The Impact of Omnichannel on Customer Satisfaction
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Abstract

Omnichannel strategies have emerged as a result of the considerable impact that the Internet and technological improvements over the past ten years have had on retailing. Customers can purchase through several channels using omnichannel, offering a distinctive and unified shopping experience. Multichannel retailing, which enables customers to use numerous channels independently, is a result of this idea as well as the growth of internet business and e-commerce. The goal of this research is to examine how omnichannel marketing affects consumer happiness. This study investigates the impact of omnichannel on customer satisfaction. It covers how these retail stores went from multichannel to omnichannel, how this affected

the store, and how this move affected consumer satisfaction. Ikea is a leading company in the retail furniture sector, and it is the subject of this empirical study. The researcher was able to gather 307 completed questionnaires. The results showed that the five dimensions of Omnichannel (Channel Consistency, Channel Integration, Social Media, Flexibility, and Operational Logistics Service Quality) have both a significant and a direct relation and impact on customer satisfaction and its dimensions.

Keywords: Digitalization - Omnichannel – Multi-Channel - Customer Satisfaction.

تأثير "Omnichannel" على رضا العملاء

وقد ظهرت استراتيجيات القناة الشاملة نتيجة للتأثير الكبير للإنترنت والتحسينات التكنولوجية على مدى السنوات العشر الماضية على تجارة التجزئة. يمكن للعملاء الشراء من خلال عدة قنوات باستخدام قناة متعددة القنوات، مما يوفر تجربة تسوق مميزة وموحدة. يعد البيع بالتجزئة متعدد القنوات، والذي يمكّن العملاء من استخدام العديد من القنوات بشكل مستقل، نتيجة لهذه الفكرة بالإضافة إلى نمو أعمال الإنترنت والتجارة الإلكترونية. الهدف من هذا البحث هو فحص كيفية تأثير التسويق متعدد القنوات على سعادة المستهلك. تبحث هذه الدراسة في تأثير القناة الشاملة على رضا العملاء. يغطي كيف انتقلت متاجر البيع بالتجزئة هذه من القنوات المتعددة إلى القنوات المتعددة، وكيف أثر ذلك على المتجر، وكيف أثرت هذه الخطوة على رضا المستهلك. إيكيا هي شركة رائدة في قطاع أثاث التجزئة، وهي موضوع هذه الدراسة التجريبية. تمكن الباحث من جمع ٣٠٧ استبيانات مكتملة. أظهرت النتائج أن الأبعاد الخمسة لـ Omnichannel (اتساق القناة، وتكامل القناة، ووسائل التواصل الاجتماعي، والمرونة، وجودة الخدمة اللوجستية التشغيلية) لها علاقة وتأثير كبير ومباشر على رضا العملاء وأبعادها.

الكلمات الرئيسية: التكنولوجيا الرقمية "Omnichannel" القنوات الشاملة – – متعدد القنوات ـ رضا العملاء.

1. Introduction

Originally, Over the past 20 years, the success of online channels and subsequent ongoing digitalization have fundamentally altered both the retail sector and people's way of life. According to (Pentina & Hasty, 2009), The growth of online product research and shopping has reached unparalleled levels as a result of the disruptive development of new technologies, the proliferation of channels and touch-points through which customers can interact with businesses, and the rapid spread of internet access at home. As a result, e-commerce and m-commerce (mobile commerce) have a significant impact on supply chains, and the internet has become a major sales and distribution channel for the sale of goods, particularly fast-moving consumer items. (Johnson & Whang, 2002). Moreover, integration and synergies are now possible through the combination of e-commerce and physical channels, enabling businesses to reach out to a variety of age groups and offer a variety of services through various channels. Greater value for the customer is being produced by online retailing in the form of extra services and significant points of contact with the business. As a result, the number of encounters between customers and retailers tends to increase as the Internet becomes a more dominant link for services. Management as well as consumer behavior will be significantly impacted by the growing success of the internet channel. Omni-channel management aims to enhance customer satisfaction and experience through well-designed logistics systems. It requires internet accessibility, efficient

distribution channels, cross-channel analysis, and product digitization. Benefits include sales growth, cost savings, and value-added services. The system ensures ideal information availability, visibility, and consistency across channels, ensuring customer satisfaction. Omni-channel buying has led to customer dissatisfaction with store experiences, such as long checkout queues and stockouts. Retailers must adapt their strategies to handle this evolving customer behavior, ensuring shorter delivery times.

