

ANALYZING THE EFFECTS OF OMNICHANNEL STRATEGY AND CUSTOMER EXPERIENCE ON LOYALTY: THE MEDIATING ROLE OF CUSTOMER SATISFACTION

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Abstract

The beauty industry has experienced significant and rapid growth in recent years. However, this growth has not been reflected in Sociolla's revenue, which has shown fluctuations and a downward trend. In its annual report, Sociolla stated that it has implemented an omnichannel system to enhance customer experience. Surprisingly, this system has become the least utilized shopping channel among its consumers. Previous studies have also presented mixed results regarding the implementation of omnichannel strategies and customer management. This phenomenon has gained increasing attention from both academics and industry practitioners due to the growing challenges in delivering effective customer service. This study aims to examine and analyze the influence of omnichannel system usage and customer experience on customer loyalty through customer satisfaction at Sociolla Sun Plaza Medan. The research adopts an associative approach with quantitative data. The population consists of Sociolla customers at Sun Plaza Medan, whose total number is unknown. 210 respondents were selected using purposive sampling, with criteria including having made at least three purchases at Sociolla Sun Plaza Medan and having used multiple shopping channels. The data were analyzed using Structural Equation Modeling (SEM) with SmartPLS version 4.0. The results indicate that the use of the omnichannel system has a positive but insignificant effect on both customer satisfaction and loyalty. In contrast, customer experience has a positive and significant effect on both satisfaction and loyalty. Regarding indirect relationships, customer satisfaction does not mediate the effect of omnichannel system usage on customer loyalty. However, customer satisfaction does mediate the relationship between customer experience and loyalty at Sociolla.

Keywords: *Omnichannel System, Customer Experience, Customer Satisfaction, Customer Loyalty*

1. Background

The beauty industry has emerged as a strategic sector experiencing rapid growth over the past decade, both globally and in Indonesia. This growth is driven not only by commercial aspects but also by cultural shifts, changes in gender roles, and the expansion of digital technology. In Indonesia, the sector has demonstrated consistent development, largely propelled by a growing youth population and an increasing awareness of personal care. According to Statistics Indonesia (BPS, 2022), individuals aged 16–30 account for 65.82 million people or approximately 24% of the total population. The Coordinating Ministry for Economic Affairs (2024) highlights this demographic group as a key driver of the national beauty market.

From an economic standpoint, the beauty industry in Indonesia has also shown a positive performance. The 2024 Digital Statistic Report notes a steady increase in annual sales volume by 4–5% from 2021 to 2023, with total revenue reaching US\$8.7 million in 2023. The *personal care* and *skincare* categories have been the primary contributors to this revenue, valued at US\$3.8 billion and US\$2.7 billion, respectively. This growth is also closely linked to the increasing digitalization of consumer habits, especially following the COVID-19 pandemic, which accelerated the shift of retail activities toward digital platforms (Choi et al., 2022; Kim & Kwon, 2022). One of the major strategic responses by companies to these changes in consumer behavior is the adoption of omnichannel strategies. Unlike multichannel approaches that merely provide multiple disconnected sales channels, omnichannel strategies focus on integrating all

consumer touchpoints into a cohesive and interconnected ecosystem (Li et al., 2018; Shi et al., 2020). This integration is designed to enhance flexibility, convenience, and overall customer satisfaction, which in turn is expected to foster customer loyalty (Rahman et al., 2022; Chang & Li, 2022).

However, the effectiveness of omnichannel implementation has not always aligned with expectations. Several empirical studies reveal that omnichannel systems do not necessarily lead to significant improvements in either loyalty or satisfaction. For instance, Moliner and Edo (2023) found that omnichannel experiences do not always correlate directly with customer satisfaction, depending on service quality and user engagement. Similarly, Putra (2024) reported that the application of omnichannel strategies in Indonesia's retail sector did not significantly impact customer satisfaction. These findings suggest that the success of omnichannel strategies remains highly contextual and not yet fully understood, particularly within the beauty industry.

A compelling case study in this context is PT. Social Bella Indonesia (Sociolla), a digital-first beauty retailer that has implemented an integrated omnichannel strategy through its SHEcosystem. Despite operating over 55 physical stores in 35 cities and reaching millions of users through digital platforms, Sociolla's net revenue has shown volatility. According to ECDB (2024), the company experienced a 40% revenue decline in 2022, with only an 8% increase in 2023—far below the industry's growth potential. Even more concerning is data from Insight Factory (2024), which indicates that Sociolla's omnichannel sales channel is the least utilized among its customers, with a 1–3% decline in usage over the past two years. This suggests a possible failure in leveraging the full potential of channel integration.

Beyond the technical implementation of systems, another critical yet often underexplored factor is the role of customer experience. In the digital age, customer experience encompasses the entire journey—from information search to post-purchase interactions—across multiple channels. A consistent and positive experience can enhance satisfaction and foster loyalty, while fragmented or inconsistent experiences may damage brand perception (Hickman et al., 2019; Klaue & Maklan, 2013). Therefore, a successful omnichannel strategy should go beyond mere availability across platforms and focus on designing a holistic experience.

