

Transforming Indonesia's Omnichannel E-Commerce Strategy: Driving Consumer Channel Choice in The Digital Shopping Era

*Omnichannel Strategy
in Indonesia's E-
Commerce*

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ABSTRACT

The rapid growth of omnichannel retail has transformed consumer shopping behavior by integrating online and offline channels, yet inconsistencies in service, trust, and satisfaction remain critical challenges for retailers. The focus of this study is to find out what influences omnichannel selection intention and word of mouth mediated by perceived trust and satisfaction. Usually using random sampling procedures, quantitative research methods include sending surveys and examining certain populations or samples with quantitative data. Respondents in this study were 270 consumers who had utilized omnichannel services in Indonesia. The results of the study show that omnichannel service convenience and omnichannel congruence have a significant positive effect on perceived trust. Then, omnichannel service convenience and omnichannel congruence have a significant positive effect on satisfaction. Then perceived trust has a significant positive effect on omnichannel selection intention, satisfaction, and word of mouth. Omnichannel service convenience and omnichannel congruence have a significant positive effect on omnichannel selection intention mediated by perceived trust. Omnichannel congruence has a significant positive effect on word of mouth mediated by perceived trust. Satisfaction does not have a significant effect on word of mouth. Omnichannel service convenience has a significant positive effect on word of mouth mediated by satisfaction.

Keywords: *Omnichannel Congruence, Omnichannel Selection Intention, Omnichannel Service Convenience, Perceived Trust, Satisfaction, Word of Mouth.*

ABSTRAK

Pertumbuhan pesat ritel omnichannel telah mengubah perilaku belanja konsumen melalui integrasi kanal online dan offline, namun ketidakselarasan layanan, kepercayaan, dan kepuasan masih menjadi tantangan penting bagi peritel. Fokus penelitian ini adalah untuk mengetahui apa saja yang mampu mempengaruhi omnichannel selection intention dan word of mouth yang dimediasi oleh perceived trust dan satisfaction. Biasanya menggunakan prosedur random sampling, metode penelitian kuantitatif meliputi pengiriman survei dan pemeriksaan populasi atau sampel tertentu dengan data kuantitatif. Responden dalam penelitian ini sebanyak 270 konsumen yang telah memanfaatkan layanan omnichannel di Indonesia. Hasil penelitian menunjukkan bahwa omnichannel service convenience dan omnichannel congruence berpengaruh positif signifikan terhadap perceived trust. Omnichannel service convenience dan omnichannel congruence berpengaruh positif signifikan terhadap satisfaction. Kemudian perceived trust berpengaruh positif signifikan terhadap omnichannel selection intention, satisfaction dan word of mouth. Omnichannel service convenience dan omnichannel congruence berpengaruh positif signifikan terhadap omnichannel selection intention yang dimediasi oleh perceived trust. Omnichannel congruence berpengaruh positif signifikan terhadap word of mouth yang dimediasi oleh perceived trust.

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Kepuasan tidak berpengaruh signifikan terhadap word of mouth. Kenyamanan layanan omnichannel berpengaruh positif signifikan terhadap word of mouth yang dimediasi oleh kepuasan.

Kata kunci: *Kongruensi Omnichannel, Niat Pemilihan Omnichannel, Kenyamanan Layanan Multichannel, Kepercayaan yang Dirasakan, Kepuasan, Mulut ke Mulut.*

INTRODUCTION

The new market reality is challenging retailers as they must compete to provide a consistent shopping experience to savvy and knowledgeable consumers across multiple channels (Mishra et al., 2024). The increase in marketing channels in a multi-channel environment has caused many retailers to begin the process of migrating from mono-channel to multi-channel, with the ultimate goal of becoming omni-channel (Chang & Huang, 2023). The merger of Tokopedia, Shopee, Lazada, Blibli, and e-commerce has recently introduced an omnichannel strategy in the retail industry. Companies that implement omnichannel, which are more directed towards e-commerce, but not all e-commerce companies include omnichannel, are IKEA Indonesia, Tokopedia, Bukalapak, Zara Indonesia, and Starbucks Indonesia (Febrian & Fadly, 2021). As part of an omnichannel strategy, retailers integrate digital and physical channels to provide a combination of offline and online information, allowing consumers to purchase products through traditional or online channels (Bernardo et al., 2024). The relationship between total customer satisfaction and loyalty is further strengthened by the use of multiple channels (Blom et al., 2021; Alisa & Agus, 2025). The impact of different combinations of channel integration on consumer behavior is a recurring research topic both in practice and throughout academia.

The global rise of omnichannel retail reflects a major shift in consumer behavior, with shoppers using physical stores, e-commerce, mobile apps, and social media simultaneously. Leading brands like Amazon, Walmart, and Nike integrate AI, data analytics, and cloud systems to support real-time inventory, digital payments, and cross-platform delivery, while the COVID-19 pandemic accelerated this trend. However, challenges remain, such as inconsistent experiences across channels, limited personalization due to poor data integration, perceived risks in online shopping, and cross-regional differences in infrastructure and consumer preferences.

