

FACTORS INFLUENCING OMNI-CHANNEL EXPERIENCE AND ITS IMPACT ON BRAND LOVE AND CUSTOMER LOYALTY

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ABSTRACT

This study focuses on the Omnichannel Strategy, which is necessary to enhance brand love and its impact on customer loyalty in fulfilling consumer satisfaction with the experience of purchasing food at Padang restaurants. The purpose of this study is to determine the influence of channel service configuration, integrated interaction, and customer empowerment on the omni-channel experience; to analyze the effect of the omni-channel experience on brand love; and to analyze the effect of brand love on customer loyalty. This research serves as a development of previous similar studies that have not extensively explained the research object of online market customers who purchase Padang food through online markets in Tangerang. The contribution of this study is expected to provide information at both the theoretical level of marketing management and in practical marketing strategies that have a positive impact on consumers as well as the consumers studied. Data collection in this study was conducted using a survey method, in which questionnaires were distributed online. Respondents were selected using a purposive sampling method targeting Padang restaurant customers who purchased Padang dishes through GoFood in Tangerang. For the analysis, the Variance-Based Structural Equation Modeling (PLS-SEM) method was employed using the SmartPLS application. The results of this study have proven a positive influence between channel service configuration, integrated interaction, and customer empowerment on the omni-channel experience. Furthermore, the omni-channel experience was also found to affect brand love, and ultimately, brand love influences both behavioral loyalty and attitudinal loyalty.

Keywords – *Attitudinal Loyalty, Behavioral Loyalty, Brand Love, Channel Service Configuration, Customer Empowerment, Integrated Interaction, Omnichannel Experience*

INTRODUCTION

The development of information technology has transformed how humans interact with each other and with organizations (Gerea et al., 2021b). This phenomenon is closely related to the use of the internet, mobile devices, social media, and other digital communication tools. Furthermore, such development has emphasized the increasing importance of implementing both multichannel strategies, in which each channel operates independently without integration, and omnichannel strategies, in which all channels are interconnected (Verhoef, Kannan, and Inman, 2015). The current progress highlights the necessity of integrating information from various channels to minimize data inconsistency and enhance seamless experiences through such integration. Therefore, companies must shift their strategies from multichannel to omnichannel approaches (Shi et al., 2020). Ultimately, adopting an omnichannel experience strategy is essential as it enhances customer loyalty, purchase intention, and word of mouth (Cuesta-Valiño et al., 2023).

In stores that implement an omnichannel experience strategy, it is crucial to consider how channel service configuration, inter-channel integration, and customer empowerment influence the omni-channel experience (Alexander and Blazquez Cano, 2020; Gao and Huang, 2021; Le and Nguyen-Le, 2020; Mishra et al., 2023). Furthermore, regarding customer experience, the store environment plays a significant role in shaping how such experiences occur. For instance, in a physical store, customer experiences—such as affective experiences characterized by feelings of happiness, coolness, or comfort—may arise when interacting with elements such as air conditioning (Bustamante and Rubio, 2017).

When examining the relationship between the store environment and omnichannel strategy, it can be concluded that channel service configuration in the omni-channel context is greatly influenced by the differences in store environments (Paz and Delgado, 2020). This is because omnichannel refers to integration among all channels, and each channel naturally operates within different environments. For example, the physical aspects of online and offline channels differ: in online settings, customers interact with screens on mobile phones or computers, whereas in offline settings, they encounter tangible elements such as air conditioning and in-store displays (Piotrowicz and Cuthbertson, 2018).

In addition to channel service configuration, the differences between channels determine the varying effects of inter-channel integration on customer experience. Inter-channel integration involves the flow of data and information, the movement of goods, and full visibility across all integrated channels (Piotrowicz and Cuthbertson, 2018). For example, the flow of information between online and offline channels differs, and such discrepancies result in varied experiences across channels (Kembro and Norrman, 2019).

Regarding customer empowerment, it has been shown to positively affect higher customer satisfaction, improved service quality, and enhanced service development of products (Auh et al., 2019). Customer empowerment also demonstrates a strong positive effect on customer retention, both in physical and digital environments within the omnichannel framework (Mishra et al., 2023). Ultimately, a good customer experience further enhances brand love and customer loyalty (Kim, Park, and Jeon, 2021; Mostafa and Kasamani, 2021).

Previous studies have examined the effects of customer empowerment (Gerea et al., 2021; Le & Nguyen-Le, 2020; Rahman et al., 2022; Saghiri & Mirzabeiki, 2021; Yakhlef & Nordin, 2021), channel service configuration (Gao and Fan, 2021; Gao and Huang, 2021; Liu et al., 2019), and integrated interaction (Gao and Huang, 2021; Le and Nguyen-Le, 2020; Mishra et al., 2023; Saghiri and Mirzabeiki, 2021) on the omni-channel experience. Additionally, several studies have analyzed the influence of the omni-channel experience on customer experience and customer loyalty (Anggara, Ratnasari, and Osman, 2023; Khan, Mohammad, and Muhammad, 2021; Kim et al., 2021; Na et al., 2023; Safeer, He, and Abrar, 2020; Santos and Schlesinger, 2021). However, only a few have examined this topic within the research context of online market customers who purchase Padang food through online platforms in the Jabodetabek area.