Nevertheless, research gaps have also emerged concerning the customer experience variable. Not all elements of customer experience contribute significantly to satisfaction. Klaue and Maklan (2013) argue that customer experience is multidimensional, and only certain dimensions are truly influential in shaping perceived value. Gereaa and Herskovic (2022) found that optimized experiences within omnichannel frameworks do not consistently enhance satisfaction due to variations in consumer expectations, preferences, and perceptions of control and ease of use. Le and Nguyen (2020) further suggest that although customer empowerment may enhance the shopping experience, it does not always translate into higher satisfaction levels. These findings highlight a critical gap regarding which specific dimensions of customer experience effectively mediate the influence of omnichannel strategies on loyalty.

In addition, the mediating role of satisfaction has also sparked considerable academic debate. Theoretically, satisfaction is considered a key determinant in the relationship between experience and loyalty (Mbango & Mmatli, 2019; Solimun & Fernandes, 2018). However, studies such as that by Zardi et al. (2019) reveal that satisfied customers do not always exhibit loyalty, especially when influenced by external factors such as pricing, promotions, or competitive alternatives. Thus, while satisfaction is an essential condition, it is not the sole predictor of loyalty. In the context of omnichannel retail, the mediating role of satisfaction remains underexamined, particularly in experience-driven industries like beauty and personal care.

Based on the issues outlined above, several critical research gaps are evident. First, the effectiveness of omnichannel systems in improving customer loyalty remains inconclusive and requires contextual analysis. Second, although customer experience is theoretically linked to satisfaction and loyalty, previous studies indicate that not all experiential dimensions have significant impacts. Third, the role of customer satisfaction as a mediating variable between system usage, experience, and loyalty still warrants further empirical investigation, especially within the beauty retail sector.

Therefore, this study aims to empirically examine the influence of omnichannel system usage and customer experience on customer loyalty, with customer satisfaction serving as a mediating variable, using Sociolla at Sun Plaza Medan as a case study. This location was chosen due to its representation of urban market segmentation with a balanced use of both digital and physical shopping channels. By evaluating these factors simultaneously, the study is expected to provide both theoretical insights and practical implications for experience-based retail strategies in the digital era.

2. Literature Review

Customer Loyalty

Consumer loyalty is a vital marketing indicator that supports business success in competitive and uncertain markets by increasing profitability, reducing marketing costs, and strengthening market position (Polas et al., 2018; Liu et al., 2019). It reflects consumers' attachment to a brand or service provider through favorable attitudes and repeated behaviors (Yoshida & Gordon, 2012). While some scholars view loyalty as unidimensional—focusing on aspects like repurchase intention or price sensitivity (Johnson et al., 2006)—others propose multidimensional frameworks involving both attitudinal and behavioral components (Deng et al., 2010; Dewitt et al., 2008; Dick & Basu, 1994).

Dick and Basu (1994) define loyalty as the interaction between consumer attitudes and repeat purchasing behavior, while Chahal and Bala (2023) highlight additional elements such as word-of-mouth and recommendation intentions. Oliver (1999) emphasizes relationship-building, satisfaction, and switching barriers as key to fostering loyalty. Kotler and Keller (2016) further describe loyalty as a long-term commitment that includes three interrelated dimensions: repeat (ongoing repurchase behavior), retention (resistance to switching), and referrals (willingness to recommend). These dimensions illustrate that loyalty encompasses both behavioral consistency and a deeper, trust-based relationship between consumers and firms.

Customer Satisfaction

Consumer satisfaction is a key evaluative response after a purchase, defined as the gap between expectations and perceived performance (Oliver, 1980; Hult et al., 2019). It results from comparing pre-purchase expectations with actual performance, where exceeding expectations leads to satisfaction, and unmet expectations cause dissatisfaction (Marso & Idris, 2022). This evaluation involves both cognitive and emotional components regarding whether consumer needs are met (Fernando et al., 2023).

In e-commerce, satisfaction reflects consumers' emotional reactions to their online shopping experiences (Pezeshki et al., 2020) and is shaped by product quality, pricing, distribution, and promotions (Herliani & Rofianto, 2020; Bhatt & Khokhar, 2020). Xu (2020) views it as a comprehensive assessment of the consumer's overall online experience. Kotler and Armstrong (2016) identify two key dimensions: functional satisfaction, related to product quality and service reliability (Yuen & Thai, 2015), and emotional satisfaction, which stems from feelings during product use (Oliver, 1980). Emotional responses are crucial in shaping long-term consumer attitudes and intentions.