Nowadays, there is existing research on customer experiences in shopping malls, mainly focusing on service quality and the physical environment from the customer's point of view. Furthermore, despite those studies, most existing studies focus on multichannel marketing. There is a gap in research on the transition from multichannel to omnichannel in the retail sector and discusses it from the retail point of view, which affected customer satisfaction after adopting it in stores. There are few theoretical models that capture customer satisfaction in these retail stores or the effect of digitalization and adopting omnichannel marketing on customer satisfaction. This research is a case study that discussing how these retail stores transitioned from multichannel to omnichannel, how this affected the store, and how this change affected customer satisfaction. and it aims to study the relationship between the use of omnichannel and its effect on customer satisfaction through studying the omnichannel dimensions (channel consistency, channel integration, social

media, flexibility, and operational logistics) and their impact on customer satisfaction and its dimensions (service quality, perceived value, brand reputation, and trust).

2. Omni-channel and Multichannel:

Multi-channel retail has been famous in the last decade, yet presently we are seeing a shift called omni-channel marketing. Omni-channel marketing has a more extensive viewpoint on channels and how customers are impacted and explored through the divert in the pursuit, search, and buying processes. With the appearance of online channels and the progression of digitalization, shopping has changed essentially throughout the past few years. In specific retail markets, online channels have become exceptionally predominant and can be viewed as a troublesome turn of events. To counter these turns of events, numerous retailers have begun using multi-channel techniques. At first, these strategies centered fundamentally on choosing whether to add new channels to the current channel mix or not. Recently, further digitization of marketing and retailing with explicit difficulties has been noticed. (Leeflang, Verhoef, & Dahlström, 2014). Especially with the beginning of mobile channels, tablets, web-based channels, or social media, and the mix and integration of these new channels in online and offline marketing, the retail scene keeps evolving. (Verhoef , Kannan , & In, 2015). Moreover, the significance of multichannel customer management can be attributed to two key factors: advancements in new channel technology, including

telecommunications and storage technology that is more dependable and quicker, as well as the convergence of voice, video, and data. Expectations and requirements of the client: Some (but not all) customers demand that their management be handled more consistently across channels using technology and procedures.

Although it is now simpler to ensure that every channel dealing directly with a specific customer adheres to related, connected processes and has the most recent information on the status of interactions between suppliers and customers, doing so is still not free and can occasionally be difficult due to technical issues. It is important to keep in mind that the businesses for whom multichannel customer management is predicted to have the greatest benefits are also the ones for whom implementing it will be the most challenging. Also, they have the most extensive client bases, the most sophisticated product lines, and the longest history of system development; many of the business-critical systems that enable the customer management process are also rather dated. This holds true, for example, for a large number of businesses in the industrial, logistics, and financial services sectors. (Chopra, 2018)

3. Omni-channel

The omnichannel can be portrayed and described as a superior structure to the multichannel. Everything revolves around conveying a consistent customer experience by giving the customer the freedom of choice. Omnichannel is all about having the client's needs as a starting point and, later, about fostering and developing the

experiences that would fit the ongoing brand (Verhoef , Kannan , & In, 2015). It is vital to mention that the utilization of innovation and technology has a definitive objective and ultimate goal: to give a helpful and pleasant shopping experience to customers. Additionally, a brand really must execute omnichannel if the objective is to achieve long-term positive outcomes through developments that serve the client. The huge element of the omnichannel is to clear out the differences among and between the online and offline experiences (consequentially, acquiring an online in-store shopping experience as well as the other way around) (Hey, 2015).

People effectively use new technologies in their day-to-day lives. Also, the main thing is that they use it for shopping too. With the changes in essential customer behavior, the market rules have changed. This way, the amazing open doors and opportunities for the organization that addresses itself through digital channels continue to rise. Along with the fast development of inexpensive consumer electronics (cell phones and tablets), clients are offered a lot of approaches to shopping and interacting with a brand. (Ahmed, 2021)

Moreover, omnichannel is the next stage for brands in the age of technological advancement and progress. It tends to be characterized as a procedure that conveys and delivers a consistent and seamless client experience, which is accomplished by focusing on customer needs and demands through the different digital and traditional stages that are simply different

from one another. Subsequently, the main objective of making the shopping process pleasant is accomplished. Thus, the brand ought to introduce the brought-together opinions of the customer (rather than a variety of perspectives acquired from the multichannel) (Bennett, 2015). It prompts a reliable brand that gives a perfect, intelligent, and customized experience through the integration of channels, the disposal limits among them, and the accessibility of reliable brand-customer engagement and collaboration. It really means that, through the client journey, a connected interaction can be continued exactly where it left off. Therefore, clients have a decision to make about the platform they need to use at the moment. The entire interaction itself is simple and helpful; each step is a coherent and logical continuation of the past customer steps. (M. Payne, 2017)