This study aims to determine the influence of channel service configuration, integrated interaction, and customer empowerment on the omni-channel experience. Furthermore, it examines the effect of the omni-channel experience on brand love, as well as the effect of brand love on customer loyalty among online market users.

LITERATURE REVIEW

Channel Service Configuration

Channel service configuration refers to how companies serve customers in terms of the design, capabilities, roles, and functions that exist across multiple channels. This is reflected in how companies configure their channels, such as defining which services are offered through which channels, which is closely related to the effectiveness and success of the omnichannel strategy (Verhoef, Kannan, and Inman, 2015). In addition, channel service configuration can also relate to how specific objectives are linked to particular channels—for example, using online platforms for information searching while offline channels are used for purchasing (Beck and Rygl, 2015). Hübner, Holzapfel, and Kuhn (2016) emphasize that aligning channel roles with customer expectations can improve operational efficiency and service clarity. Juaneda-Ayensa et al. (2016) suggest that well-configured channels can reduce customer confusion and enhance their sense of control over the shopping process. As noted by Yrjölä (2014), a strategic

configuration of channel services can also minimize inter-channel conflict and support smooth customer transitions across platforms.

Integrated Interaction

Integrated interaction refers to the seamless coordination of customer engagement across various touchpoints to deliver a unified experience. According to Verhoef, Kannan, and Inman (2015), integrated interaction ensures that customer data, preferences, and behaviors are shared across channels to maintain consistency. Lemon and Verhoef (2016) emphasize that customers feel valued when their interactions with a brand are continuous and coherent, regardless of the channel used. Pantano and Gandini (2017) argue that integrated interaction enables real-time personalization by allowing contextual responses across digital and physical environments. Payne, Frow, and Eggert (2017) highlight that such integration supports relational continuity, which is essential for building trust and long-term engagement. Shen et al. (2018) provide empirical evidence that integrated customer interactions enhance satisfaction and loyalty by minimizing friction and redundancy during channel transitions.

Customer Empowerment

Customer empowerment refers to the process of granting customers greater control, choice, and influence in their interactions with a brand. According to Spreitzer (1995), empowerment enhances an individual's self-efficacy perception, which in turn increases satisfaction and engagement. In the retail context, Nambisan and Nambisan (2008) explain that empowering customers through digital tools—such as reviews, customization options, and access to information—enables them to co-create value. Verhoef et al. (2015) argue that the omnichannel strategy supports empowerment by allowing customers to freely switch between channels and choose their preferred purchasing paths. Zhang et al. (2016) found that empowered customers are more likely to demonstrate loyalty and spread positive word-of-mouth, particularly when they feel that their opinions influence brand decisions. Labrecque et al. (2013) note that empowerment in marketing should be strategically managed to balance customer autonomy with brand control.

Omni-Channel Experience

The omni-channel experience refers to a smooth and integrated customer journey across multiple channels, both online and offline. Verhoef, Kannan, and Inman (2015) define it as the coordinated management of customer touchpoints to deliver a unified brand experience. Lemon and Verhoef (2016) emphasize that a successful omnichannel experience requires consistency, personalization, and continuity throughout the customer journey. According to Hübner, Holzapfel, and Kuhn (2016), companies must align their internal operations and channel strategies to meet customer expectations in an omnichannel environment.

Piotrowicz and Cuthbertson (2014) highlight that technology plays a crucial role in enabling real-time data sharing, which supports the delivery of responsive and coherent services across all channels. Juaneda-Ayensa et al. (2016) found that a well-executed omnichannel experience positively affects customer satisfaction, trust, and purchase intentions.

Brand Love

Brand love is a strong emotional attachment between consumers and a brand, characterized by feelings of intimacy, deep understanding, and a desire for intense interaction with the brand (Wallace et al., 2022). Consumers who experience brand love tend to view the brand as a caring partner that understands their needs (Juhaidi et al., 2024). This bond generates emotional excitement, long-term loyalty, and active engagement in supporting and recommending the brand to others (Rahman et al., 2021). Moreover, brand love can influence impulsive behavior and strengthen customer commitment even amid intense market competition (Safeer et al., 2020).

Behavioral Loyalty

Behavioral loyalty refers to the tendency of customers to consistently make repeat purchases from a particular brand or retailer (Rahman et al., 2021). This form of loyalty differs from attitudinal loyalty in that it emphasizes observable patterns of repeated consumption (Song & Kim, 2022). Although behavioral loyalty does not always reflect emotional attachment, it remains a critical indicator for customer retention efforts (Ding & Hong, 2025). Additionally, measuring behavioral loyalty helps predict potential future revenue and identify high-value customers (Zhang et al., 2020). A comprehensive understanding of customer loyalty should therefore include both behavioral and attitudinal dimensions (Al Abri et al., 2023). Behavioral loyalty is also influenced by external factors such as promotions or ease of access, which may not necessarily represent genuine brand preference (Saini & Singh, 2020).