In e-retail, satisfaction is measured by order fulfillment, website structure, merchandising, excitement, and interaction (Ehsani & Hosseini, 2021). Order fulfillment concerns delivery accuracy (Wallenburg et al., 2021), while website structure affects navigation and transaction ease (Kim et al., 2021). Retail merchandising influences perceptions through product presentation (Jacobs & Karpova, 2020), excitement relates to emotional engagement (McLean & Wilson, 2019), and interaction satisfaction depends on communication experiences (Cai & Chi, 2021). Thus, consumer satisfaction is a multidimensional construct involving cognitive, emotional, and experiential factors, crucial in omnichannel and digital retail environments.

Omnichannel System

Omnichannel retail refers to an approach that integrates various channels to create a seamless shopping experience for both companies and consumers (Cui et al., 2021). It allows consumers to gather product information online and evaluate products offline before making a purchase through another channel (Picot-Coupey et al., 2016). Key dimensions of omnichannel retail include personalization, connectivity, integration, consistency, and flexibility (Shen et al., 2018; Shi et al., 2020). Personalization involves tailoring content and services to individual consumer preferences, enhancing shopping efficiency and satisfaction (Zhang et al., 2019; Tyrvaenen et al., 2020). Connectivity ensures information across channels is linked, allowing consumers to choose preferred methods for tasks like product reviews (Shi et al., 2020). Integration enables various channels to support consumer decision-making, creating a unified brand experience (Yang et al., 2013). Consistency maintains uniform service quality across all channels, ensuring a seamless experience (Shi et al., 2020; Neslin, 2022). Flexibility provides consumers with the freedom to switch between channels, offering a continuous

and convenient shopping journey (Shi et al., 2020). These dimensions collectively enhance the efficiency, relevance, and overall satisfaction of the omnichannel shopping experience.

Customer Experience

Maklan and Klaus (2015) define consumer experience as the overall evaluation of all direct and indirect interactions with a company, influencing consumer behavior. They emphasize that experience is shaped not merely by expectations but by holistic perceptions of value, including emotional and social influences. It begins before the service encounter and continues afterward, encompassing all touchpoints across channels, and should be measured in terms that align more closely with actual consumer behavior and business performance than with service quality or satisfaction alone. Based on this, they propose four key dimensions of consumer experience: product experience, outcome focus, moment-of-truth, and peace of mind. *Product experience* refers to consumers' perceived freedom to choose, compare alternatives, and access structured communication tools, which enhance decision-making and satisfaction. *Outcome focus* highlights experiences that minimize transaction costs, reinforce purchase success, and encourage repeated interactions based on trust and understanding. *Moment-of-truth* captures the firm's ability to manage service failures through flexibility, proactivity, emotional competence, and effective recovery. Lastly, *peace of mind* relates to emotional assurance throughout the consumer journey, reflected in provider expertise, process clarity, personal recognition, and open communication. Collectively, these dimensions provide a comprehensive view of consumer experience that integrates functional, emotional, and relational aspects of service interaction.

3. Conceptual framework

A. The Influence of Omnichannel System Usage on Customer Satisfaction

Omnichannel retail systems offer a unique experience by integrating all sales channels, allowing customers to transition smoothly between platforms while maintaining consistent service quality (Gao et al., 2021). Personalized interactions based on customer data enhance satisfaction and foster loyalty (Zhang et al., 2024). Connectivity across channels facilitates ease of navigation and informed decision-making, contributing positively to the shopping experience (Nguyen et al., 2022). Integration of content and process consistency builds trust and confidence in online shopping (Shen et al., 2018), while flexibility allows customers to control their journey across channels with minimal friction (Kazancoglu & Aydin, 2018). Studies confirm that personalization and consistency directly influence satisfaction and loyalty, and flexibility supports repeat purchases (Rahman et al., 2022; Chang & Li, 2022). However, other studies have noted inconsistent findings. Moliner and Edo (2023) found no direct effect of omnichannel strategy on customer satisfaction, arguing that service quality and engagement are more decisive. Putra (2024) similarly noted that omnichannel integration alone does not guarantee improved satisfaction levels. Le and Nguyen (2020) highlighted that consumer empowerment may mediate the link between channel integration and experience, but not directly impact satisfaction.

H1. The use of an omnichannel system has a positive and significant effect on customer satisfaction

B. The Influence of Customer Experience on Customer Satisfaction

Customer experience and engagement are vital components of relational marketing (Zaid & Patwayati, 2021). It represents a subjective response to interactions with a company, encompassing direct and indirect engagements (Tyrvaainen et al., 2020). Given the individuality of experiences, companies must tailor encounters to strengthen emotional value and connection (Roggeveen & Rosengren, 2022). Effective management of customer experience enhances competitive advantage and mitigates perceived shopping risks, particularly in online contexts (Becker & Jaakkola, 2020; Shi et al., 2020). Research indicates that customer experience influences satisfaction, purchase decisions, and loyalty (Lee & Yi, 2019; Cuesta-Valiño, 2023). Klaus and Maklan (2013) confirmed its positive impact on satisfaction, although not all experiential elements are equally significant. Hickman et al. (2019) emphasized the importance of omnichannel strategies in crafting consistent experiences, yet Putra (2024) found no significant influence between experience and satisfaction. Similarly, Gereá & Herskovic (2022) noted that shifting from multichannel to omnichannel does not

guarantee higher satisfaction, highlighting the complexity of managing experiences across touchpoints.
H2. Customer experience has a positive and significant effect on customer satisfaction

