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The Role of Omnichannel Customer Experience in Strengthening Customer Loyalty

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Abstract: This study aims to examine the role of omnichannel customer experience in strengthening customer loyalty at ETC & Foundation Bandung, an educational institution providing English learning services through multiple service channels. In the digital era, educational service providers increasingly integrate online and offline channels to improve customer experience and maintain long-term relationships with customers. This study employed a quantitative approach using Structural Equation Modeling–Partial Least Squares (SEM-PLS). Data were collected through a questionnaire distributed to 100 respondents who had previously used the services of ETC & Foundation Bandung. The sampling technique used was purposive sampling, targeting customers who had interacted with the institution through at least one service channel such as WhatsApp, Instagram, website, or direct visits. The research model examines the relationships between omnichannel customer experience, customer satisfaction, and customer loyalty. The findings are expected to show that integrated and consistent customer experiences across multiple channels can enhance customer satisfaction and ultimately strengthen customer loyalty. This study contributes to the development of service marketing literature, particularly in the context of educational service institutions implementing omnichannel strategies.

Keywords: Omnichannel Customer Experience, Customer Satisfaction, Customer Loyalty

INTRODUCTION

The rapid development of digital technology has significantly transformed the way organizations interact with customers. Businesses and service providers are increasingly integrating multiple communication and service channels to create a seamless customer journey. This integrated approach, commonly known as an omnichannel strategy, allows customers to move smoothly between online and offline platforms while maintaining a consistent experience. In service-based industries, including education and training institutions, the implementation of omnichannel systems has become essential for improving customer

engagement and satisfaction (Moreno-Menéndez et al., 2025; Gao et al., 2025; Garea et al., 2021).

Customer experience has become a critical determinant of organizational success in the modern service economy (Pires et al., 2024). Institutions that provide educational services must ensure that interactions across various platforms, such as websites, social media, messaging applications, and face-to-face communication, are well integrated and user-friendly (Parusheva et al., 2025). A positive and consistent experience across these channels can significantly influence how customers perceive the quality of services provided by an institution.

In the context of service marketing, omnichannel customer experience refers to the overall perception formed by customers when interacting with a service provider through multiple channels. The integration of these channels enables customers to access information, communicate with service providers, and obtain services more conveniently. Previous studies have suggested that well-managed omnichannel systems can enhance the effectiveness of service delivery and improve the overall customer journey (Gao & Fan, 2021; Riaz et al., 2021).

Customer satisfaction is another important factor that determines the sustainability of service organizations. When customers perceive that the services received meet or exceed their expectations, they tend to develop positive attitudes toward the institution. According to the expectation–confirmation perspective in consumer behavior, satisfaction arises when perceived performance matches or exceeds customer expectations. Satisfied customers are more likely to maintain long-term relationships with service providers and demonstrate supportive behaviors such as repeat usage and positive word-of-mouth communication (Yum & Yoo, 2023; Sun & Pan, 2023).

Customer loyalty is widely recognized as a key indicator of long-term organizational success (Chi & Phan, 2025). Loyal customers tend to continue using the services of a particular organization, recommend it to others, and show resistance to switching to competing institutions. In the education sector, loyalty can be reflected through continued participation in programs, recommendations to friends or family, and positive perceptions toward the institution (Lin & Chen, 2025).

Several studies have highlighted the relationship between customer experience, customer satisfaction, and customer loyalty (Pei et al., 2020; Pires et al., 2025). A positive customer experience is believed to enhance customer satisfaction, which in turn contributes to the development of customer loyalty. However, most previous studies on omnichannel customer experience have primarily focused on retail, e-commerce, and banking sectors. Empirical studies examining the role of omnichannel experience in the context of educational service institutions remain relatively limited, particularly in developing countries where digital service integration is still evolving.

In addition, prior research often examines the direct relationship between customer experience and loyalty without sufficiently exploring the mediating role of customer satisfaction within specific service contexts. As a result, there is still a need for empirical evidence that explains how omnichannel customer experience influences customer loyalty through satisfaction in educational service organizations. Addressing this gap is important because the nature of customer interactions in educational institutions differs from those in traditional commercial sectors, involving longer service relationships and stronger relational engagement.

Table 1. Research Hypotheses

Hypothesis	Description
H1	Omnichannel Customer Experience has a positive effect on Customer Satisfaction.
H2	Omnichannel Customer Experience has a positive effect on Customer Loyalty.
H3	Customer Satisfaction has a positive effect on Customer Loyalty.

H4	Customer Satisfaction mediates the relationship between Omnichannel Customer Experience and Customer Loyalty.
H5	Omnichannel Customer Experience has an indirect effect on Customer Loyalty through Customer Satisfaction.