4. Dimensions Of Omnichannel:

4.1 Channel Consistency

Since the 1990s, researchers and professionals have been researching the idea of integrated marketing communications (IMC). IMC proponents agree that one of the key principles of the integration approach is message consistency in marketing communications. They point out that contemporary marketing communications use a variety of media and messages, and message consistency in all customer interactions enables the transition from transactions to potential relationships. (Fill, 2000), A wide range of challenges that come up in coordinated

physical and online communication initiatives need to be continually explored. In this way, the perception of consistency in IMC and its impact on customer-brand relationship outcomes have become even more crucial because of the information spillover effect across new and traditional media. The most current research on IMC, in particular, reveals that when businesses want to build and sustain great consumer-brand connections, communication consistency needs to be guaranteed. Accordingly, this is due to the fact that consistency in marketing and media communications is a sign of communication efficiency, which in turn boosts brand equity and promotes enduring brand partnerships. (Seric, ĐurCana , & Skare, 2020)

4.2 Channel Integration

To provide customers with more accessibility, omnichannel advocates the integration of the channels so that they function for them as a single channel: a single purchase can begin in one channel and end in another, or an online purchase can be returned at a physical store, for example. The goal is to get the customer to focus on the brand rather than the channels, which need to be hidden from the client's view.

Therefore, the outcome is increased and expanded customer satisfaction and loyalty. These days, it is essential to know and understand what is going on in a worldwide market with the straightforwardness of data; not the most ideal cost and price are the main components of brand achievement and

success. In this way, to achieve improved results, the most ideal way for a brand to distinguish itself is to work continually on client loyalty and satisfaction**.** (Klede-Schnabel & Bug, 2016)**.** As can be seen, the omnichannel approach is very customer-oriented. The brand shouldn't just know the client and his preferences but also be in a unique discussion with every client, continually examining and assessing the changing requirements, trends, and patterns. Whereas, the key topics that originated from the discussion are the need for channel integration, the effect of mobile technology, the growing role of social media, the evolving role of physical brick-and-mortar stores, the need to adapt to changing customer needs, the tension between customization and privacy, and, finally, the transformation of the supply chain (Peinkofer, Esper, Smith, & Williams, 2019)

4.3 Social Media

Social media has become a booming area of online debate where individuals produce stuff, share it, bookmark it, and network rapidly. All forms of social media offer the chance to introduce oneself and one's goods to active communities and people who might be interested (Roberts & J, 2008). Using technical terms, social media encompasses a number of programs that let users "post," "tag," "digg," "blog," and take other actions. Social media-generated content is a new sort of informational resource that is produced, disseminated, and used by customers who want to inform one another about goods, services, brands,

and issues (Xiang & Gretzel, 2010). Facebook, MySpace, Digg, Twitter, LinkedIn, and Google+ are a few examples. Social media has established trends in a wide range of fields, including politics, technology, the environment, and the entertainment sector, because of its accessibility, speed, and reach. Furthermore, users of social media essentially promote themselves by spreading. Social media is a desirable tool for businesses to sell their goods and services because of its viral nature. The use of social media in marketing is currently growing. Marketers are starting to comprehend how to include social media as part of their customer-reaching strategies and campaigns.

4.4 Flexibility

The ability to manage, resolve, and react to new or changing requirements that arise unexpectedly Flexibility is important in omnichannel retailing because of the large number of options during the process of order fulfillment (Wollenburg, 2019). Due to the length of time between order placement and delivery, retailers are dealing with a larger number of demands that may vary over time. For example, customers may purchase online and pick up at a physical store (Gawor, 2019).Customers may change their minds or recognize other needs throughout this time; therefore, retailers must be flexible to create customer satisfaction. Also, customers benefit from flexibility when retailers are able to address unexpected difficulties and fulfill requests for changes. Customers might, for instance, buy things

that, although they appear to be in stock, are actually out of stock. This is a problem; however, if businesses can find available inventory through other methods, this might be avoided. Another instance of how customers profit from flexibility is when payment options are changed or transactions are canceled. Additionally, as a result of flexibility, the retailer may permit final order confirmation, enabling customers to add, remove, or modify product features. The consumer can also ask for modifications to the delivery locations and time frames. By their very nature, each of these scenarios calls for adaptability. It enables the establishment of a seamless shopping experience in omni-channel retailing. (Yu, 2015)

4.5 Operational Logistics Service Quality

According to (Hoe & Mansori, 2015), quality is the customer's perception of superior products and services. As noted by (Pheng & Rui, 2016), combining services with quality entails both compliance with requirements and the suitability of the service for usage. Service quality is primarily determined by five factors, including (a) tangibles, such as physical facilities, equipment, and personnel appearance; (b) reliability, which is the ability of the business to perform the provided service accurately; (c) responsiveness, which is the company's eagerness to assist customers and provide the best service; and (d) assurance, which is the ability of employees to inspire trust based on competence, credibility, and security. As a result, offering top-notch customer

service is crucial for service businesses to develop customer loyalty, establish a long-lasting competitive advantage, and ensure their profitability and survival. The phrase "perceived service quality" has been developed to quantify the intangible quality of services. It is the outcome of consumer comparisons between expectations and how they feel the service meets those expectations (Hashem & Ali, 2019).

