

EFFECT OF OMNICHANNEL IMPLEMENTATION ON SERVICE QUALITY, CUSTOMER SATISFACTION, AND PERCEIVED VALUE IN INDONESIAN RESTAURANT

Yudhistira Qasthari Putra^{*)1}, Nurdin Sobari^{*)}

^{*)}Department of Management, Faculty of Economics and Business, Universitas Indonesia
Jl. Salemba Raya 4, Jakarta Pusat, DKI Jakarta, 10430, Indonesia

Article history:

Received
2 June 2023

Revised
25 July 2023

Accepted
8 November 2023

Available online
15 January 2024

This is an open access article under the CC BY license (<https://creativecommons.org/licenses/by/4.0/>)



Abstract: Omnichannel in restaurants provides ordering methods through various integrated channels. Customers can place orders using an online platform without waiting for a waiter from a restaurant to help them. Through this method, customers can order food and choose a payment method that affects the customer experience. The research aims to see the effect of omnichannel implementation on consumer behavior in restaurants. The research will examine the relationship between omnichannel implementation and three variables, namely service quality, perceived value, and customer satisfaction. The research method used is quantitative with SEM used to see the relationship between the variables of the study. With this research, it is hoped that knowledge about omnichannel can be better understood academically and practically and that omnichannel can be applied optimally so that it can provide benefits for both business and customers. From the research conducted, it was found that omnichannel influences service quality, perceived value, and customer satisfaction both directly and indirectly. Good omnichannel implementation in restaurants is needed to support the improvement of services that can be offered by restaurants to customers. This research concludes that the application of omnichannel can improve service quality, perceived value, and customer satisfaction in restaurants in Indonesia.

Keywords: omnichannel, restaurant, service quality, customer satisfaction, perceived value

Abstrak: Omnichannel pada restoran menyediakan metode pemesanan melalui berbagai macam kanal yang terintegrasi. Pelanggan dapat melakukan pemesanan menggunakan platform online tanpa menunggu pelayan dari restoran untuk membantu mereka. Melalui metode ini, pelanggan dapat memesan makanan dan memilih metode pembayaran yang dapat memengaruhi pengalaman pelanggan. Penelitian bertujuan untuk melihat pengaruh dari penerapan omnichannel terhadap perilaku dari konsumen pada restoran. Penelitian akan melihat hubungan implementasi omnichannel dengan tiga variabel, yaitu kualitas layanan, nilai yang dirasakan, dan kepuasan pelanggan. Metode penelitian yang digunakan adalah kuantitatif dengan SEM digunakan untuk melihat hubungan antar variabel dari penelitian. Dengan adanya penelitian ini diharapkan pengetahuan tentang omnichannel dapat lebih dipahami secara akademis dan praktis serta omnichannel dapat diterapkan secara optimal sehingga dapat memberikan manfaat baik bagi bisnis maupun pelanggan. Dari penelitian yang dilakukan diperoleh hasil bahwa omnichannel memiliki pengaruh terhadap service quality, perceived value, dan customer satisfaction baik secara langsung maupun tidak langsung. Perlu adanya penerapan omnichannel yang baik pada restoran demi mendukung peningkatan pelayanan yang dapat ditawarkan oleh restoran terhadap customer. Penelitian ini menyimpulkan penerapan omnichannel dapat meningkatkan service quality, perceived value, dan customer satisfaction pada restoran di Indonesia.

Kata kunci: omnichannel, restaurant, service quality, customer satisfaction, perceived value

¹ Corresponding author:
Email: yudhistiraqp@gmail.com

INTRODUCTION

Over time, a multi-channel concept that has succeeded in influencing the behavior of customers through a variety of channels has begun to shift to omnichannel where all forms of channels, both online and offline, work in one unit (C. Li et al. 2021). Omnichannel marketing is a form of marketing strategy where customers can choose to make purchase transactions through various channels both online using various devices and offline by coming directly to an integrated store to enhance the shopping experience (Solomon et al. 2017). In general, multichannel and omnichannel marketing seem to be the same. Both strategies utilize more than one channel to facilitate interaction between customers and businesses. The main difference between these two is the existence of channel integration on omnichannel (Y. Sun et al. 2020). Lately, omnichannel has become one of the focuses of marketing, especially retail (Gibson et al. 2022). The application of omnichannel in retail aims to create a seamless shopping experience by utilizing the combination of offline stores with the amount of information available through online channels (Lazaris et al. 2022). In implementing omnichannel, businesses must be able to ensure that customers can switch between channels in the entire shopping process without any interruptions due to an unequal allocation of resources for each available channel (Shankar & Kushwaha, 2021). Omnichannel is one of the technologies used in the retail business (Solomon et al. 2017). Retailing is a form of business that offers its products or services directly to individual or non-business consumers directly (Marshall & Johnston, 2015). Restaurants offering their products directly to consumers are one of the businesses that adopt the retail business model. Restaurants are inseparable from the implementation of omnichannel. This can benefit customers with increased shopping experience and companies with improvements related to revenue and brand (Sumrit & Sowijit, 2023).