Attitudinal Loyalty

Attitudinal loyalty refers to customers' psychological commitment and positive feelings toward a brand, extending beyond mere repeat purchases (Zikienė et al., 2024). This form of loyalty includes emotional attachment, preference, and willingness to recommend the brand to others (Sánchez-del-Río-Vázquez et al., 2025). Attitudinal loyalty is considered essential for creating long-term customer value, as emotionally loyal customers tend to remain faithful even after minor service failures (Na et al., 2023). Understanding this dimension helps companies uncover the psychological motivations underlying consumer purchasing behavior (Saini & Singh, 2020). This type of loyalty can also drive repurchase decisions even when more attractive offers from competitors exist (Khamitov et al., 2019). Furthermore, attitudinal loyalty is viewed as a strong

predictor of long-term customer retention and willingness to recommend the brand to others (Huang, 2017).

HYPOTHESIS OF RELATIONSHIPS AMONG VARIABLES

The Relationship Between Channel Service Integration, Integrated Interaction, and Customer Empowerment with Omni-Channel Experience

Channel service configuration refers to how companies serve customers in terms of design, capabilities, roles, and functions across various channels. This is reflected in the configuration performed within different channels, such as defining which services are offered in each channel. This aspect is closely related to the success and effectiveness of the omnichannel strategy (Verhoef et al., 2015). Moreover, channel service configuration can also relate to how specific goals are assigned to particular channels, such as using online platforms for information search and offline channels for purchasing (Beck & Rygl, 2015). Furthermore, determining the role of each channel is essential. Hübner, Holzapfel, and Kuhn (2016) emphasized that aligning channel roles with customer expectations enhances operational efficiency and service clarity. In addition, Juaneda-Ayensa et al. (2016) suggested that a well-designed channel configuration can reduce customer confusion and increase their sense of control during the shopping process. As noted by Yrjölä (2014), strategic channel service configuration can also reduce inter-channel conflicts and support a seamless customer transition across platforms.

H1. Channel service integration has a positive effect on omni-channel experience.

Integrated interaction involves smooth coordination in customer engagement across various channels, ensuring that interactions occur consistently and are interconnected (Verhoef, Kannan, & Inman, 2015). This integration enables real-time sharing of customer data and preferences, allowing for personalized and contextually relevant responses regardless of the touchpoint used (Lemon & Verhoef, 2016). When customers experience integrated interaction, their perceptions of ease, control, and satisfaction increase significantly (Payne, Frow, & Eggert, 2017). Moreover, integrated interaction reduces obstacles and confusion during transitions between channels, which is crucial for maintaining a seamless omnichannel experience (Pantano & Gandini, 2017). Therefore, integrated interaction becomes a fundamental element in creating a cohesive and satisfying omnichannel journey (Shen, Li, & Wang, 2018). This integrated approach strengthens customer engagement and loyalty by building relational continuity across all channels (Verhoef et al., 2015).

Empirical studies support the positive impact of integrated interaction on the omnichannel experience. For example, Shen et al. (2018) found that companies implementing integrated interaction experienced increased customer

satisfaction and retention. Juaneda-Ayensa, Mosquera, and Sierra Murillo (2016) demonstrated that seamless interaction integration enhances perceived value and trust in omnichannel retailing. Pantano and Gandini (2017) observed that retailers with integrated customer touchpoints provide more personalized and responsive services, thereby improving customer engagement. In addition, Payne, Frow, and Eggert (2017) identified that integrated interaction reduces customer effort, which is strongly associated with improved omnichannel experiences. Piotrowicz and Cuthbertson (2014) also noted that technological integration enabling real-time data sharing is crucial for delivering a seamless omnichannel service. Overall, these findings confirm that integrated interaction positively influences the overall customer experience in omnichannel settings.

H2. Integrated interaction has a positive effect on omni-channel experience.

Customer empowerment refers to enabling customers to have greater control, choice, and influence over their interactions with a brand across multiple channels (Spreitzer, 1995). Empowered customers can personalize their journey, access relevant information, and make decisions according to their preferences, which ultimately enhances their engagement (Nambisan & Nambisan, 2008). In the context of omnichannel retailing, empowerment allows customers to move freely between channels while maintaining control over their shopping experience (Verhoef et al., 2015). This autonomy increases customer satisfaction and trust, as they feel more confident and valued during interactions (Zhang et al., 2016). Furthermore, empowerment reduces perceptions of complexity and frustration, which are key factors in creating a smooth omnichannel experience (Labrecque et al., 2013). Therefore, customer empowerment serves as an important driver in delivering a positive and frictionless omnichannel experience (Verhoef et al., 2015).