5. Customer Satisfaction

Customer satisfaction is determined by how well the retailer meets the customer's expectations by comparing the expectations and performance in the post-purchase stage (Parasuraman, 1988). For customer satisfaction, "expectations reflect expected performance" during a purchase (Caruana, 2002). The expectancy disconfirmation theory serves as the foundation for this definition. The extent to which needs are addressed and met after the end of a transaction determines customer satisfaction. Customer satisfaction can be seen as the core of all marketing efforts because it mediates the relationship between quality and customer loyalty in the service sector (Hadi, 2016) and because the term "marketing" is primarily concerned with meeting customers' needs and desires (Machleit, 2001). Since the satisfaction rating is highly subjective (Hill M. , 2007), it is an evaluation of how well the retailer meets or exceeds customer expectations (Bashir, 2012). The existence of these omni-channel practices creates interactions among touch points, allowing flexibility in consumer choice. Customized solutions that fulfill

individual orders that were likely to vary in terms of product, payment, delivery, and return are projected to boost satisfaction in return.

Additionally, customer happiness and loyalty are keys to maintaining a competitive edge and differentiating from competitors. Only the most content consumers continue to be reliable clients over time. It has been shown that a higher level of customer loyalty is attained when customer satisfaction is guaranteed, even though the relationship between satisfaction and loyalty is "far from linear" and demonstrates that satisfaction is a required but not sufficient condition to obtain loyalty. (Bashir, 2012) Customer loyalty and satisfaction are positively correlated in omni-channel businesses. Customers who are happy with their purchases are more inclined to recommend them to groups of five to six people. In addition, unhappy customers are more likely to tell 10 more people about their bad experience. Furthermore, it's crucial to understand that many clients won't complain, and this will vary depending on the industry area. Last but not least, if consumers think that handling customer complaints or satisfaction is expensive, they should be aware that acquiring new clients might cost up to 25% more. (Hadi, 2016)

Therefore, after the selling era, the marketing age began focusing on customer happiness and giving the target market greater value than its rivals. The success of any business organization hinges on how happy its consumers are. Customers

always come "first" and are followed by profit whenever a business is just getting off the ground. Companies that are successful in providing complete client satisfaction will continue to hold the top spots in a market. The success of a business depends heavily on its ability to satisfy its customers, and doing so also helps to increase the company's market value. (Hadi, 2016) Customers are typically defined as people who purchase products and services from a market or company that satisfy their needs and desires. Customers buy things to fulfill their financial expectations. As a result, businesses should base their pricing decisions on the product quality that draws in customers and fosters long-term relationships. The company must guarantee that the service is complete and worth the price they are charging. This will bring in more clients and maintain the long-term bond between the client and the business. (Bashir, 2012)

6. Dimensions of Customer Satisfaction

6.1 Service Quality

Services differ from physical items because they are intangible, changeable, generated and consumed simultaneously, and not storable. The best definition of "service" is given by (Grönroos, 2000), who describes it as a process made up of a chain of events (small or large) that are typically, though not always, discovered as a result of interactions between customers and employees or between customers and physical resources or systems that offer solutions to customers' problems. Additionally,

the service was regarded as a consumer assessment of the company's overall superiority and general privilege (Parasuraman, 1988)**.** However, a customer's perception of an e-commerce site's ability to respond to and satisfy his purchasing wants is what determines the service quality of an e-commerce site (Lin, & Sun, , 2009)**.**

6.2 Perceived Value

The idea of "value," which many observers believe to be essential for long-term success, is extensively covered in the literature and frequently included in organizations' missions and vision statements (Sweeney & Soutar, 2001). According to (Hartnett, 1998), those who provide goods or services to the final consumer provide a value that assures complete protection over the long run when they meet people's basic requirements and needs. Businesses should carefully assess what their target consumers value in order to gain an advantage in the market when it comes to the value-oriented approach of consumers.

6.3 Brand Reputation

"Reputation, reputation, reputation, O! I have lost my reputation. I have lost the immortal part of myself, and what remains is bestial" (Shakespeare's Quotation). High brand demand reflects a positive reputation in consumers' minds. A strong asset is a brand that people recognize. The reputation of a brand is crucial. All sides agree that if we can increase variety, we can also get a fairly good price. In order to satisfy client

demand, we must improve our brand's reputation in the community. Brand reputation seeks to establish a positive reputation. Moreover, this requires true quality and keeping its promises. Customers, public relations personnel, and advertising platforms should all be urged to promote good word-of-mouth. "Good news does not become known, but bad news spreads far and wide," as the Chinese proverb puts it. Positive expectations may result from a good reputation, whereas a bad reputation may result in a poor perception of the brand. (Creed & Miles, 1996).