In the business world, many sectors provide products and services to consumers. One of the existing business sectors is food and beverages. One form of business in the food and beverage sector that is often found and has a good structure is a restaurant. A restaurant is a place that provides food for customers to eat out or eat food other than eating at home (Claessens et al. 2023). A restaurant usually has a clear standard and management. Apart from selling products in the form of food and beverages, restaurants also offer services related to the

presentation of the products being sold. In restaurants, the overall experience gained from customers comes from the quality of the food and several aspects in terms of service (Li et al. 2023). The service aspect cannot be underestimated and is an important thing that greatly influences the success of a restaurant (Gunawan et al. 2023). Even though the products offered are of high quality, a restaurant can fail if it has poor service. In providing good service to customers, a restaurant must have certain limits. Providing excessive service aspects can have a negative effect on a restaurant (Sun et al. 2022). Communication with the customer becomes an important thing to ensure the service provided is in accordance with the wishes of the customer himself.

With developments in the food and beverage business or Food and Beverages (FnB), especially in restaurants and omnichannel marketing, restaurants are started to implement omnichannel to maximize the services that can be offered and provided by a restaurant. Several restaurants are starting to apply technology to do omnichannel to provide a different way of ordering for consumers who want to buy products (C. Li et al. 2021). There has been an integration of the ordering system with technology supported by an internet connection (Solomon, 2017). Customers can now order food through an application or website provided by businesses (Chang & Li, 2022). Through the application and website, a menu is provided to choose from as well as a list of orders. After selecting an order, consumers can also pay directly through the application or website using several payment method options provided or go directly to the cashier (Lazaris et al. 2022). In Indonesia, this innovation in the ordering process is something new. At the same time, restaurants also still provide options for how to order in the traditional way where consumers can look at the menu book and order from a willing waiter. Of course, this option is held to serve consumers who still do not understand the new way of ordering or consumers who do not understand technological developments. Even so, implementing omnichannel has the potential to make it easier for consumers to place orders at restaurants.

There are several studies related to omnichannel that have been done before. Research by Cocco & Demoulin (2022) conducted an analysis of the role of omnichannel integration in the seamless shopping journey in the retail context. In addition, there is research from Chang & Li (2022) who also conducted research regarding the seamless experience from omnichannel

in the shopping process. There is a research that assess customer experience during channel switching in omnichannel in the context of retailing (Nguyen et al. 2022). In the context of convenience stores, there is research by Gibson et. al (2022) who analyzed the omnichannel relationship with customer satisfaction. Apart from the direct link between omnichannel and customer satisfaction, customer satisfaction is also influenced by 2 other things, namely perceived value (Matsuoka, 2022) and service quality (Law et al. 2022). These two studies propose a model to look for the relationship between a factor on perceived value and service quality. In practice, omnichannel can be a factor that might affect these two variables. In addition, the two variables are also associated with customer satisfaction. In research by Matsuoka (2022), it was found that perceived value has a significant positive influence on customer satisfaction. Research by Law et al. (2022) also concluded that service quality has a significant positive effect. The research is conducted because no research about omnichannel implementation is found previously, especially in the scope of restaurant as a service provider. In order to evaluate omnichannel implementation, three variables are used, namely service quality, perceived value, and customer satisfaction. These variables are related to customer behavior, so we can evaluate the impact of omnichannel to customers. The research will assess the relationship between omnichannel and these three variables. The goal of the research is to find out if there is effect of omnichannel on service quality, perceived value, and customer satisfaction that can help business to determine proper omnichannel system to be applied to restaurants in order to improve service from restaurants.

METHODS

Perceived value is a parameter that is often used in many studies. Many define perceived value differently. According to (Uzir et al. 2021), perceived value is what the customer wants for a product or service. Another definition of perceived value is the value of an item or service to the customer (Law et al. 2022). Perceived value (PV) is a stable factor. PV is a quality factor attached to the goods or services themselves. PV is also defined as the value received or felt in the consumption process of the product or service used, starting from information search, using the product

or service to the evaluation carried out after using the product or service (Jiang et al. 2022). In addition to the 3 previous definitions, most researchers have the same definition of PV. In general, perceived value is defined as a comparison between the benefits obtained and the costs that must be sacrificed by the customer to obtain and consume a product or service (Laukkanen & Tura, 2022; Touni et al. 2022; Yen et al. 2022; Zhong & Chen, 2023). In the research conducted by (Zhao et al. 2023), positive and significant relationship was found between online and offline channel in the context of omnichannel with consumer perceived value. Therefore, set the hypothesis as follows.