C. The Influence of Omnichannel System Usage on Customer Loyalty through Customer Satisfaction

Customer loyalty is a critical performance indicator, especially in omnichannel and e-commerce environments. It is often reflected through repeat purchases, positive word-of-mouth, and sustained engagement (Nguyen et al., 2022; Pandey et al., 2020). Omnichannel systems support loyalty by offering seamless, personalized, and flexible shopping experiences that encourage repurchase behavior (Tyrvaenen et al., 2020; Gao et al., 2021). Additionally, satisfaction serves as a mediating factor, reinforcing loyalty when customers feel their expectations are met (Oliver, 1999; Valino et al., 2019). Chang (2022) emphasized that omnichannel systems indirectly drive loyalty through improved satisfaction, especially when customer journeys are smooth and integrated.

H3. The use of an omnichannel system has a positive and significant effect on customer loyalty.

H4. The use of an omnichannel system has a positive and significant effect on customer loyalty through customer satisfaction

D. The Influence of Customer Experience on Customer Loyalty through Customer Satisfaction

Positive customer experiences—both emotional and cognitive—enhance brand engagement and foster long-term loyalty (Pekovic & Rolland, 2020; Zhang et al., 2024). Experience shapes perceptions throughout all phases of interaction and contributes to deeper satisfaction (Valino et al., 2023). Distinctive in-store experiences, especially multisensory elements, can increase visit frequency and shopping duration, reinforcing emotional bonds with the brand (Bruckberger et al., 2023). Satisfaction acts as a bridge between experience and loyalty, converting positive encounters into committed behavior (Zhang et al., 2024).

H5. Customer experience has a positive and significant effect on customer loyalty

H6. Customer experience has a positive and significant effect on customer loyalty through customer satisfaction

E. The Influence of Customer Satisfaction on Customer Loyalty

Customer satisfaction is one of the most studied constructs in marketing due to its strong link to retention and loyalty (Deyalage & Kulathunga, 2019). Satisfied customers are more likely to revisit, extend their shopping duration, and recommend the brand (Lee & Yi, 2019). In both online and offline contexts, satisfaction reflects cumulative evaluations of product quality, service, and convenience (Pandey et al., 2020). While some studies found nonsignificant results under certain conditions (El-Adly, 2019), most literature supports a positive and significant impact of satisfaction on loyalty, particularly when supported by customer relationship strategies (Matsouka, 2022).

H7. Customer satisfaction has a positive and significant effect on customer loyalty

4. Method

This study employs a quantitative approach with an associative research design aimed at examining the relationships between Omnichannel System Usage, Customer Experience, Customer Satisfaction, and Customer Loyalty. Data collection was conducted through surveys using questionnaires. The research took place at Sociolla Sun Plaza Medan from January to April 2025. The population consists of Sociolla customers at Sun Plaza, whose exact number is unknown. Sampling was carried out using non-probability purposive sampling with criteria: customers who have shopped at Sociolla at least three times and have used its omnichannel system. Referring to Hair et al. (2019), the minimum sample size should be 5–10 times the number of indicators used, and ideally ranges between 100–200 respondents. Based on 30 indicators, a total of 210 respondents were selected as the sample. Variable measurement utilized a Likert scale to assess respondents' perceptions, attitudes, and experiences related to each construct.

For data validity, this study used a validity test to determine the accuracy of the collected data. According to Ghazali (2016), an item is considered valid if the calculated *r* value is greater than or equal to the *r* table value and is positive. The validity test was conducted using SPSS Statistic 26 with an *r* table value of 0.361. Regarding reliability, this study used Cronbach's Alpha to measure the consistency of the questionnaire's results. Ghazali (2016) states that an instrument is considered reliable if the Cronbach's Alpha value is greater than 0.7. If the value is less than or equal to 0.7, the instrument is considered unreliable.

Tabel 1. Validity Test

Indicators	Corrected Item- Total Correlation	Indicators	Corrected Item- Total Correlation
Omni.1	,714	Exp.11	,526
Omni.2	,545	Exp.12	,880
Omni.3	,851	Exp.13	,916
Omni.4	,661	Exp.14	,732
Omni.5	,821	Exp.15	,867
Exp.1	,822	Exp.16	,763
Exp.2	,688	Exp.17	,799
Exp.3	,634	Satis.1	,879
Exp.4	,650	Satis.2	,762
Exp.5	,616	Satis.3	,899
Exp.6	,886	Satis.4	,885
Exp.7	,845	Satis.5	,743
Exp.8	,806	Loyal.1	,833
Exp.9	,876	Loyal.2	,751
Exp.10	,874	Loyal.3	,837

Tabel 2. Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
,980	30

Source(s): Authors' data generated from SPSS (version 26)

Source(s): Authors' data generated from SPSS (version 26)

Furthermore, for data analysis, this study employed Structural Equation Modeling (SEM) with Partial Least Squares (PLS), which was conducted in three stages: designing the measurement model (outer model), which connects latent variables with manifest variables; designing the structural model (inner model), which consists of two exogenous latent variables and one endogenous latent variable; and constructing the path diagram to visualize the relationships between variables in the model.