Based on these considerations, this study aims to analyze the role of omnichannel customer experience in strengthening customer loyalty at ETC & Foundation Bandung, particularly through the mediating role of customer satisfaction. The novelty of this research lies in examining the integration of omnichannel customer experience, customer satisfaction, and customer loyalty within the context of an educational service institution, which has received limited attention in previous studies. By examining these relationships, this research is expected to contribute to the development of service marketing literature and provide practical insights for educational service institutions in designing more effective customer engagement strategies.

METHOD

This study employed a quantitative research approach using a survey method to examine the relationships among *omnichannel customer experience*, customer satisfaction, and customer loyalty at ETC & Foundation Bandung. The research model proposes five hypotheses to test both direct and indirect relationships among the variables. The data analysis method used in this study was Structural Equation Modeling–Partial Least Squares (SEM-PLS), which is suitable for analyzing complex relationships between latent constructs and can be applied to studies with relatively moderate sample sizes.

The population of this study consisted of customers who had used the services of English Tutorial Center (ETC) under ETC & Foundation Bandung. The sampling technique applied was purposive sampling, where respondents were selected based on specific criteria. The criteria for respondents included individuals who had previously used the services of ETC & Foundation Bandung and had interacted with the institution through at least one service channel such as WhatsApp, Instagram, the website, or direct visits. A total of 100 respondents participated in this study.

Primary data were collected through a structured questionnaire distributed to the respondents. The questionnaire used a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The research instrument consisted of several indicators designed to measure three main constructs: *omnichannel customer experience*, *customer satisfaction*, and *customer loyalty*.

Data analysis was conducted using SmartPLS software. The analysis procedure included evaluation of the measurement model (outer model) through tests of convergent validity, discriminant validity, and construct reliability. Furthermore, the structural model (inner model) was evaluated to assess the relationships among variables and to test the five proposed hypotheses. Hypothesis testing was performed using the bootstrapping procedure to determine the significance of the direct and indirect effects among the constructs in the research model.

RESULTS AND DISCUSSION

Structural Model Evaluation

Before testing the hypotheses, the structural model was evaluated using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach with 5000 bootstrapping procedures. Bootstrapping is commonly used in PLS-SEM to assess the significance of path coefficients and test the relationships between constructs (Tama et al., 2023).

The structural model analysis examines the relationships between Omnichannel Customer Experience (OCE), Customer Satisfaction (CS), and Customer Loyalty (CL). Path coefficients, T-statistics, and p-values obtained from the bootstrapping process were used to determine whether the proposed hypotheses are supported.

The significance level applied in this study follows the commonly accepted threshold of $p < 0.05$ with a T-statistic greater than 1.96, indicating that the relationship between variables is statistically significant. These criteria are widely used in service marketing and customer behavior research using PLS-SEM.

Table 2 presents the structural model results obtained from the SmartPLS bootstrapping procedure.

Table 2. Path Coefficient Results

Hypothesis	Relationship	Path Coefficient (β)	T Statistics	P Values	Decision
H1	Omnichannel Customer Experience $\rightarrow$ Customer Satisfaction	0.616	10.810	0.000	Supported
H2	Customer Satisfaction $\rightarrow$ Customer Loyalty	0.681	8.111	0.000	Supported
H3	Omnichannel Customer Experience $\rightarrow$ Customer Loyalty	0.082	0.920	0.357	Not Supported
H4	Omnichannel Customer Experience $\rightarrow$ Customer Loyalty (Indirect via Customer Satisfaction)	0.419	6.102	0.000	Supported
H5	Customer Satisfaction mediates the relationship between Omnichannel Customer Experience and Customer Loyalty	0.419	6.102	0.000	Supported