H1: Omnichannel implementation increases the perceived value received by customers.

Service quality is a comparison between customer expectations of the services offered by the business and the performance provided by the business (Law et al. 2022). The higher the performance offered, the better the service quality and vice versa. Expectations also affect the value of service quality. The higher customer expectations will potentially reduce service quality and vice versa. One research about self-service technology (SST) assessed the relationship between SST and service quality in the university. Positive and significant relationship was found between these two (Chikazhe et al. 2023). The concept of SST has some similarity with omnichannel in case of the usage of online channel to help contactless service in retail. Therefore, set the hypothesis as follows.

H2: The application of omnichannel improves the service quality provided by restaurants.

Customer satisfaction is defined as an assessment of a product or service related to the level of pleasure felt when used or consumed by a customer (Matsuoka, 2022). Customer satisfaction can be measured by seeing whether a product or service can achieve or exceed customer expectations (Marshall & Johnston, 2015). In addition, one approach in explaining customer satisfaction is Expectancy-Confirmation Theory (Nilashi et al. 2023) or Disconfirmation of Expectations (Tiganis et al. 2023). Basically, there are three components that play a role in this approach, namely disconfirmation, expectations, and performance (Homburg et al. 2002). Comparison between performance that experienced by customer with expectation can led to pleasure or displeasure (Kuswibowo, 2022). Research conducted by (Law

et al. 2022) found a positive relationship between service quality and customer satisfaction. Therefore, set the hypothesis as follows. Research by (Matsuoka, 2022) assessed the relationship between perceived value and customer satisfaction. Positive relationship was founded between these two. The relationship between omnichannel and customer satisfaction in a convenience store was assessed by (Gibson et al. 2022) and positive effect was founded. Therefore, set the hypothesis as follows

- H3: Improving service quality will increase customer satisfaction.
- H4: Increasing perceived value will increase customer satisfaction.
- H5: Omnichannel implementation increases customer satisfaction.

As shown by Figure 1, relationship between omnichannel and three variables will be search. This relationship can be direct or indirect. Omnichannel has three direct relationships which are service quality, perceived value, and customer satisfaction. Service quality and perceived value also become mediating variable between omnichannel and customer satisfaction. Besides that, this research will also evaluate the relationship perceived value and service quality with customer satisfaction.

The research was conducted using a quantitative method using purposive sampling. The criteria for the selected respondents are belong to Gen Y or Millennials who were born in 1980-2000 (Frye et al. 2020). In

addition, respondents must also have experience ordering food using omnichannel at 5 restaurants, namely McDonalds, Warunk Upnormal, Kimukatsu, Pizza Hut, and Sushi Tei. These five restaurants were obtained by conducting an exploratory study of 30 respondents to ask about restaurants that implemented omnichannel before the research was conducted. Questionnaires were distributed via Google Form containing 28 questions related to research variables from March to May 2023. Answer choices were made on a 7-level Likert scale with 1 being strongly disagree and 7 being strongly agree. The 7-level Likert scale was chosen because it was considered more suitable for online questionnaire distribution (Finstad, 2010). Data from the questionnaire will be processed and used for the research.

Based on Table 1, there are 28 questions to be answered by respondents. Its included 11 questions for omnichannel, seven questions for perceived value, six questions for service quality, and four questions for customer satisfaction. From the data obtained, data processing will be carried out using structural equation modeling (SEM). SEM is an analytical method to see the relationship between constructs by analyzing indicators or observable variables related to the construct in the theoretical framework of the research model (Malhotra, 2010). In SEM, there is a structural model that describes the relationship between independent and dependent variables. From this model, the relationship between the independent and dependent variables will be tested (Hair et al. 2018).