Table 3. Profile of respondent's result

Description	Category	F	%	Description	Category	F	%
Gender	Female	194	92%		1–2 months	26	12%
	Male	16	8%		3–5 months	52	25%

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Age	17 – 20 years	59	28%	Shopping Experience Duration	6–12 months	51	24%
	21 – 25 years	106	50%		> 1 year	81	39%
	26 – 30 years	37	18%	Shopping Media Used	Total	210	
	31 – 35 years	8	4%		Check online, buy offline	115	55%
Total	Total	210			Check offline, buy online	101	48%
	Student	142	68%		Online check out, pick up in store	13	6%
	Private Employee	51	24%		Physical Store (Official Store)	93	44%
	Entrepreneur	14	7%		Sociolla Website (Soco.id)	35	17%
	Unemployed	3	1%		Soco App	42	20%
	Total	210			Shopee (Sociolla Official Store)	33	16%
Shopping Frequency	More than 3 times	157	75%		Tokopedia (Sociolla Official Store)	15	7%
	Monthly Regularly	53	25%	Purchase Motivation	Product Availability	75	36%
	Total	210			Shopping Experience	45	21%
Average Shopping Total	< Rp. 200,000	57	27%		Promotions and Price	50	24%
	Rp. 200,000 – Rp. 500,000	98	47%		Product Safety and Quality	40	19%
	Rp. 500,000 – Rp. 1,000,000	46	22%		Total	210	
	> Rp. 1,000,000	9	4%				
	Total	210					

Source(s): Authors, 2024

Result and Discussion

1. Outer Model

The evaluation of the measurement model (outer model) aims to assess the validity and reliability of constructs, particularly those with reflective indicators. Convergent validity is assessed by examining the loading factor of each indicator. According to Ghozali (2021), indicators with a loading factor greater than 0.7 are considered highly valid, values between 0.5 and 0.6 are deemed moderate, and values below 0.5 are considered invalid and should be removed. Based on the outer loading results presented in Table 4, all indicators demonstrate loading values above 0.6, indicating moderate validity and satisfying the criteria for convergent validity (Ghozali, 2021).

Once all indicators meet the requirements for convergent validity, a reliability test is conducted to ensure the accuracy, consistency, and precision of the instrument in measuring the constructs. The reliability of constructs with reflective indicators can be evaluated using two measures: Cronbach's Alpha and Composite Reliability (also known as Dillon-Goldstein's rho). For confirmatory research, a Composite Reliability value greater than 0.7 is recommended (Ghozali, 2021). According to the data in Table 4, all constructs have Cronbach's Alpha and Composite Reliability values exceeding 0.70, thus fulfilling the reliability requirements.

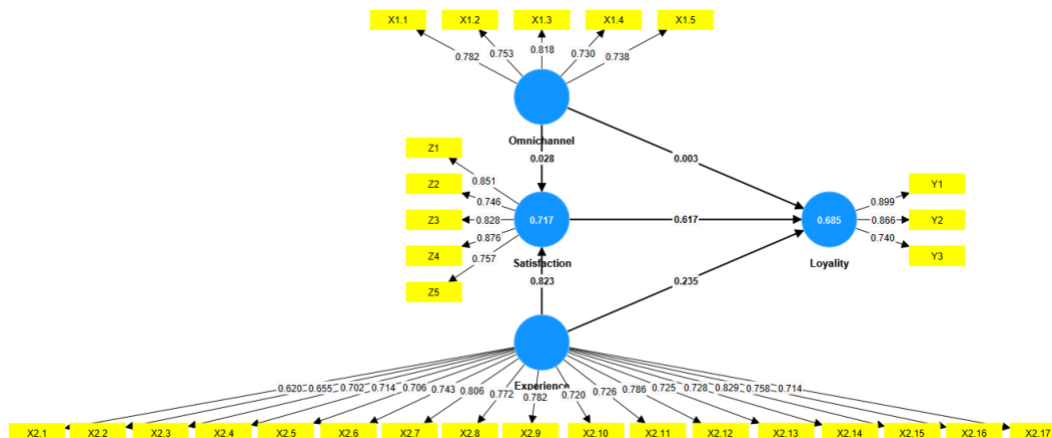
In addition to outer loading values, convergent validity is further supported by the Average Variance Extracted (AVE) for each construct. Hair et al. (2019) state that a good AVE value should be greater than 0.5. As shown in Table 4, all constructs in the final model exhibit AVE values above 0.5. Therefore, the structural model proposed in this study satisfies the criteria for convergent validity (Hair et al., 2019; Ghazali, 2021).