Empirical research confirms that customer empowerment has a positive influence on the omnichannel experience. For instance, Zhang et al. (2016) found that empowered customers demonstrate higher satisfaction and loyalty due to enhanced control and personalized service. Nambisan and Nambisan (2008) showed that digital tools promoting empowerment improve the overall shopping experience by enabling better decision-making. Verhoef et al. (2015) observed that companies implementing empowerment strategies across channels achieved stronger customer engagement and retention. Labrecque et al. (2013) reported that perceived customer empowerment reduces frustration during channel switching and increases perceived ease of use. Moreover, Juaneda-Ayensa, Mosquera, and Sierra Murillo (2016) highlighted that empowerment enhances customers' willingness to interact through multiple channels, thus enriching their omnichannel experience. Overall, these studies support the positive role of customer empowerment in enhancing the omnichannel customer journey.

H3. Customer empowerment has a positive effect on omni-channel experience.

The Relationship Between Omni-Channel Experience and Brand Love

Omnichannel experience provides customers with seamless and integrated interactions across channels, fostering a sense of reliability and emotional connection with the brand (Verhoef, Kannan, & Inman, 2015). Consistent and personalized experiences across touchpoints help build trust and deepen relational bonds, which are key elements of brand love intimacy (Lemon & Verhoef, 2016). According to Fournier (1998), emotional closeness arises when customers feel understood and valued by a brand, which is facilitated through a well-executed omnichannel strategy. Brand love intimacy reflects this deep emotional attachment, driven by positive and consistent experiences aligned with customer identity (Batra, Ahuvia, & Bagozzi, 2012). Furthermore, Carroll and Ahuvia (2006) argued that such closeness strengthens loyalty and advocacy by making customers feel personally connected to the brand. Therefore, superior omnichannel experience acts as a catalyst for cultivating brand love intimacy through the formation of emotional bonds and mutual understanding (Albert & Merunka, 2013).

Empirical studies confirm that positive omnichannel experience enhances brand love intimacy. Juaneda-Ayensa, Mosquera, and Sierra Murillo (2016) found that customers interacting seamlessly with brands across channels reported stronger emotional attachment and intimacy. Similarly, Batra et al. (2012) emphasized that consistent and personalized brand interactions reinforce feelings of closeness and understanding. Fournier (1998) demonstrated that customers who perceive brands as relational partners develop deeper emotional connections, which are central to intimacy. Carroll and Ahuvia (2006) proved that such emotional bonds lead to greater brand loyalty and positive word-of-mouth. Albert and Merunka (2013) also found that intimacy in brand love is positively related to customer engagement and advocacy behavior. Collectively, these findings support that omnichannel experience positively affects brand love intimacy through the strengthening of emotional closeness and customer commitment.

Omnichannel experience creates a dynamic and engaging interaction environment that can evoke strong emotional responses from customers, thereby contributing to brand love passion (Verhoef, Kannan, & Inman, 2015). When customers experience seamless, personalized, and enjoyable interactions across channels, their enthusiasm and excitement toward the brand increase (Lemon & Verhoef, 2016). Passion in brand love reflects intense feelings and strong desire toward the brand, which can be stimulated through consistent positive experiences (Batra, Ahuvia, & Bagozzi, 2012). Carroll and Ahuvia (2006) argued that immersive and emotionally rich interactions are key to building passion. Moreover, omnichannel strategies that emotionally engage customers across

various touchpoints can reinforce this passionate attachment (Albert, Merunka, & Valette-Florence, 2008). Therefore, providing superior omnichannel experiences is crucial to igniting and sustaining brand love passion among consumers (Sarkar, 2011).

Empirical studies show that positive omnichannel experiences enhance brand love passion. Juaneda-Ayensa, Mosquera, and Sierra Murillo (2016) found that seamless customer engagement across channels increases emotional arousal and enthusiasm toward brands. Batra et al. (2012) emphasized that consistent and personalized brand interactions strengthen passionate feelings. Carroll and Ahuvia (2006) provided evidence that immersive customer experiences foster strong emotional connections similar to romantic passion. Albert, Merunka, and Valette-Florence (2008) reported that brands with strong omnichannel engagement experience higher levels of excitement and customer attachment. Sarkar (2011) also found that passion driven by emotionally engaging experiences leads to stronger loyalty and advocacy. Overall, these findings confirm that omnichannel experience positively influences brand love passion by increasing emotional intensity and desire toward the brand. Accordingly, the following hypotheses are proposed:

H4. Omni-channel experience has a positive effect on brand love.