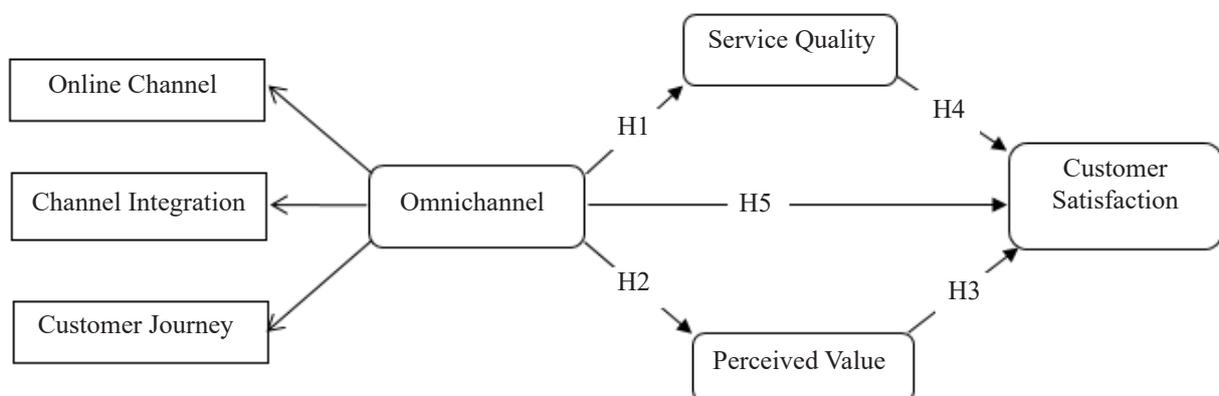


Figure 1. Research model

Table 1. Questionnaire items

Construct	Items	Adapted from
Omnichannel	The restaurant provides an easily accessible online channel for ordering food	Chang & Li (2022); Cocco & Demoulin (2022); Solomon et al. (2017)
	The restaurant provides an online channel for ordering food that is easy to understand	
	The restaurant provides procedures for ordering food through online channels	
	Restaurants provide the option to place orders through online and offline channels	
	Restaurants provide consistent information regarding menu availability on online and offline channels	
	Restaurants provide consistent information regarding menu prices on online and offline channels	
	You have the option to place an order through online channel	
	You have the option to place an order through offline channel	
	You get complete product information when ordering through online channels	
	You get complete product information when ordering through offline channels	
Perceived Value	You can switch between online and offline channels in the order process	Laukkanen & Tura (2022); Touni et al. (2022); Yen et al. (2022); Zhong & Chen (2023)
	The restaurant provides a good quality omnichannel ordering system	
	The restaurant provides an easy-to-use omnichannel ordering system	
	You will not find it difficult when placing an order with the omnichannel ordering system	
	You feel happy when you place an order with omnichannel	
	You feel a new experience when placing an order with omnichannel	
Service Quality	You feel that restaurant food ordering services are faster with omnichannel	Law et al. (2022); Lovelock, (2021); Marshall & Johnston (2015); Matsuoka (2022)
	You feel the benefits are worth the effort when you use the omnichannel ordering system	
	The omnichannel ordering system facility provided by the restaurant looks attractive to use	
	You get accurate orders with an omnichannel ordering system	
	The restaurant is ready to help you when you need help with the ordering process.	
	Waitress at the restaurant helps you kindly when you need help in placing an order	
Customer Satisfaction	You feel happy with the service provided by the restaurant.	Chen et al. (2022); Law et al. (2022); Lovelock (2021)
	You see the restaurant has a good food ordering service	
	You have high expectations with an omnichannel ordering system	
	You feel good service performance with an omnichannel ordering system	
	You rate the performance of the restaurant's service beyond your expectations	
	You are satisfied with the service provided by the restaurant	

RESULTS

Based on Table 2, demographic analysis was carried out on several attributes. The first one is based on gender. From 214 respondents, 58% (125) of the respondents were women. In addition, a behavioral analysis was carried out based on the intensity of eating out where 64% (137) of respondents ate out 1-2 times a week. Most respondents eat out with family and friends. Most of respondents (45%) spend IDR 30,000-IDR 50,000 in one meal out.

The reliability test was carried out by looking at the value of the composite reliability index (CR) and Cronbach's Alpha (CA) of each existing construct. As a limitation, the values of CR (Hair et al. 2018) and CA must be > 0.70 to have sufficient reliability (Jiang et al. 2022; Wang et al. 2022). Table 3 shown that CR and CA values are above 0.7 for all constructs. It means that all constructs have good reliability assessed using composite reliability and Cronbach's Alpha.

Validity tests were carried out using the AVE method and factor loadings. the model considered appropriate for the research objectives, if it fulfill several parameters based on the method used. For the model to be acceptable, the value of the AVE index must be > 0.5 and the factor loadings value is at least > 0.5 or more ideal if > 0.7 (Hair et al. 2018). Based on the result from Table 4 and previously determined limits,

factor loadings for each indicator are considered valid. Meanwhile, on the omnichannel variable, the value of AVE does not fulfill > 0.50. However, this value is still acceptable considering the composite reliability value of 0.901 which fulfill the limit > 0.60 as long as AVE > 0.40 (Huang et al. 2013). Therefore, each variable and indicator are considered valid for research.