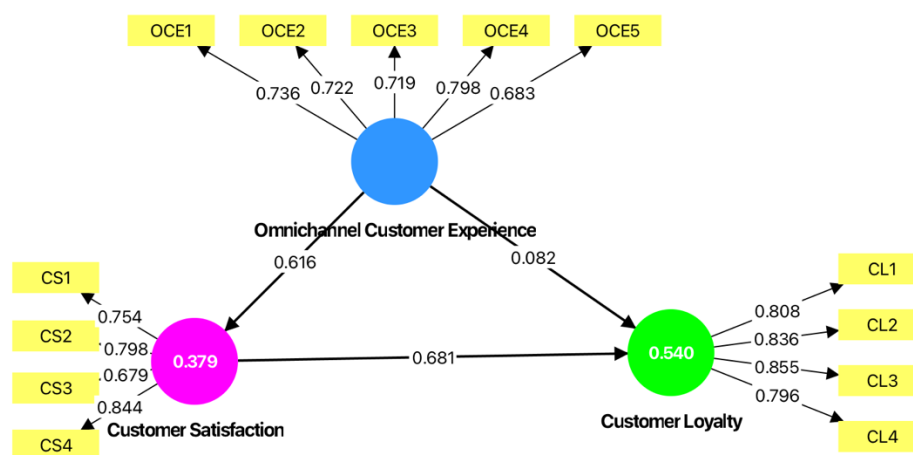


Figure 1. SmartPLS Structural Model / Path Diagram

Hypothesis 1 Effect of Omnichannel Customer Experience on Customer Satisfaction

The results show that omnichannel customer experience has a positive and significant effect on customer satisfaction. The path coefficient value of 0.616, with a T-statistic of 10.810 and p-value of 0.000, indicates that Hypothesis 1 is supported. This suggests that improvements in omnichannel customer experience significantly increase customer satisfaction among ETC & Foundation Bandung users.

Omnichannel customer experience refers to the integration of multiple customer interaction channels such as online communication, messaging platforms, and direct service interaction (Avvad et al., 2025; Chen et al., 2022). When these channels are integrated effectively, customers can experience consistent and convenient service interactions. Such seamless experiences are known to improve perceptions of service quality and satisfaction.

In the context of ETC & Foundation Bandung, omnichannel interaction may include communication through WhatsApp, social media, email, and direct interaction with administrative staff or tutors. When customers can easily obtain information, enroll in programs, or communicate with the institution, their overall experience becomes more positive (Nanta et al., 2025).

These findings support previous studies indicating that integrated service channels improve customer experience and directly influence satisfaction levels. Educational service institutions, therefore, need to design consistent communication and service delivery systems to strengthen positive customer perceptions.

Hypothesis 2 Effect of Customer Satisfaction on Customer Loyalty

The analysis results show that customer satisfaction has a positive and significant effect on customer loyalty. The path coefficient value of 0.681, with a T-statistic of 8.111 and p-value of 0.000, indicates strong statistical support for Hypothesis 2. This finding confirms that satisfied customers tend to demonstrate higher loyalty toward the institution (Yang & Lee, 2022).

Customer satisfaction is generally considered a key determinant of long-term customer relationships. When customers feel that the services they receive meet or exceed expectations, they are more likely to continue using the services and recommend them to others. In the educational service context, satisfaction may arise from various aspects, including the quality of teaching, administrative support, communication responsiveness, and learning outcomes (Sumi & Kabir, 2021). When these elements are delivered effectively, students or participants may develop strong emotional attachment to the institution.

This result aligns with many previous studies in service marketing that demonstrate satisfaction as one of the strongest predictors of customer loyalty. Therefore, institutions such as ETC & Foundation Bandung should continuously monitor customer satisfaction to maintain long-term engagement with students.

Hypothesis 3 Effect of Omnichannel Customer Experience on Customer Loyalty

The results show that omnichannel customer experience does not have a significant direct effect on customer loyalty. The path coefficient value of 0.082, with a T-statistic of 0.920 and p-value of 0.357, indicates that Hypothesis 3 is not supported.

Although omnichannel experience improves customer interaction convenience, the results suggest that such experiences alone may not directly translate into loyalty. Customers may still require a positive emotional evaluation of the service before developing long-term commitment to the organization (Yi et al., 2022).

This finding suggests that customer loyalty is not automatically formed through channel integration or service accessibility. Instead, loyalty tends to develop through the overall evaluation of service outcomes, which are reflected in customer satisfaction levels. Therefore,

omnichannel customer experience may play a more indirect role in influencing loyalty through satisfaction rather than acting as a direct determinant. This implies that institutions should prioritize service quality and satisfaction outcomes when designing customer engagement strategies (Yum & Yao, 2023).

Hypothesis 4 Mediating Role of Customer Satisfaction

Although the direct relationship between omnichannel customer experience and customer loyalty is not significant, mediation analysis indicates that customer satisfaction plays an important intermediary role. The indirect effect calculated from the model is approximately 0.419 (0.616×0.681), indicating a meaningful mediating relationship. This result suggests that omnichannel customer experience contributes to customer loyalty primarily through its influence on satisfaction. When customers experience smooth and integrated service interactions, they become more satisfied, which subsequently encourages loyalty behaviors.

The mediating role of satisfaction is widely supported in service marketing literature. Satisfaction often functions as a psychological evaluation stage where customers assess whether the service experience meets their expectations before forming loyalty intentions (Akdemir & Bulut, 2024).