The Relationship Between Brand Love and Customer Loyalty

Brand love reflects a deep emotional closeness and understanding between consumers and brands, which drives the formation of strong relational bonds (Batra, Ahuvia, & Bagozzi, 2012). This emotional connection motivates consumers to repeatedly choose the same brand, leading to consistent purchasing behavior, or behavioral loyalty (Carroll & Ahuvia, 2006). Fournier (1998) stated that brand love within brand relationships enhances trust and reduces the likelihood of customers switching to competitors. Albert and Merunka (2013) argued that consumers who feel emotionally close to a brand are more likely to repurchase and are less influenced by external factors. The continuity created by intimate brand relationships strengthens customer commitment, which is a strong predictor of behavioral loyalty (Sarkar, 2011). Therefore, brand love positively affects behavioral loyalty by reinforcing emotional attachment and purchase consistency (Batra et al., 2012).

Empirical studies support the positive impact of brand love on behavioral loyalty. Carroll and Ahuvia (2006) found that consumers with strong emotional bonds show higher repurchase rates. Batra et al. (2012) revealed that intimacy as a component of brand love is significantly correlated with loyalty behavior. Fournier (1998) observed that intimate brand relationships reduce customer attrition and increase repurchase intentions. Albert and Merunka (2013) reported that emotional closeness leads to more frequent and sustained purchasing patterns.

Sarkar (2011) found that customers experiencing brand intimacy demonstrate greater resistance to competitor offers. Overall, these studies confirm that brand love drives behavioral loyalty through strengthened emotional bonds and motivation for repeat purchases.

H5. Brand love has a positive effect on behavioral loyalty.

Brand love intimacy represents the deep emotional closeness and attachment that consumers feel toward a brand, which significantly shapes their attitudes and perceptions (Batra, Ahuvia, & Bagozzi, 2012). This emotional closeness fosters positive feelings, trust, and commitment, which are core components of attitudinal loyalty (Carroll & Ahuvia, 2006). Fournier (1998) argued that intimate brand relationships enhance emotional attachment and increase customers' willingness to recommend the brand. Albert and Merunka (2013) suggested that intimacy generates stronger positive attitudes, making consumers more likely to advocate for and support the brand. Attitudinal loyalty, characterized by psychological commitment and preference, is strengthened by the emotional closeness embedded within brand love (Sarkar, 2011). Therefore, brand love intimacy positively affects attitudinal loyalty through deeper emotional bonds and strengthened positive attitudes toward the brand (Batra et al., 2012).

Empirical studies affirm the positive impact of brand love intimacy on attitudinal loyalty. Carroll and Ahuvia (2006) found that consumers experiencing high levels of brand intimacy exhibit stronger brand preference and more positive attitudes. Batra et al. (2012) showed a significant correlation between intimacy within brand love and measures of attitudinal loyalty. Fournier (1998) observed that emotional closeness increases the likelihood of customer word-of-mouth and advocacy. Albert and Merunka (2013) reported that intimate emotional relationships with brands foster greater psychological commitment. Sarkar (2011) demonstrated that brand intimacy leads to more positive brand evaluations and stronger loyalty intentions. Overall, these findings validate that brand love intimacy enhances attitudinal loyalty through emotional engagement and positive perceptions toward the brand.

H6. Brand love has a positive effect on attitudinal loyalty.

Based on the above hypothesis framework, the research model can be illustrated in Figure 1 below:

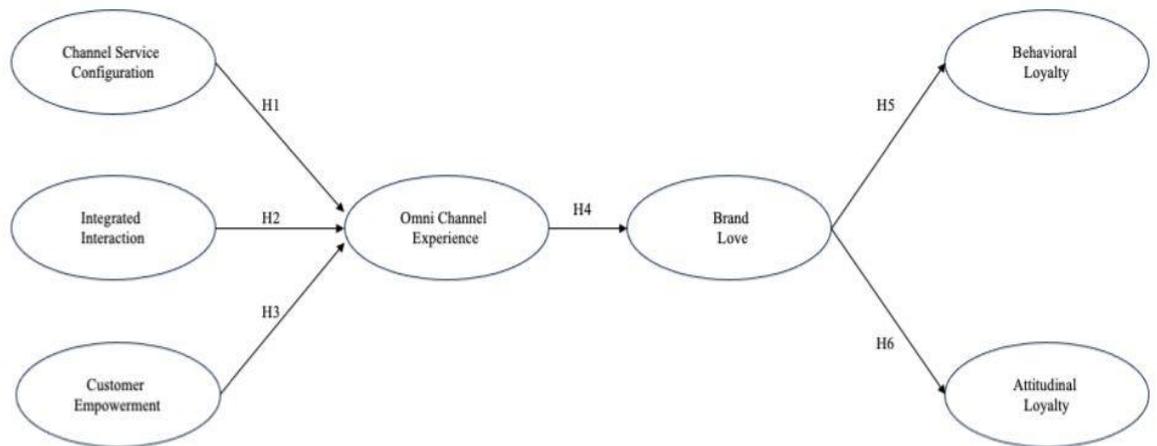


Figure 1. *The Research Model*

METHOD

A survey method was used to collect data. The survey was conducted by distributing online questionnaires. The data were processed using a Likert scale, specifically a five-point Likert scale ranging from 1 to 5. This scale was chosen because it does not require excessively detailed data (Joshi et al., 2015). The unit of analysis in this study is the customer's perception of a brand of a product. The variables used in this study include channel service configuration, integrated interaction, customer empowerment, omnichannel experience, brand love, behavioral loyalty, and attitudinal loyalty. The questionnaire items measuring these variables were adapted from Le and Nguyen-Le (2020) for the variables of channel service configuration, integrated interaction, and customer empowerment. The omnichannel experience variable was adapted from Rahman et al. (2022), while the brand love variable was adapted from Khan et al. (2021). Lastly, attitudinal loyalty and behavioral loyalty variables were adapted from Saini and Singh (2020). In total, 45 measurement items were used.