Table 2. Respondent profiles

Parameter	Result	Frequency	Percentage
Gender	Laki-Laki	89	42%
	Perempuan	125	58%
Frequency of eating out in a week	1-2	136	63%
	3-5	8	4%
	6-10	57	27%
	>10	13	6%
Expenses in one meal out	IDR 0 - IDR 30,000	39	18%
	IDR 30.000 – IDR 50.000	96	45%
	IDR 50.000 – IDR 100.000	67	31%
	>IDR 100.000	12	6%

Table 3. Reliability Test

Variabel	Composite Reliability	Cronbach's Alpha
Omnichannel	0.881	0.853
Service Quality	0.918	0.892
Perceived Value	0.905	0.876
Customer Satisfaction	0.866	0.798

Table 4. Validity test

Variabel	Indikator	Factor Loadings	AVE	Variabel	Indikator	Factor Loadings	AVE
Omnichannel	OC1	0.767	0.407	Service Quality	PV4	0.844	0.650
	OC2	0.756			PV5	0.548	
	OC3	0.622			PV6	0.754	
	OC4	0.626			PV7	0.817	
	OC5	0.653			SQ1	0.760	
	OC6	0.645			SQ2	0.748	
	OC7	0.693			SQ3	0.786	
	OC8	0.552			SQ4	0.853	
	OC9	0.623			SQ5	0.837	
	OC10	0.541			SQ6	0.847	
	OC11	0.479			Customer Satsifaction	CS1	
Perceived Value	PV1	0.782	CS2	0.845			
	PV2	0.780	CS3	0.805			
	PV3	0.765	CS4	0.849			

Discriminant validity test was performed using HTMT. The value of HTMT must be < 0.85 to be accepted. However, if the two constructs have similar definition as a concept, HTMT value < 0.90 can be accepted (Henseler et al. 2015; Hair et al. 2018). Based on Table 5, HTMT value are below 0.85 for all relationships. It means there are no problems related to discriminant validity.

From Table 6, Omnichannel has a positive and significant influence on Perceived Value. Omnichannel also has positive and significant influence on service quality. On the other hand, Omnichannel has a positive and insignificant influence on Customer Satisfaction. In addition, Perceived Value has a positive and significant influence on Customer Satisfaction. The same thing

also happens to Service Quality which has a positive and significant influence on Customer Satisfaction.

Mediation effects of the research model were also assessed. It can be seen from the indirect effects between omnichannel and customer satisfaction with service quality and perceived value as mediating variable. From Table 7, positive and significant influence from omnichannel on customer satisfaction by mediating service quality and perceived value. Total effects also assessed for all relationships of the model. From Table 8, the total effect of omnichannel on customer satisfaction is positive and significant. On the other hand, the other four relationships do not have indirect effects so that the values of the total effects and the path coefficient are the same.

Table 5. HTMT

	Customer Satisfaction	Omnichannel	Perceived Value	Service Quality
Customer Satisfaction				
Omnichannel	0.725			
Perceived Value	0.828	0.827		
Service Quality	0.768	0.794	0.823	

Table 6. Path coefficient result

Relationship	Path Coefficient	Standard Deviation	T-Values	P-Values
Omnichannel → Customer Satisfaction	0.118	0.102	1.160	0.246
Omnichannel → Perceived Value	0.742	0.036	20.753	0.000
Omnichannel → Service Quality	0.708	0.040	17.728	0.000
Perceived Value → Customer Satisfaction	0.397	0.090	4.418	0.000
Service Quality → Customer Satisfaction	0.325	0.103	3.140	0.002

Table 7. Indirect effects

Relationship	Indirect	P-Values
Omnichannel → Service Quality → Customer Satisfaction	0.230	0.004
Omnichannel → Perceived Value → Customer Satisfaction	0.294	0.000

Table 8. Total effects

Relationship	Total Effects	Standard Deviation	T-Values	P-Values
Omnichannel → Customer Satisfaction	0.524	0.081	6.490	0.000
Omnichannel → Perceived Value	0.782	0.042	18.767	0.000
Omnichannel → Service Quality	0.759	0.049	15.528	0.000
Perceived Value → Customer Satisfaction	0.407	0.090	4.513	0.000
Service Quality → Customer Satisfaction	0.324	0.104	3.100	0.002