Tabel 4. Measurement outer model results

Indicators	Loading	α	CR	AVE	Indicators	Loading	α	CR	AVE
Omni.1	0.782	0.947	0.952	0.542	Exp.11	0.726	0.822	0.876	0.585
Omni.2	0.753				Exp.12	0.786			
Omni.3	0.818				Exp.13	0.725			
Omni.4	0.730				Exp.14	0.728			
Omni.5	0.738				Exp.15	0.829			
Exp.1	0.620	0.784	0.875	0.702	Exp.16	0.758			
Exp.2	0.655				Exp.17	0.714			
Exp.3	0.702				Satis.1	0.851			
Exp.4	0.714				Satis.2	0.746			
Exp.5	0.706				Satis.3	0.828			
Exp.6	0.743				Satis.4	0.876			
Exp.7	0.806				Satis.5	0.757			
Exp.8	0.772				Loyal.1	0.899	0.871	0.907	0.661
Exp.9	0.782				Loyal.2	0.866			
Exp.10	0.720				Loyal.3	0.740			

Note(s): α : Cronbach's alpha; CR: composite reliability; AVE: average variance extracted; Omni: Omnichannel system; Exp: Customer Experience; Satis: Customer Satisfaction; Loyal: Customer Loyalty

Source(s): Authors' data generated from SmartPLS (version 4.1.0.9)



2. Inner Model

After meeting the outer model criteria, the next step is to assess the structural model (inner model) by evaluating the R^2 values of the endogenous variables. R^2 indicates the extent to which exogenous latent variables explain the variance in endogenous latent variables. According to Ghazali (2021), and Hair et al. (2011), R^2 values of 0.75, 0.50, and 0.25 represent strong, moderate, and weak explanatory power, respectively. As shown in Table 5, the R^2 value for consumer satisfaction is 0.717, meaning the omnichannel strategy (X1) and consumer experience (X2) explain 71.7% of its variance, with the remaining 28.3% influenced by other factors not included in the model. This suggests that both X1 and X2 significantly contribute to enhancing consumer satisfaction. The R^2 value for consumer loyalty (Y) is 0.685, indicating that X1, X2, and consumer satisfaction (Z) collectively account for 68.5% of its variance. The remaining 31.5% is attributed to factors outside the scope of this research.

Tabel 5. R-Square result

R-Square

Satisfaction	0.717
Loyalty	0.685

Source(s): Authors' data generated from SmartPLS (version 4.1.0.9)

3. Hypothesis Test

A path model is a diagram used to visually represent hypotheses and the relationships among variables examined through Structural Equation Modeling (SEM) (Hair et al., 2021). Hypothesis testing in this study was conducted using the Partial Least Squares (PLS) method, encompassing both direct and indirect effects. The results of the hypothesis testing are presented in Table 6.

Tabel 6. Path Coefficient Result

	<i>O</i>	<i>M</i>	<i>STDEV</i>	<i>T</i>	<i>P</i>	Decision
Direct Effect						
Omnichannel-> Satisfaction	0.028	0.036	0.082	0.346	0.730	Not Supported
Omnichannel-> Loyalty	0.003	0.009	0.076	0.033	0.973	Not Supported
Experience -> Satisfaction	0.823	0.819	0.074	11.167	0.000	Supported
Experience -> Loyalty	0.235	0.236	0.118	1.988	0.047	Supported
Satisfaction -> Loyalty	0.617	0.611	0.088	7.050	0.000	Supported
Indirect Effect						
Omnichannel -> Satisfaction -> Loyalty	0.019	0.022	0.051	0.374	0.708	Not Supported
Experience -> Satisfaction-> Loyalty	0.516	0.510	0.091	5.673	0.000	Supported

Note(s): O: original sample; M: sample mean; STDEV: standard deviation; T: T Statistic; P: P value

Source(s): Authors' data generated from SmartPLS (version 4.1.0.9)

a. The Influence of Omnichannel System Usage on Customer Satisfaction

Based on the hypothesis testing results, the implementation of the omnichannel system at Sociolla Sun Plaza Medan shows a positive but insignificant effect on consumer satisfaction, with a path coefficient of 0.028 and a significance level of 0.730 (> 0.05). This suggests that while omnichannel practices exist, their influence is not strong enough to enhance satisfaction significantly.

Two key features represent Sociolla's omnichannel approach: Click & Collect and QR Code scanning. Click & Collect enables consumers to browse products via Soco.id and pick them up in-store, integrating online and offline channels. However, users reported app lags and stock inconsistencies, which disrupted the shopping experience and undermined the intended seamlessness of the omnichannel model. QR Code functionality in stores allows access to detailed product information, but its effectiveness is limited by inconsistent connectivity and inadequate support. Despite its goal to enhance personalization, many consumers reported receiving generic offers, outdated content, and a lack of tailored recommendations. Technical and operational challenges—including issues in the refund process and incompatibility of promotions across channels—further indicate the immaturity of the system's implementation.