For ETC & Foundation Bandung, this finding highlights the importance of focusing not only on digital or communication channel integration but also on ensuring that these interactions generate meaningful and satisfying service outcomes for customers.

Theoretical Implications of Omnichannel Customer Experience in Service Marketing

The findings of this study provide important theoretical implications for the service marketing and customer behavior literature. The significant relationship between omnichannel customer experience and customer satisfaction confirms that integrated service channels play an important role in shaping positive customer evaluations. Previous studies have emphasized that well-managed omnichannel systems allow customers to interact with organizations through multiple communication platforms in a seamless manner, which can enhance the perceived quality of services and improve satisfaction (Gao & Fan, 2021; Riaz et al., 2021). In this study, the integration of communication channels such as messaging applications, social media, and direct interaction contributes to more convenient service interactions, which ultimately increases customer satisfaction among ETC & Foundation Bandung users.

Furthermore, the strong relationship between customer satisfaction and customer loyalty is consistent with many studies in service marketing that identify satisfaction as a key driver of long-term customer relationships. Customers who feel satisfied with service quality, communication responsiveness, and overall service outcomes are more likely to maintain continued engagement with the organization and recommend it to others (Yang & Lee, 2022; Sumi & Kabir, 2021). This finding supports the argument that satisfaction functions as an important evaluative stage in the formation of loyalty behavior within service organizations.

The results also show that omnichannel customer experience does not directly influence customer loyalty, indicating that customer loyalty is not automatically created through the availability of multiple service channels. Instead, customers tend to develop loyalty after evaluating whether the service experience meets their expectations and produces satisfactory outcomes (Yi et al., 2022; Yum & Yao, 2023). This finding reinforces the role of customer satisfaction as a mediating mechanism that connects service experience and loyalty behavior. Therefore, omnichannel strategies should be viewed as tools that enhance customer satisfaction rather than direct drivers of loyalty in service organizations.

Managerial Implications for Educational Service Institutions

Beyond hypothesis testing, the findings of this study provide several managerial implications for educational service organizations. The strong relationship between omnichannel experience and satisfaction indicates that institutions should prioritize integrated communication systems that allow students to interact with the institution through multiple convenient channels (Garea et al., 2021).

Educational institutions today operate in a highly competitive environment where students expect responsive and accessible service. By providing consistent experiences across platforms such as messaging applications, websites, and direct service interactions, institutions can enhance overall customer satisfaction. Furthermore, the results emphasize that satisfaction is the key driver of loyalty. This means that organizations should continuously evaluate student feedback, improve service quality, and ensure that learning experiences meet student expectations (Ciuchi et al., 2024).

Ultimately, strengthening satisfaction through effective service design and customer engagement strategies can help institutions such as ETC & Foundation Bandung build sustainable long-term relationships with their students.

Table 3. Final Hypothesis Results

Hypothesis	Relationship	Result
H1	Omnichannel Customer Experience → Customer Satisfaction	Supported
H2	Customer Satisfaction → Customer Loyalty	Supported
H3	Omnichannel Customer Experience → Customer Loyalty	Not Supported
H4	Omnichannel Customer Experience → Customer Loyalty (Indirect Effect through Customer Satisfaction)	Supported
H5	Customer Satisfaction mediates the relationship between Omnichannel Customer Experience and Customer Loyalty	Supported

CONCLUSION

This study aimed to analyze the relationship between omnichannel customer experience, customer satisfaction, and customer loyalty at ETC & Foundation Bandung. The results indicate that omnichannel customer experience has a significant positive effect on customer satisfaction. This finding suggests that when customers experience consistent and integrated interactions across different communication channels, they tend to feel more satisfied with the services provided by the institution.

Furthermore, customer satisfaction was found to have a strong and significant influence on customer loyalty. Customers who are satisfied with the quality of services, communication, and overall learning experience are more likely to continue using the services and recommend the institution to others. This result highlights the importance of maintaining high levels of service quality to strengthen long-term relationships with students or service users.

However, the direct relationship between omnichannel customer experience and customer loyalty was not found to be significant. This indicates that a positive service experience alone may not automatically create loyal customers. Instead, customers tend to develop loyalty after they evaluate their experience and feel satisfied with the services they receive.

Overall, the findings emphasize the important mediating role of customer satisfaction in connecting omnichannel customer experience and customer loyalty. For ETC & Foundation Bandung, improving integrated service channels should be accompanied by efforts to ensure that these experiences lead to positive customer evaluations. By focusing on customer satisfaction, educational service institutions can build stronger customer loyalty and sustain long-term engagement with their students.

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