Based on the path coefficient (0.742) and p-value (0.000) obtained in Table 6, the relationship between omnichannel and perceived value is positive and significant. These results support hypothesis 1 where the existence of an omnichannel application can increase perceived value. From the tests carried out, a path coefficient value of 0.708 and a p-value of 0.000 is obtained in Table 6 which shows a positive and significant relationship between omnichannel and service quality. These results support hypothesis 2 where the application of omnichannel will improve the service quality of restaurants. Referring to Table 6, the path coefficient value is 0.325 and the p-value is 0.002 from the tests conducted indicating a positive and significant relationship between service quality and customer satisfaction. These results support hypothesis 3 where an increase in service quality will lead to an increase in customer satisfaction. There is a positive and significant relationship between perceived value and customer satisfaction. This is supported by a path coefficient value of 0.397 and a p-value of 0.000 from the test results in Table 6. With these results, it is concluded that hypothesis 4 which shows an increase in customer satisfaction with an increase in perceived value can be accepted. Based on the test results in Table 6, a path coefficient value of 0.118 and a p-value of 0.246 is obtained which indicates a positive but not significant relationship between omnichannel and customer satisfaction. This result causes hypothesis 5 cannot be accepted. However, referring to Table 7 the mediation of service quality and perceived value obtained indirect effects values of 0.230 and 0.294 respectively and p-values of 0.004 and 0.000 which show a positive and significant relationship. With a direct or indirect relationship, a total effect of 0.524 was obtained and a p-value of 0.000 in Table 8 shows an overall positive and significant relationship between omnichannel and customer satisfaction. Overall, omnichannel still have a positive effect to customer satisfaction.

Omnichannel is a strategy that restaurants need to implement. This is because there is a shift from using multichannel to omnichannel which is more integrated (C. Li et al. 2021). This is because with the implementation of omnichannel customers can move from one channel to another both online and offline making it easier for customers to shop (Chang

& Li, 2022). Switching between online and offline channels can be done with good channel integration to form a seamless shopping journey for customers (Cocco & Demoulin, 2022). This should be a concern for restaurants to ensure that the system and channel integration for omnichannel are well formed and have good synergy between online and offline channels (Mimoun et al. 2022). By implementing an effective and efficient omnichannel, service quality, perceived value and customer satisfaction can be improved. With the correct application of omnichannel, restaurants can improve the performance of services which can improve the service quality of restaurants (Chen et al. 2022). Service quality is important for a restaurant because it is an aspect related to long-term service from a restaurant (Lovell, 2021). Therefore, the application of omnichannel needs to be a concern, especially with the many restaurants that have fully implemented omnichannel to help improve service quality. By improving service quality, customer satisfaction can be improved.

Perceived value is a comparison between benefits and costs that are felt by customers in using a product or service (Laukkanen & Tura, 2022). Perceived value will increase with increased benefits and decreased costs. A positive relationship is shown by omnichannel and perceived value. Restaurants need to ensure that omnichannel provides convenience to customers and is not confusing in its use. This is related to increased benefits and reduced costs which help consumers achieve higher perceived value so that customer satisfaction can be increased.

Appropriate omnichannel implementation is also needed to increase customer satisfaction from restaurant services. Omnichannel in the ordering process should help restaurants to improve the performance of restaurant services. This is because customer satisfaction is a comparison between performance and expectations provided by services (Nilashi et al. 2023). The higher the performance given; the higher customer satisfaction will be. In general, customer satisfaction is important for restaurants because it shows whether the customer is happy with the service provided by the restaurant (Matsuoka, 2022). This can cause the customer to get a positive experience of the service from the restaurant.

Managerial Implications

Currently, the application of omnichannel has begun to be widely implemented by restaurants. This is one way to make it easier for customers to order food. Restaurants need to pay more attention to the omnichannel system to ensure the quality of the omnichannel offered. It can be improved by focusing on online channel and ensure the channel integration in order to create a seamless customer journey. With good omnichannel quality, service quality, perceived value, and customer satisfaction can be improved. This is becoming increasingly important considering that many restaurants, which are competitors, are also starting to implement omnichannel. In addition, implementing omnichannel is not the only way to increase perceived value and service quality. Restaurants need to pay attention to other aspects that might be able to support omnichannel in improving service quality and perceived value so that customer satisfaction can be increased. By increasing customer satisfaction, restaurants can get positive responses from customers who have received services from restaurants and can help restaurants to increase profitability.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the research conducted, we can conclude that There is a positive and insignificant direct effect between omnichannel and customer satisfaction. In addition, the relationship between these two variables is significant when mediated by service quality and perceived value variables resulting in a positive and significant total relationship. Therefore, by implementing omnichannel services, restaurants can increase the customer satisfaction they provide. Omnichannel has a positive and significant influence on perceived value and service quality. Therefore, the application of omnichannel can improve the service quality of restaurants and the perceived value of customers who receive restaurant services. Service quality and perceived value each have a positive and significant impact on customer satisfaction. Therefore, an increase in service quality and/or perceived value can increase perceived customer satisfaction.