6.4 Trust

(Iacobucci & Hibbard, 1999) defined trust as the desire or intention to rely on a partner who has the courage to exchange, while (Bendapudi, & Berry, , 1997) discovered that trust fosters loyalty and dedication because it lowers the cost of negotiation and allays customers' fears of some suppliers' and service providers' opportunistic behavior. It is described as the anticipated attitude in a situation of purchasing risk that the consumer won't be taken advantage of (Corritore, , Kracher, , & Wiedenbeck, 2003). Also, establishing and preserving enduring customer-brand connections requires trust in the brand. Positive sentiments towards the brand will result from high levels of trust in it. Because they appreciate the brand's dependability intellectually and emotionally, consumers frequently repurchase trusted brands. One of the most significant preconditions for e-WOM is trust. The degree to which a person is

willing to share information and material with others depends on their level of trust.

6.5 Customer Satisfaction and Omnichannel

Customer satisfaction is generally increased by this online-offline link, which is only achievable when both retail outlets and e-commerce websites are utilized (K. Hiraishi, 441-447). The size of the marketing budget has a significant impact on customer satisfaction. These integrated promotions employing emails and catalogs can improve the experience for both online and offline customers. The quantity of emails and catalogs given to customers helps explain channel selection (Ansari, 2008). Accordingly, many retailers still view offline advertising as just a sales-boosting marketing tool. Smart retailers, on the other hand, may increase both in-store and online sales with integrated promotions, and the union of display-related and internet search advertising creates an amazing marketing synergy. (T. Bilgicer, 2015)

Moreover, an integrated communication strategy is now more necessary than ever to boost consumer engagement as a result of the shift to omnichannel marketing (M. Payne, 2017) . In an omnichannel system, retailers must offer a range of alternatives for finding, purchasing, and returning products across online and offline channels. Retailers must maintain product availability while also satisfying varying lead times and keeping track of crucial transaction data (R. F. Handfield, 2013). According to (Fulgoni, 2014), the administration of transaction

information is crucial for offering a variety of services related to transactions, and providing better service will increase consumer satisfaction. Consumers view information search as the most important strategy for assisting them in saving time and effort while purchasing.

7. Research Questions:

- How can Omnichannel dimensions affect Customer satisfaction?
- How can Omnichannel dimensions have an impact on the Service Quality?
- What is the impact of Omnichannel dimensions on the Perceived Value?
- How can Omnichannel dimensions impact on the Brand Reputation?
- What is the impact of Omnichannel dimensions on Trust?

8. Research Objective:

- Understanding the effect of Omnichannel dimensions on Customer satisfaction
- Exploring the impact of Omnichannel dimensions on Service Quality
- Highlighting The impact of Omnichannel dimensions on the Perceived Value
- Illustrating The impact of Omnichannel dimensions on the Brand Reputation

- Understanding The impact of Omnichannel dimensions on Trust

9. Research Hypothesis

The empirical study consists of main hypothesis stated as the following:

H_{1a}: There is a significant impact from Omnichannel dimensions on customer satisfaction.

There are four sub-hypotheses emanate from the main hypothesis of the study which are stated as the following:

$H_{1.1a}$: There is a significant impact from Omnichannel dimensions on service quality.

$H_{1.2a}$: There is a significant impact from Omnichannel dimensions on perceived value.

$H_{1.3a}$: There is a significant impact from Omnichannel dimensions on brand reputation.

$H_{1.4a}$: There is a significant impact from Omnichannel dimensions on brand trust.

10. Research methodology

The purpose of this study is to explain how an established retail organization investigates digitalization and the shift to an omnichannel concept for its current company despite the uncertainty surrounding prospective disruptions, their meanings, and their effects. To achieve this, the article builds on a case study. This empirical study focuses on one top firm in the furniture retail industry: Ikea, the fourth-most valuable retailer in

the world and one of the top companies in the furniture sector. The furniture industry is a typical place for omnichannel shopping. Online sales in this industry are expanding at a rate twice as fast as e-commerce sales overall as customers switch from purchasing in physical stores to doing so online. This is a well-known company in the vibrant retail market of today, where digitalization in particular is causing business actors to reevaluate how they go about conducting business and acquiring customers. (Prassida & Hsu, 2022)

11.Data Collection

The researcher used a population size unknown of Ikea's customers and visitors to get the highest value for the sample size to be presentable to the study population, and the methodology of selecting the sample size is the random sampling technique. The researcher succeeded in collecting 385 responses for the study questionnaire, but she received 78 invalid responses as they were not enrolled in the desired sample of the study, and the final sample size that will be analyzed to obtain the statistical results and used for testing the study hypotheses is 307 valid responses.

12.Descriptive Analysis

The dimensions of the independent variable and the dimensions of the dependent variable will be analyzed in order to determine measures of central tendency like mean, maximum, and minimum values and their measures of dispersion, standard deviation, and coefficient of variation for each variable.