The population of this study consists of users of online market applications in the Greater Jakarta area (Jabodetabek). The sampling technique employed was purposive sampling. The sampling criteria were as follows: (1) respondents are e-commerce users; (2) respondents have made purchases through the GoFood application; (3) respondents have visited the offline store of the marketplace where they made purchases; (4) respondents purchased Padang food through the application; (5) respondents purchased from stores selling Padang-style cuisine; (6) respondents belong to the millennial or Generation Z cohort; (7) respondents are employed with a stable income; and (8) respondents have visited the corresponding offline store at least once within the past year.

Initially, data were collected from 30 respondents for pilot testing to ensure the validity and reliability of the questionnaire items. The data were analyzed using factor analysis, with reliability tested using Cronbach's Alpha, and validity assessed using the Kaiser-Meyer-Olkin (KMO) measure and the Measure of Sampling Adequacy (MSA). A value greater than 0.7 indicates that the items are both valid and reliable (Hair et al., 2014). Once the measurement instrument was confirmed to be valid and reliable, the final questionnaire was distributed to 250 respondents.

The total number of respondents was determined following the guidelines for the use of SEM-PLS (Hair, Ringle, & Sarstedt, 2011), which recommend a minimum sample size of 10 times the number of hypotheses tested. Since this study proposed six hypotheses, the minimum required sample size was 60. After data collection, the dataset was analyzed using variance-based Structural Equation Modeling (SEM) with the SMART PLS software. This analysis was conducted to assess the simultaneous relationships among variables.

RESULTS

Out of the total 250 respondents who completed the questionnaire, only 227 (90.8%) met the eligibility criteria as defined by the sampling procedure. Data analysis began with the assessment of convergent validity, discriminant validity, and reliability. In the first stage, *convergent validity* was assessed to determine the extent to which indicators measuring a construct are highly correlated. Two criteria were examined: outer loadings and the Average Variance Extracted (AVE). In this study, all outer loadings were greater than 0.7, and the AVE values exceeded 0.5, indicating good convergent validity.

In the second stage, *discriminant validity* was evaluated to confirm that distinct constructs are indeed different from one another. This was assessed using the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio. The square root of the AVE for each construct was greater than its correlation with other constructs, and the HTMT values were below 0.90, confirming discriminant validity.

In the third stage, *reliability* was examined using composite reliability and Cronbach's Alpha. Composite reliability values above 0.7 indicate good internal consistency, and Cronbach's Alpha values above 0.7 also demonstrate reliability. All variables in this study achieved scores exceeding 0.7 for both measures, confirming that the instrument was reliable.

Finally, the *Standardized Root Mean Square Residual (SRMR)* was examined to assess the overall model fit. SRMR measures the average difference between observed correlations and model-implied correlations. A smaller SRMR value indicates a better fit between the model and the data, with values below 0.08

considered acceptable. The SRMR value in this study was below 0.08, indicating a good model fit. Subsequently, the hypothesis testing (*bootstrapping*) procedure was performed by examining the path coefficients, including the original sample, T-statistics, and P-values. The results of the hypothesis testing are presented in Figure 2 below.

