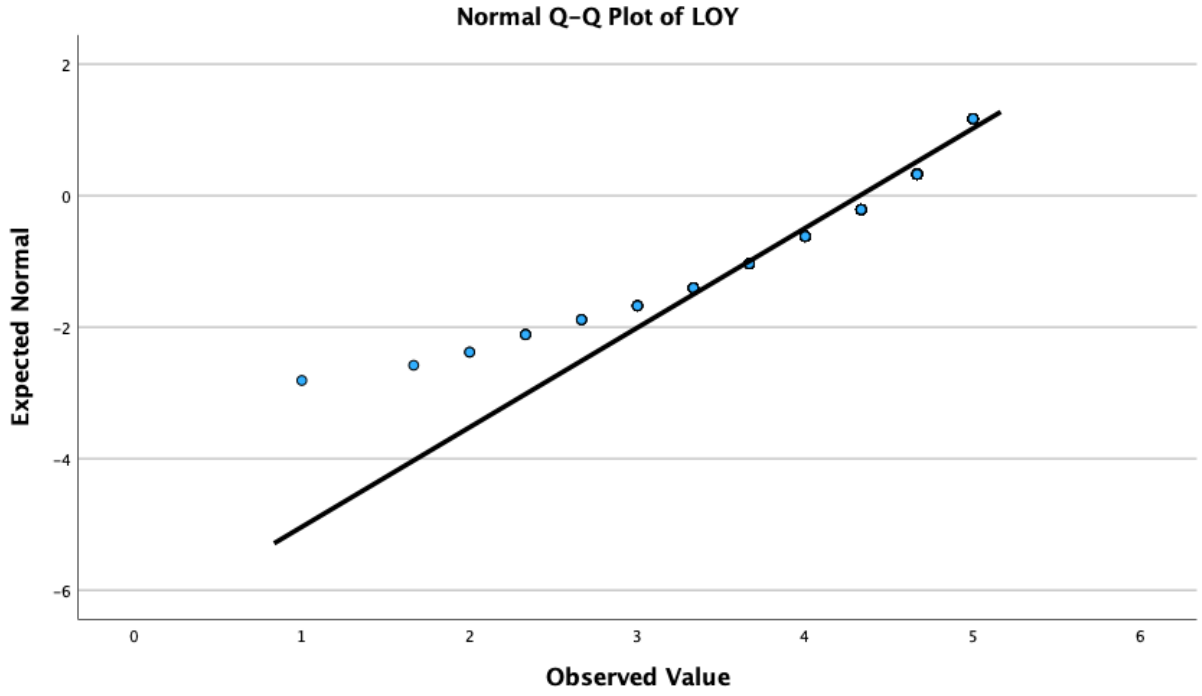
Extraction Method: Principal Component Analysis.