These findings align with studies emphasizing the importance of seamless customer experience and service consistency across all channels for omnichannel success (Neslin et al., 2022; Gao et al., 2021; Moliner & Edo, 2023). The research also supports findings by Putra (2024), who noted that in certain contexts, omnichannel systems may not enhance customer experience if technological and service delivery gaps remain. In contrast to earlier studies that showed a strong link between omnichannel integration and consumer satisfaction (Blom et al., 2021; Chang & Li, 2022), this study reveals discrepancies likely due to the specific characteristics of the beauty retail industry. The emotional and sensory nature of cosmetic product purchasing, where physical interaction remains critical, limits the impact of online integration alone (Lee & Lee, 2021; Achsan & Hidayanto, 2023).

Many previous studies were conducted in other industries (e.g., electronics, fashion, automotive), suggesting that product type and consumer behavior are significant factors in omnichannel effectiveness (Nguyen et al., 2020; Zhang et al., 2024). Ultimately, the success of omnichannel strategies hinges not just on channel availability but on how well the system adapts to customer needs and delivers consistent, personalized, and seamless service experiences. Without such optimization, omnichannel implementation may fall short in enhancing consumer satisfaction.

b. The Influence of Customer Experience on Customer Satisfaction

The results of the hypothesis testing indicate that customer experience at Sociolla Sun Plaza Medan has a positive and significant influence on customer satisfaction, with a path coefficient of 0.823 and a significance value of 0.000 (< 0.05). These findings affirm that enhancing the customer experience directly contributes to increased satisfaction across both online and offline channels provided by Sociolla.

Customer experience was assessed through four key dimensions: *product experience*, *outcome focus*, *moment-of-truth*, and *peace of mind*. Among these, product experience emerged as the most prominent factor. Respondents highlighted the wide range of beauty products, both local and international, which cater to the diverse skin types and concerns of Indonesian consumers living in tropical climates. This diversity enables consumers to make informed comparisons and choices, significantly enhancing the overall shopping experience.

In terms of *outcome focus*, the user-friendly interface of Sociolla's website and Soco.id app facilitates efficient navigation, supported by personalized product recommendations. The *peace of mind* dimension is reinforced by Sociolla's position as an "Authorized Beauty Retailer," which ensures product authenticity and compliance with national regulations such as BPOM, fostering trust and long-term consumer relationships. Conversely, the *moment-of-truth* dimension revealed some critical feedback regarding after-sales service, particularly the refund process, which was perceived as inefficient and time-consuming. This gap between pre-purchase and post-purchase experiences could negatively impact overall satisfaction.

These findings align with prior studies emphasizing the pivotal role of customer experience in relational marketing and satisfaction formation (Zaid & Patwayati, 2021; Tyrvainen et al., 2020). Moreover, they support the argument that a well-managed customer experience contributes to loyalty, purchase decisions, and competitive advantage (Becker & Jaakkola, 2020; Cuesta-Valiño, 2023), while also reducing perceived risk in online transactions (Lee & Yi, 2019; Shi et al., 2020). Nonetheless, this study also resonates with the findings of Le and Nguyen (2020) and Gereaa and Herskovic (2022), which suggest that customer empowerment and optimized experiences do not always guarantee higher satisfaction, particularly in the complex context of omnichannel retailing. Therefore, improving post-purchase processes, especially refund handling, is essential to delivering a truly seamless and customer-centric experience across all touchpoints.

c. The Influence of Omnichannel System Usage on Customer Loyalty through Customer Satisfaction

The study found that the use of the omnichannel system at Sociolla Sun Plaza Medan does not have a direct significant effect on customer loyalty. With a path coefficient of 0.003 and a significance value of 0.973 (> 0.05), the direct impact is negligible. Additionally, the indirect effect through customer satisfaction is also not significant (coefficient = 0.019; p -value = 0.703), suggesting that satisfaction does not serve as an effective mediator in this relationship.

This indicates that other factors are more influential in forming loyalty. Loyalty typically arises when customers consistently choose a brand and are willing to repurchase and recommend it (Nguyen et al., 2022; Pandey et al., 2020). Although satisfaction is a well-known antecedent to loyalty (Valino et al., 2019), the weak satisfaction levels found in this study explain the absence of a significant link to loyalty. The suboptimal implementation of the omnichannel system is a key reason behind these results. Issues such as poor channel integration, lack of seamless transitions, inconsistent service, weak personalization, and data disconnects reduce the effectiveness of the system. Moreover, external demographic factors—such as the predominance of young consumers—may also influence loyalty outcomes. Younger consumers tend to shift preferences quickly due to trends, technology, and influencer impact (Ahmed & Saeed, 2021; Säng, 2023).