Recommendations

For further study, there is some recommendation that can be given. The omnichannel concept presented in this study is still in general application. Research can be continued by taking one aspect of omnichannel such as the customer journey. Secondly, there are limitations regarding restaurants that apply omnichannel as a research reference. This can be a bias that may affect the effect of omnichannel on other restaurants that have implemented omnichannel. Research related to omnichannel can be carried out for specific restaurants. Lastly, the effect of the omnichannel is only compared with three variables, namely service quality, perceived value, and customer satisfaction. There are still many other aspects of marketing or consumer behavior that can be seen with the influence of omnichannel.

FUNDING STATEMENT: This research did not receive any specific grant from funding agencies in the public, commercial, or not - for - profit sectors.

CONFLICTS OF INTEREST: The authors declare no conflict of interest.

REFERENCES

- Chang YP, Li J. 2022. Seamless experience in the context of omnichannel shopping scale development and empirical validation. *Journal of Retailing and Consumer Services* 64. <https://doi.org/10.1016/j.jretconser.2021.102800>
- Chen Q, Gong Y, Lu Y, Tang J. 2022. Classifying and measuring the service quality of AI chatbot in frontline service. *Journal of Business Research* 145(February): 552–568. <https://doi.org/10.1016/j.jbusres.2022.02.088>
- Chikazhe L, Bhebhe T, Nyagadza B, Munyanyi E, Singizi T. 2023. The role of self-service technology and graduates' perceived job performance in assessing university service quality. *Quality Assurance in Education* 31(2): 263–280. <https://doi.org/10.1108/QAE-03-2022-0080>
- Claessens IWH, Gillebaart M, Ridder DTDe. 2023. Personal values, motives, and healthy and sustainable food choices: Examining differences between home meals and restaurant meals. *Appetite* 182: 106432. <https://doi.org/10.1016/j.appet.2022.106432>

- Cocco H, Demoulin NTM. 2022. Designing a seamless shopping journey through omnichannel retailer integration. *Journal of Business Research* 150(June): 461–475. <https://doi.org/10.1016/j.jbusres.2022.06.031>
- Gibson S, Hsu MK, Zhou X. 2022. Convenience stores in the digital age: A focus on the customer experience and revisit intentions. *Journal of Retailing and Consumer Services* 68(December 2021): 103014. <https://doi.org/10.1016/j.jretconser.2022.103014>
- Gunawan L, Anggreainy MS, Wihan L, Santy, Lesmana GY, Yusuf S. 2023. Support vector machine based emotional analysis of restaurant reviews. *Procedia Computer Science* 216(2022): 479–484. <https://doi.org/10.1016/j.procs.2022.12.160>
- Hair Jr JF, Black WC, Babin BJ, Anderson RE, Black WC, Anderson RE. 2018. *Multivariate Data Analysis*. Andover: Cengage
- Homburg C, Krohmer H, Cannon JP, Kiedaisch I. 2002. Customer satisfaction in transnational buyer-supplier relationships. *Journal of International Marketing* 10(4): 1–29. <https://doi.org/10.1509/jimk.10.4.1.19549>
- Huang CC, Wang YM, Wu TW, Wang PA. 2013. An Empirical Analysis of the Antecedents and Performance Consequences of Using the Moodle Platform. *International Journal of Information and Education Technology* 3(2): 217–221. <https://doi.org/10.7763/ijiet.2013.v3.267>
- Jiang X, Deng N, Fan X, Jia H. 2022. Examining the role of perceived value and consumer innovativeness on consumers' intention to watch intellectual property films. *Entertainment Computing*, 40(October 2020): 100453. <https://doi.org/10.1016/j.entcom.2021.100453>
- Kuswibowo C. 2022. The effect of service quality and customer value on customer satisfaction at celebrity fitness margo city. *Indonesian Journal of Business and Entrepreneurship* 8(2): 313–323. <https://doi.org/10.17358/ijbe.8.2.313>
- Laukkanen M, Tura N. 2022. Sustainable value propositions and customer perceived value: Clothing library case. *Journal of Cleaner Production* 378(September): 134321. <https://doi.org/10.1016/j.jclepro.2022.134321>
- Law CCH, Zhang Y, Gow J. 2022. Airline service quality, customer satisfaction, and repurchase intention: Laotian air passengers' perspective. *Case Studies on Transport Policy* 10(February): 741–750. <https://doi.org/10.1016/j.cstp.2022.02.002>
- Lazaris C, Vrechopoulos A, Sarantopoulos P, Doukidis G. 2022. Additive omnichannel atmospheric cues: The mediating effects of cognitive and affective responses on purchase intention. *Journal of Retailing and Consumer Services* 64(August 2021): 102731. <https://doi.org/10.1016/j.jretconser.2021.102731>
- Li C, Swaminathan S, Kim J. 2021. The role of marketing channels in consumers' promotional point redemption decisions. *Journal of Business Research* 125(December 2020): 314–323. <https://doi.org/10.1016/j.jbusres.2020.12.026>
- Li H, Yu BXB, Li G, Gao H. 2023. Restaurant survival prediction using customer-generated content: An aspect-based sentiment analysis of online reviews. *Tourism Management* 96(January 2022): 104707. <https://doi.org/10.1016/j.tourman.2022.104707>
- Lovelock C, Wirtz J. 2021. *Service Marketing: People, Technology, Strategy*. Ed. ke-2. New Jersey, New Jersey: World Scientific Publishing
- Marshall WG, Johnston WM. 2015. *Marketing Management*. Ed. ke-2. New York: McGraw-Hill Education
- Matsuoka K. 2022. Effects of revenue management on perceived value, customer satisfaction, and customer loyalty. *Journal of Business Research*, 148(April): 131–148. <https://doi.org/10.1016/j.jbusres.2022.04.052>
- Nguyen AT Van, McClelland R, Thuan NH. 2022. Exploring customer experience during channel switching in omnichannel retailing context: A qualitative assessment. *Journal of Retailing and Consumer Services* 64(March 2021): 102803. <https://doi.org/10.1016/j.jretconser.2021.102803>
- Nilashi M, Abumalloh RA, Samad S, Alrizq M, Alyami S, Alghamdi A. 2023. Analysis of customers' satisfaction with baby products: The moderating role of brand image. *Journal of Retailing and Consumer Services* 73(February): 103334. <https://doi.org/10.1016/j.jretconser.2023.103334>
- Shankar V, Kushwaha T. 2021. Omnichannel marketing: Are cross-channel effects symmetric? *International Journal of Research in Marketing* 38(2): 290–310. <https://doi.org/10.1016/j.ijresmar.2020.09.001>
- Solomon MR, Marshall GW, Stuart EW. 2017. *Marketing: Real People, Real Choices*. Ed. ke-9. New Jersey: Pearson Education.
- Sumrit D, Sowijit K. 2023. Asia Pacific Management Review Winning customer satisfaction toward