APPENDICES

Normal Q-Q Plot for SAT

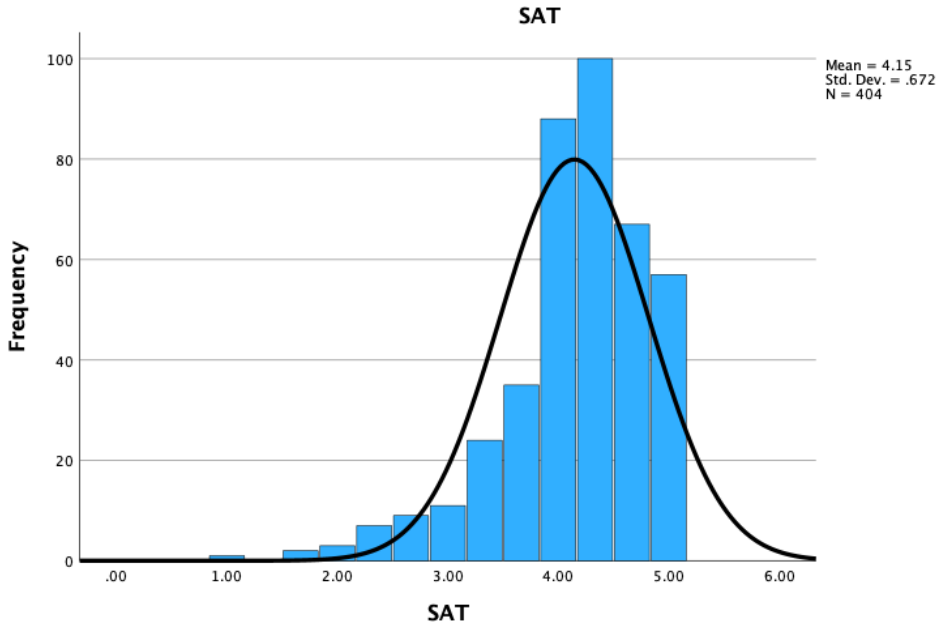


Normal Q-Q Plot for LOY

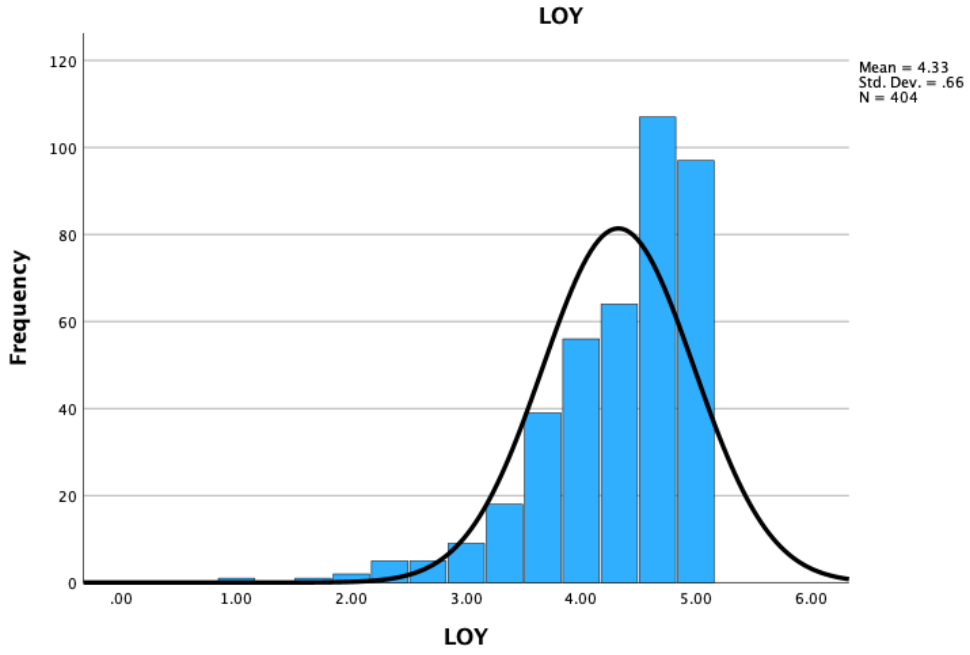


APPENDICES

Histogram for SAT