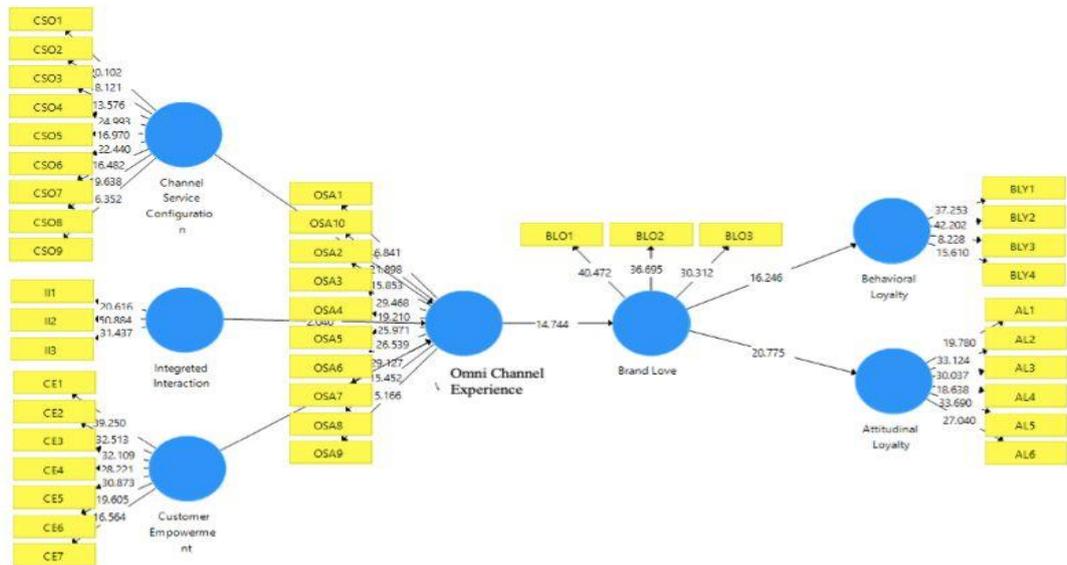


Figure 2. Path Diagram – P Value

Based on the path diagram – P value shown in Figure 2 above, the results of the hypothesis testing for the research model can be summarized as follows:

Table 1. Hypothesis Testing of the Research Model

Hypothesis	Hypothesis Statement	Original Sample	T Statistics (> 1.96)	P Values (< 0.05)	Description
H1	<i>Channel service configuration has a positive effect on the omnichannel experience</i>	0,502	9,510	0,000	Data support the hypothesis
H2	<i>Integrated interaction has a positive effect on the omnichannel experience</i>	0,074	2,056	0,040	Data support the hypothesis
H3	<i>Customer empowerment has a positive effect on the omnichannel experience</i>	0,382	7,322	0,000	Data support the hypothesis

Hypothesis	Hypothesis Statement	Original Sample	T Statistics (> 1.96)	P Values (< 0.05)	Description
H4	<i>Omnichannel experience has a positive effect on brand love</i>	0,745	14,593	0,000	Data support the hypothesis
H5	<i>Brand love has a positive effect on behavioral loyalty</i>	0,718	15,930	0,000	Data support the hypothesis
H6	<i>Brand love has a positive effect on attitudinal loyalty</i>	0,770	20,409	0,000	Data support the hypothesis

Based on Table 1 above, all hypotheses show positive original sample values, T-statistics greater than 1.96, and P-values less than 0.05. This indicates that the data in this study support all the proposed research hypotheses.

DISCUSSION

Channel integration serves as a key element in creating a consistent and efficient omni-channel experience. When information, processes, and systems across various channels—such as physical stores, applications, and websites—are synergistically connected, customers experience a unified and seamless service journey. The operational definition of Channel Service Integration includes information consistency, data synchronization, and system interoperability, all of which enable smooth transitions between channels (Juaneda-Ayensa et al., 2016). Previous studies indicate that such integration enhances customer convenience and strengthens perceptions of service quality (Verhoef et al., 2015; Beck & Rygl, 2015). For instance, the ease of picking up online orders at physical stores reflects a strong integration between online and offline channels. Therefore, channel integration directly contributes to strengthening positive perceptions of the omni-channel experience, particularly within the context of modern retail that relies on cross-channel interactions.

Integrated interaction plays an essential role in creating a cohesive omni-channel experience. When customers can communicate seamlessly with companies through various channels—such as social media, customer service, or mobile applications they perceive continuity in service that reinforces engagement. Operationally, Integrated Interaction refers to the interconnectedness between communication channels and the organization's ability to track and respond to customer interactions in real time. Previous studies emphasize that aligned communication across channels strengthens customer trust and satisfaction (Cao et al., 2021; Verhoef et al., 2015). For example, when a

customer files a complaint via social media and continues the conversation through live chat without needing to restate the issue, this reflects well-integrated interaction. Such scenarios not only improve service efficiency but also enhance consumers' perceptions of the company's digital competence. Therefore, cross-channel communication integration becomes an essential component in building a superior and sustainable omni-channel experience.

Customer empowerment directly contributes to the creation of a positive omni-channel experience. When customers are given the flexibility to choose service channels, set communication preferences, or provide real-time feedback, they feel more valued and in control of the service process. In the omni-channel context, this is reflected in the customer's ability to switch between channels smoothly according to their needs for example, starting a transaction on a website and completing it via an app or chat service. The operational definition of customer empowerment emphasizes aspects of control, participation, and confidence in service interactions, which in turn enhance customer comfort and satisfaction across channels. Previous literature affirms that active customer participation enriches service experiences because customers feel personally involved (Spreer & Gutknecht, 2015; Prahalad & Ramaswamy, 2004). For instance, a "click and collect" feature that allows customers to choose pickup time and location enhances feelings of control and efficiency. Thus, customer empowerment becomes a crucial factor in creating an adaptive and user-centered omni-channel experience.