These findings contrast with previous studies showing positive links between omnichannel strategies and customer loyalty (Tyrvainen et al., 2020; Chang, 2022; Gao et al., 2021). However, they align with more recent research noting that omnichannel success is not guaranteed and depends heavily on quality execution (Moliner & Edo, 2023; Putra, 2024). Ultimately, the gap between this study and earlier findings highlights that the effectiveness of omnichannel systems depends not merely on availability of multiple channels, but on how well those channels are integrated, personalized, and consistently deliver value at each touchpoint. Without these, omnichannel efforts may fall short in fostering true customer loyalty.

d. The Influence of Customer Experience on Customer Loyalty Through Customer Satisfaction

This study found that customer experience has a direct and significant effect on customer loyalty (coefficient = 0.235; t -statistic = 1.988 > t -table = 1.653; p = 0.047), and an even stronger indirect effect through customer satisfaction (coefficient = 0.508; p = 0.000). These findings support the mediating role of satisfaction, suggesting that high-quality experiences enhance satisfaction, which in turn fosters loyalty.

Consistent with previous research, this result aligns with Pekovic & Rolland (2020), who emphasized superior experiences as key to brand attachment, and Valino et al. (2023), who linked both emotional and cognitive experiences to loyalty. Bruckberger et al. (2023) also noted that multisensory shopping experiences promote revisits and prolonged engagement—elements that contribute significantly to loyalty.

Empirical data from respondents highlight product authenticity as a critical driver of trust and loyalty. Sociolla's reputation for offering only genuine, BPOM-registered products provides psychological assurance that enhances satisfaction and long-term engagement. Additionally, innovative shopping features—such as AI-based product recommendations and user-generated reviews on Beauty Journal—create personalized and interactive experiences that strengthen emotional bonds with the brand.

Loyalty is further reinforced by the SOCO Rewards program, which offers tangible benefits (e.g., discounts, exclusive gifts) while simultaneously building emotional connection through continued brand interaction. Despite acknowledging the influence of promotional offers from competitors, many respondents expressed continued preference for Sociolla due to its product authenticity and consistently high shopping experience quality.

Overall, these findings reinforce the theory that customer experience, when effectively managed, contributes to loyalty through satisfaction. However, the relationship may be moderated by external factors such as competitor promotions, brand preference shifts, and consumer trend sensitivity. Future research is recommended to explore these moderating variables and further validate experience-based loyalty strategies in dynamic retail contexts.

e. The Influence of Customer Satisfaction on Customer Loyalty

The results show a strong and significant positive relationship between customer satisfaction and loyalty, with a path coefficient of 0.617 and a significance value of $0.000 < 0.05$. This implies that higher customer satisfaction significantly increases the likelihood of customer loyalty. These findings affirm satisfaction as a foundational determinant of loyalty, consistent with prior research by Pandey et al. (2020), Cuesta-Valiño et al. (2022), and Taufik et al. (2022), which emphasize that satisfied customers are more likely to engage in repeat purchases and maintain brand preference.

However, satisfaction alone does not guarantee loyalty. Zardi et al. (2019) highlight that market competitiveness and price transparency can lead to brand switching even among satisfied customers. Emotional attachment, perceived value, and personalized experiences are critical moderating factors that influence loyalty beyond satisfaction alone (Hossain et al., 2020). This study identifies several key factors influencing satisfaction and loyalty among Sociolla consumers at Sun Plaza Medan. One major challenge is competition from other beauty retailers offering similar product authenticity with more attractive prices or benefits, leading to brand-switching despite satisfaction. Technical issues, such as app glitches or website instability, were also cited as impediments to smooth online shopping, diminishing user experience and satisfaction.

Moreover, the absence of clear, accessible channels for feedback submission weakens customer engagement. The inability to easily voice suggestions or complaints indicates a gap in two-way communication, potentially lowering perceived brand responsiveness and emotional connection. As Matsouka (2022) asserts, effective customer relationship management (CRM) strategies—through personalized communication, interactive loyalty programs, and responsive feedback systems—are crucial for strengthening long-term loyalty.

In conclusion, while satisfaction is vital to loyalty formation, Sociolla must adopt a more holistic approach that addresses emotional and psychological dimensions of customer behavior. Without reinforcing satisfaction with engagement, trust, and seamless experiences, loyalty may remain vulnerable in a competitive and dynamic retail environment.

4. Limitation and Future Research

This study is limited by its focus on a single location—Sociolla Sun Plaza Medan—which may not fully represent the performance or customer perception of Sociolla's omnichannel system across other regions or store formats. The

sample also predominantly consisted of younger consumers, whose digital behavior, responsiveness to trends, and sensitivity to interface usability may differ significantly from older demographics. Additionally, the use of cross-sectional and self-reported data may not accurately capture long-term loyalty patterns or actual behavioral outcomes.

Future research should explore multiple Sociolla locations or benchmark competitors to identify broader industry trends and consumer expectations. A longitudinal approach would help assess how loyalty and satisfaction evolve over time, especially as the omnichannel system matures. Researchers are also encouraged to investigate deeper psychological and emotional variables—such as brand attachment, perceived personalization, and community engagement—as potential moderators or mediators in the satisfaction–loyalty relationship, especially in industries like beauty retail where emotional resonance plays a critical role.

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