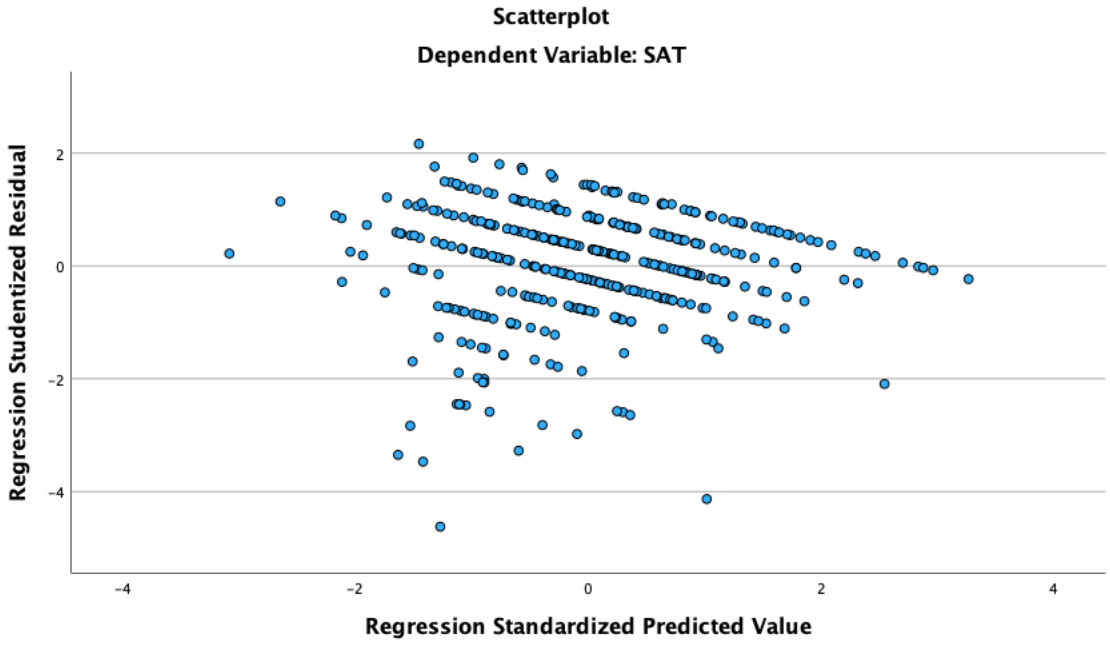


Histogram for LOY

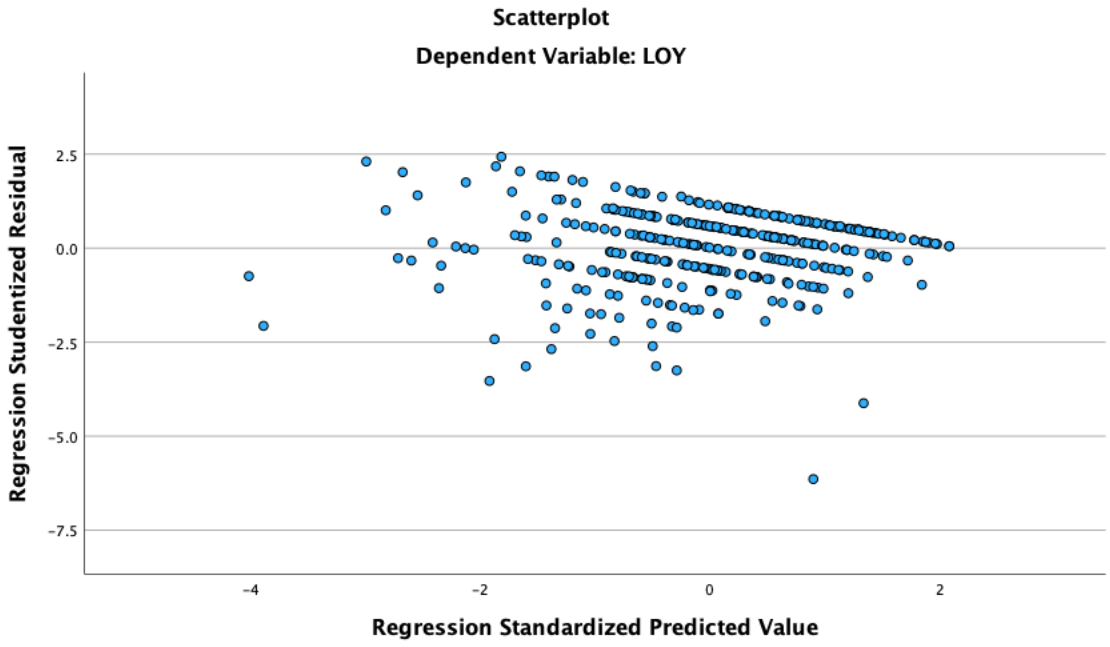


APPENDICES

Scatterplot SAT



Scatterplot LOY



VITA

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