A consistent and enjoyable omni-channel experience can strengthen customers' emotional attachment to a brand. When customers experience seamless transitions between online and offline channels such as starting a product search through an app and completing the purchase in-store without barriers they tend to form positive perceptions and comfort toward the brand. The operational definition of Omni-channel Experience emphasizes convenience, service integration, and ease of navigation across channels. Previous studies indicate that superior customer experiences directly contribute to the formation of brand love, as service consistency fosters closeness and emotional satisfaction (Carroll & Ahuvia, 2006; Batra et al., 2012). For example, when an app sends personalized notifications about the availability of a customer's favorite product in a nearby store, the customer feels understood and valued by the brand. This sense of being recognized builds an affective relationship that serves as the foundation for brand love. Therefore, high-quality omni-channel experiences act as a critical catalyst in strengthening emotional bonds between customers and brands.

When consumers exhibit a high degree of brand love, they tend to demonstrate consistent repurchase behaviors toward the brand. Strong emotional

attachment motivates customers to remain loyal even when facing competitive alternatives. In this context, brand love creates an affective relationship that reinforces both the intention and actual behavior of maintaining engagement with the brand. This is reflected in indicators of behavioral loyalty, such as purchase frequency, consistent preferences, and a tendency to recommend the brand to others. Literature shows that love for a brand serves as a powerful driver of loyalty that is not only attitudinal but also behavioral (Batra et al., 2012; Carroll & Ahuvia, 2006). For instance, Apple customers who love the brand continue to purchase new products despite more affordable alternatives. Thus, brand love strengthens behavioral loyalty by fostering emotional bonds that encourage voluntary repeat purchases.

Brand love plays a crucial role in shaping attitudinal loyalty because it creates deep emotional bonds and positive perceptions toward the brand. Customers who love a brand tend to have a strong psychological attachment, showing positive attitudes, pride, and high trust toward it. Attitudinal loyalty is reflected in sustained brand preference and internal commitment to continue using the brand even when alternatives exist. Previous literature states that dimensions of brand love such as emotional closeness, passion, and commitment can reinforce positive perceptions that form the foundation of attitudinal loyalty (Batra et al., 2012; Carroll & Ahuvia, 2006). For example, consumers who admire a brand remain attitudinally loyal because the brand's values align with their personal principles. Thus, brand love strengthens attitudinal loyalty by fostering stable emotional attachment, forming long-term perceptions, and enhancing non-transactional commitment to the brand.

CONCLUSION

This study has demonstrated the positive influence of channel service configuration, integrated interaction, and customer empowerment on omni-channel experience. Furthermore, omni-channel experience has been proven to significantly affect brand love, which in turn influences both behavioral loyalty and attitudinal loyalty. This study has several limitations. First, the research sample was limited to users of online applications in the Jabodetabek area, suggesting that future studies should expand to other regions for broader generalization. Second, this research examined brand love from a general perspective and did not explore its subdimensions intimacy, passion, and commitment in depth. Future studies should therefore analyze these dimensions separately to better understand their relationships with other variables. Third, the study's scope of the omni-channel concept remains relatively narrow. Given that an effective omni-channel strategy relies on an integrated approach connecting all communication and distribution channels both online and offline to create a

consistent, seamless, and personalized customer experience, future research should consider a wider range of channels and how they interact collectively rather than focusing solely on online and offline integration.

The findings of this research indicate that channel service integration is a critical determinant in shaping a consistent omni-channel experience. Therefore, organizations should implement integrated back-end systems, such as unified customer databases, cross-channel interaction histories, and centralized inventory management. Such integration not only enhances operational efficiency but also ensures that every customer touchpoint whether physical or digital has real-time access to the same information. This is essential to create a cohesive and frictionless experience, which is a defining feature of an effective omni-channel strategy.

Furthermore, organizations need to strengthen the dimension of integrated interaction, which emphasizes the harmonization of customer interactions across channels. This can be achieved by developing service architectures that support simultaneous two-way information flow, including integration between chatbots, customer service systems, and point-of-sale platforms. Such coordinated interactions enable customers to transition smoothly between channels for example, purchasing products online and processing returns in physical stores. This system design enhances perceived value and strengthens customer trust in the organization's digital competence.

Another important implication concerns the role of customer empowerment as a driver of omni-channel experience and brand love. Organizations should provide opportunities for customers to participate actively in the service process through self-tracking features, customization options, and digital feedback mechanisms. Empowerment not only enhances customers' sense of control but also strengthens their emotional engagement with the brand. This engagement is vital for building emotional closeness and fostering long-term loyalty, especially in markets where competition is increasingly centered around customer experience.

Finally, the enhancement of brand love directly contributes to the development of both behavioral and attitudinal loyalty. Therefore, management should focus on relational strategies that create symbolic meaning and emotional closeness between the customer and the brand. This can be achieved through storytelling approaches, loyalty reward programs, and social engagement initiatives that reflect customer values and identities. Strategically managing brand love will foster stronger and more sustainable loyalty while reinforcing the organization's competitive position in an increasingly digital market landscape.

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