Table (1): The descriptive analysis.

Variable	Minimum	Maximum	Mean	Standard Deviation	Coefficient of Variation
Channel Consistency	1.00	5.00	3.40	1.27	0.37
Channel Integration	1.00	5.00	3.42	1.23	0.36
Social media	1.00	5.00	3.44	1.24	0.36
Flexibility	1.00	5.00	3.39	1.26	0.37
Operational logistics service quality	1.00	5.00	3.47	1.25	0.36
Service Quality	1.00	5.00	3.37	1.23	0.37
Perceived Value	1.00	5.00	3.43	1.25	0.36
Brand Reputation	1.00	5.00	3.56	1.27	0.36
Trust	1.00	5.00	3.37	1.23	0.37
Customer Satisfaction	1.00	5.00	3.44	1.24	0.36

Source: prepared by the researcher from SPSS output

From table (1) it is concluded that:

- All independent dimensions have a minimum value of 1.00 and maximum value of 5.00.
- The independent dimensions Channel Consistency, Channel Integration, Social media, Flexibility, Operational logistics service quality have an arithmetic mean of 3.40, 3.42, 3.44, 3.39, 3.47, respectively, and with a standard deviation of 1.27, 1.23, 1.24, 1.26, 1.25 , respectively. And this value led to a low coefficient of variation of 37%, 36%, 36%, 37%,36%,

respectively. which means that there is a low level of dispersion of values around the arithmetic mean.

- All dependent dimensions have a minimum value of 1.00 and maximum value of 5.00.
- The dependent dimension Service quality, perceived value, brand reputation, trust and customer satisfaction have an arithmetic mean of 3.37, 3.43, 3.43, 3.37 and 3.44, respectively. And a standard deviation of 1.23, 1.25, 1.27, 1.23 and 1.24, respectively. . This value leads to a low coefficient of variation of 37%, 36%, 36%, 37% and 36% respectively. which means that there is a low level of dispersion of values around the arithmetic mean.

13. Test of Responses Reliability

The term reliability generally refers to the consistency of a measure. The statistical approach to estimating reliability varies depending on the purpose of the measure.

Cronbach's alpha test is used to measure the degree of study variables stability, and the following table presents that the stability factor for the sample responsiveness is 99.9%, which means that the responses were very high and stable in that questionnaire.

Table (2) Cronbach's Alpha Reliability test for variables of study.

Dimension	Number of statements	Cronbach's Alpha	$\sqrt{Alpha}$
Channel Consistency	4	0.995	0.997
Channel Integration	11	0.998	0.999
Social media	6	0.999	0.999
Flexibility	4	0.994	0.997
Operational logistics service quality	6	0.999	0.999
Service Quality	9	0.997	0.998
Perceived Value	5	0.997	0.998
Brand Reputation	4	0.996	0.998
Trust	3	0.997	0.998
Customer Satisfaction	4	0.999	0.999

Source: prepared by the researcher from SPSS output.

From table (2), it is concluded that there is a high level of reliability for the responses for each variable, as the Cronbach's alpha test shows a high level of stability as the values for each variable are more than 70%, and also for the trust factor, which is calculated by the square root of the alpha factor, a trust level of more than 90%.

14. Test of Responses Validity

Validity is the extent to which a concept, conclusion, or measurement is well-founded and likely corresponds accurately to the real world based on probability. The validity of a measurement tool is considered to be the degree of probability to which the tool measures what it claims to measure; in this case,

the validity is equivalent to a percent of how accurately the claim corresponds to reality.

Table 3 Validity t-test for study variables

Dimensions and variables	t-test	df	*P-value*
Channel Consistency	46.922	306	0.000
Channel Integration	48.747	306	0.000
Social media	48.413	306	0.000
Flexibility	47.045	306	0.000
Operational logistics service quality	48.607	306	0.000
Service Quality	47.906	306	0.000
Perceived Value	48.143	306	0.000
Brand Reputation	49.145	306	0.000
Trust	47.829	306	0.000
Customer Satisfaction	48.496	306	0.000

Source: prepared by the researcher from SPSS output

The validation t-test was used to measure the extent of statements consistent with the responses in the questionnaire, and from the following table, it is found that the t-test values are all positive and significant as their p-value is equal to 0.0000, which presents a high level of consistency.

15.Correlation Matrix

After applying the test of normality to the main dimensions of the independent variables and the dependent variables of the study, the study variables don't follow the normal distribution, so the Spearman correlation coefficient will be the most appropriate coefficient for determining the strength and direction of the relationship between each two variables. The correlation coefficient

is then tested by a t-test, whose null hypothesis states that correlation does not exist if the test p-value is greater than 0.05.

Table (4): Spearman correlation coefficient for the study variables and dimensions.