- omnichannel logistics service quality based on an integrated importance-performance analysis and three-factor theory: Insight from Thailand. *Asia Pacific Management Review* 28(4): 531-543. <https://doi.org/10.1016/j.apmr.2023.03.003>
- Sun LH, Huang GH, Sann R, Lee YC, Peng YT, Chiu YM. 2022. Too much service? The conceptualization and measurement for restaurant over-service behavior. *Journal of Hospitality and Tourism Management* 53(July): 81–90. <https://doi.org/10.1016/j.jhtm.2022.07.020>
- Sun Y, Yang C, Shen XL, Wang N. 2020. When digitalized customers meet digitalized services: A digitalized social cognitive perspective of omnichannel service usage. *International Journal of Information Management* 54(July 2019): 102200. <https://doi.org/10.1016/j.ijinfomgt.2020.102200>
- Tiganis A, Grigoroudis E, Chrysochou P. 2023. Customer satisfaction in short food supply chains: A multiple criteria decision analysis approach. *Food Quality and Preference*, 104(September 2022): 104750. <https://doi.org/10.1016/j.foodqual.2022.104750>
- Touni R, Kim WG, Haldorai K, Rady A. 2022. Customer engagement and hotel booking intention: The mediating and moderating roles of customer-perceived value and brand reputation. *International Journal of Hospitality Management* 104(May): 103246. <https://doi.org/10.1016/j.ijhm.2022.103246>
- Uzir MUH, Al Halbusi H, Thuramy R, Thiam Hock RL, Aljaberi MA, Hasan N, Hamid M. 2021. The effects of service quality, perceived value, and trust in home delivery service personnel on customer satisfaction: Evidence from a developing country. *Journal of Retailing and Consumer Services* 63(August): 102721. <https://doi.org/10.1016/j.jretconser.2021.102721>
- Yen CH, Tsai CH, Han TC. 2022. Can tourist value cocreation behavior enhance tour leader love? The role of perceived value. *Journal of Hospitality and Tourism Management* 53(129): 133–142. <https://doi.org/10.1016/j.jhtm.2022.10.001>
- Zhao Y, Zhao X, Liu Y. 2023. Exploring the Impact of Online and Offline Channel Advantages on Brand Relationship Performance: The Mediating Role of Consumer Perceived Value. *Behavioral Sciences* 13(1):1–24. <https://doi.org/10.3390/bs13010016>
- Zhong J, Chen T. 2023. Antecedents of mobile payment loyalty: An extended perspective of perceived value and information system success model. *Journal of Retailing and Consumer Services*, 72(January): 103267. <https://doi.org/10.1016/j.jretconser.2023.103267>