Variable	X_1	X_2	X_3	X_4	X_5	Y_1	Y_2	Y_3	Y_4	Y
X_1	1									
P-value	-									
X_2	0.991**	1								
P-value	0.000	-								
X_3	0.994**	0.998**	1							
P-value	0.000	0.000	-							
X_4	0.992**	0.989**	0.995**	1						
P-value	0.000	0.000	0.000	-						
X_5	0.994**	0.997**	0.999**	0.996**	1					
P-value	0.000	0.000	0.000	0.000	-					
Y_1	0.992**	0.998**	0.996**	0.989**	0.994**	1				
P-value	0.000	0.000	0.000	0.000	0.000	-				
Y_2	0.992**	0.997**	0.997**	0.991**	0.998**	0.994**	1			
P-value	0.000	0.000	0.000	0.000	0.000	0.000	-			
Y_3	0.993**	0.993**	0.996**	0.994**	0.997**	0.991**	0.994**	1		
P-value	0.000	0.000	0.000	0.000	0.000	0.000	0.000	-		
Y_4	0.992**	0.998**	0.996**	0.987**	0.994**	1.000**	0.994**	0.991**	1	
P-value	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	-	
Y	0.995**	0.998**	0.998**	0.993**	0.998**	0.997**	0.996**	0.995**	0.997**	1
P-value	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	-

Source: prepared by the researcher from SPSS output

From table (4) it is concluded that:

- There is a direct, strong, and significant relation between the independent dimensions Channel Consistency, Channel Integration, social media, Flexibility, Operational logistics service quality and dependent Variable Customer Satisfaction with correlation coefficient value 0.995, 0.998, 0.998, 0.998, 0.993, 0.998, respectively and *p-value of 0.000.*

16. Multivariate Analysis of Variance (MANOVA) model to test the main hypothesis and its sub-hypotheses:

The following table (5) presents the tests for multivariate population covariance matrices of each dimension of fixed factors (intercept and independent dimensions) in order to test the MANOVA assumption, which states that the population covariance matrices of each group are equal (this is an extension of the homogeneity of variances required for a univariate ANOVA).

Table (5): first sub-hypothesis multivariate tests.

Effect		Value	F-test	Hypothesis df	Error df	*P-value*
Intercept	Pillai's Trace	0.996	16442.66	4	288	0.000
	Wilks' Lambda	0.004	16442.66	4	288	0.000
	Hotelling's Trace	228.370	16442.66	4	288	0.000
Channel Consistency	Pillai's Trace	2.331	27.108	60	1164	0.000
	Wilks' Lambda	0.001	112.333	60	1126	0.000
	Hotelling's Trace	303.153	1447.556	60	1146	0.000
Channel Integration	Pillai's Trace	2.817	27.99	96	1128	0.000
	Wilks' Lambda	0.000	270.28	96	1107	0.000
	Hotelling's Trace	9592.66	27728.77	96	1110	0.000
Social Media	Pillai's Trace	2.49	34.35	56	1168	0.000

	Wilks' Lambda	0.00	172.26	56	1126	0.000
	Hotelling's Trace	711.39	3652.23	56	1150	0.000
Flexibility	Pillai's Trace	2.29	28.01	56	1168	0.00
	Wilks' Lambda	0.00	139.59	56	1126	0.00
	Hotelling's Trace	486.48	2497.54	56	1150	0.00
Operational logistics service quality	Pillai's Trace	2.91	31.26	96	1128	0.00
	Wilks' Lambda	0.00	202.18	96	1108	0.00
	Hotelling's Trace	2552.21	7377.48	96	1110	0.00

Source: prepared by the researcher from SPSS output

From table (5) it is concluded that:

Pillai's Trace, Wilks' Lambda, and Hotelling's Trace tests of homogeneity and normality of the multivariate analysis depending on the F-test for fixed factors (intercept and independent variables) have a *p-value* of 0.000, which is less than 0.05, which means that the intercept, channel consistency, channel integration, social media, flexibility, and operational logistics service quality have a high level of response homogeneity and equal variances for the covariance matrix.

Table (6): Tests of between-dimensions effects

Corrected Model		Type III Sum of Squares	*df*	Mean Square	F-test	*P-value*	R-squared
Channel Consistency	Service Quality	462.000	15	30.800	3304.382	0.000	99.4%
	Perceived Value	475.018	15	31.668	3476.639	0.000	99.4%
	Brand Reputation	488.668	15	32.578	2638.156	0.000	99.2%
	Trust	462.842	15	30.856	3170.442	0.000	99.4%
	Customer Satisfaction	471.033	15	31.402	4055.968	0.000	99.4%

Channel Integration	Service Quality	463.790	24	19.325	5911.650	0.000	99.8%
	Perceived Value	476.382	24	19.849	4350.674	0.000	99.7%
	Brand Reputation	491.581	24	20.483	8497.550	0.000	99.9%
	Trust	464.699	24	19.362	5599.282	0.000	99.8%
	Customer Satisfaction	472.430	24	19.685	6481.742	0.000	99.8%
Social Media	Service Quality	463.139	14	33.081	6140.781	0.000	99.6%
	Perceived Value	476.195	14	34.014	6738.325	0.000	99.6%
	Brand Reputation	490.139	14	35.010	4816.636	0.000	99.7%
	Trust	463.907	14	33.136	5475.347	0.000	99.7%
	Customer Satisfaction	472.439	14	33.746	11628.345	0.000	99.8%
Flexibility	Service Quality	462.606	14	33.043	4580.500	0.000	99.5%
	Perceived Value	474.470	14	33.891	3094.392	0.000	99.3%
	Brand Reputation	489.642	14	34.974	3899.061	0.000	99.4%
	Trust	463.725	14	33.123	4961.459	0.000	99.6%
	Customer Satisfaction	471.031	14	33.645	4357.101	0.000	99.5%
Operational logistics service quality Channel Consistency	Service Quality	462.083	24	19.253	2065.240	0.000	99.4%
	Perceived Value	476.409	24	19.850	4445.618	0.000	99.7%
	Brand Reputation	491.645	24	20.485	9370.619	0.000	99.9%
	Trust	462.306	24	19.263	1612.754	0.000	99.2%
	Customer Satisfaction	472.275	24	19.678	5487.112	0.000	99.4%

Source: prepared by the researcher from SPSS output

<u>From table (6) it is concluded that:</u>

- Fixed factors (Channel Consistency, Channel Integration, Social Media, Flexibility, and Operational Logistics Service Quality), as the *p-value* equals 0.000 for the F-test of the correlated models, and the coefficients of determination for the correlated models between service quality and fixed factors are all above 99%, so the researcher will accept The first sub-hypothesis states that there is a significant impact of omnichannel dimensions on service quality.

- There is a significant effect between the dependent dimension (Perceived Value) and the fixed factors (Channel Consistency, Channel Integration, Social media, Flexibility, and Operational logistics service quality) as the *p-value equals* 0.000 for the F-test of the correlated models, and the coefficients of determination for the correlated models between perceived value and fixed factors are all above 99%, so the researcher will accept the second sub-hypothesis, which states that there is a significant impact from omnichannel dimensions on perceived value.

- There is a significant effect between the dependent dimension (Brand Reputation) and the fixed factors (Channel Consistency, Channel Integration, Social media, Flexibility, and Operational logistics service quality) as the *p-value equals* 0.000 for the F-test of the correlated models, and the coefficients of determination for the correlated models

between brand reputation and fixed factors are all above 99%, so the researcher will accept The third sub-hypothesis states that there is a significant impact of omnichannel dimensions on brand reputation.

- There is a significant effect between the dependent dimension (trust) and the fixed factors (channel consistency, channel integration, social media, flexibility, and operational logistics service quality), as the *p-value* equals 0.000 for the F-test of the correlated models and the coefficients of determination for the correlated models between trust and fixed factors are all above 99%, so the researcher will accept the fourth sub-hypothesis, which states that there is a significant impact from omnichannel dimensions on trust.

- Finally, there is a significant effect between the dependent variable as a whole (customer satisfaction) and the fixed factors (channel consistency, channel integration, social media, flexibility, and operational logistics service quality), as the *p-value* equals 0.000 for the F-test of the correlated models and the coefficients of determination for the correlated models between customer satisfaction and fixed factors are all above 99%, so the researcher will accept the main hypothesis, which states that there is a significant impact from omnichannel dimensions on customer satisfaction.

17.Conclusion

The results showed that all of the dimensions had positive means, indicating that the reliability and validity of the scale were acceptable, which implies that the overall variables of the study were also acceptable. This is a strong hint that the factors being studied will also be related. If retail stores adapt to the interests and needs of their customers, they can offer shoppers an interesting experience. As a result, technology is starting to influence how customers purchase in malls and how satisfied they are with the experience. The participants in this study were either Ikea customers or Ikea visitors. Future research can gather information from different kinds of retail stores and compare its findings with those. Future studies can also gather information from other innovative retail centers that use technology to enhance the consumer experience and analyze its effects on customer satisfaction in various locations and seasons.

18.limitations

Since there are no certainties, every study has certain restrictions and limitations. Some of this study's drawbacks are listed below:

- The researcher discovered that getting the required sample size for the qualitative part was challenging. due to a low level of presence in the researcher's surroundings, which made it challenging to conduct in-depth interviews.
- To the best of the researcher's knowledge, there were few publications and literature reviews on the independent

variable "Omnichannel" that addressed all of its varieties and the factors impacting it.

- To the best of the researcher's knowledge, there were no models or hypotheses that incorporated all the variables under investigation.

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