In Indonesia, omnichannel adoption is growing as consumers demand seamless integration between offline and online services (Mishra et al., 2024). Retailers like Matahari and Indomaret employ Click & Collect, while platforms such as Shopee and Tokopedia enhance logistics and payments. Additionally, social commerce via TikTok and Instagram is expanding (Chen et al., 2022). Yet issues persist, including price and stock inconsistencies, uneven digital literacy (Hsu et al., 2024). Low trust in digital transactions, limited MSME integration, and unstable internet infrastructure (Fitria, 2022; Chang & Huang, 2023; Zhong & Zhong, 2024).

What is obtained from the omnichannel selection intention is that the open framework aims to ensure a consistent omnichannel presence with a smooth customer experience (Sun & Pan, 2023). O-Orchestrated channels which focus on managing various channels (website, mobile application, physical stores, social media, Tokopedia, Shopee, Lazada, Blibli) harmoniously, p-personalized experience management, providing a personalized experience across every channel using customer data for relevant recommendations and interactions, e-efficient operations which ensure fast delivery, easy return management, and responsive customer service, n-network integration which is able to integrate information systems and networks (stock, customer data, preferences) to facilitate easy movement between channels (Zhong & Zhong, 2024). An open application helps ensure that all channels offer a connected experience that is consistent with customer preferences (Bahri et al., 2023).

The novelty of applying the Technology Acceptance Model (TAM) to omnichannel selection intention lies in expanding its traditional constructs of perceived usefulness and

ease of use with variables that capture the unique features of omnichannel systems, such as channel integration, service convenience, and consistency across platforms. This broader framework reflects consumer considerations not only of a single channel's benefits but also of seamless switching, synchronized product data, promotions, and stock availability, while also accounting for contextual factors such as trust, shopping culture, and preferences for services like COD (Saragih et al., 2022). The contribution of this approach is twofold: theoretically, it extends TAM to explain modern consumer behavior in omnichannel ecosystems, and practically, it supports businesses in designing integrated strategies that meet consumer expectations. Moreover, omnichannel selection intention enables firms to identify preferred customer channels and create smoother experiences, while insights from consumer data guide more intelligent decision-making, such as developing features that simplify cross-channel shopping (Hsu et al., 2024; Shamsi et al., 2023). This study aims to examine the factors that influence omnichannel selection intention and word of mouth, with perceived trust and satisfaction serving as mediating variables.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

The Determinants of Perceived Trust and Satisfaction

Omnichannel service convenience represents the ease and comfort experienced by consumers when accessing multiple integrated service channels within a unified system. Previous studies demonstrate a consistent positive relationship between omnichannel convenience and perceived trust, indicating that customers who encounter seamless and efficient service transitions feel more confident in the company's reliability and competence (Chen et al., 2022; Li et al., 2024). High levels of convenience reduce effort, save time, and minimize friction, thereby strengthening trust because customers perceive the firm as capable of delivering dependable service (Chang & Huang, 2023; Bahri et al., 2023; Asante et al., 2025). Similarly, omnichannel congruence, defined as alignment among product suppliers, service providers, and after-sales systems, contributes significantly to building perceived trust (Azizah et al., 2022; Fauzzia et al., 2025). Research shows that when channel integration is consistent, customers believe the provider is professional and well-coordinated, enhancing perceptions of credibility and integrity (Darwin & Mayuree, 2019; Vyt et al., 2022). These findings support the premise that both omnichannel service convenience and omnichannel congruence are critical drivers of perceived trust.

In addition to shaping trust, omnichannel service convenience is found to play a crucial role in determining customer satisfaction. Consumers who experience flexible and efficient access across channels tend to feel satisfied because they face fewer obstacles and perceive that the company values their time and needs (Shamsi et al., 2023; Hidayat et al., 2024; Febriani et al., 2025). Integrated services enhance service quality perceptions, contributing to higher satisfaction levels (Syah & Wijoyo, 2021; Vyt et al., 2022). Likewise, omnichannel congruence strengthens satisfaction by ensuring uniform service delivery, reducing confusion or inconsistency, and creating a seamless customer journey (Li et al., 2024). When customers perceive alignment across touchpoints, their emotional and cognitive evaluations of the service improve, resulting in greater satisfaction. These relationships justify the strategic importance of omnichannel convenience and congruence in enhancing trust and satisfaction.

H1: Omnichannel service convenience has a significant effect on perceived trust.

H2: Omnichannel congruence has a significant effect on perceived trust.

H3: Omnichannel service convenience has a significant effect on satisfaction.

H4: Omnichannel congruence has a significant effect on satisfaction.

The Effect of Perceived Trust

Perceived trust plays a critical role in shaping consumer behavior within omnichannel environments, functioning as a key determinant that strengthens customer engagement

across multiple service touchpoints. Zhong and Zhong (2024) emphasize that trust acts as an essential mechanism that supports effective channel integration and drives sales growth. A strong perception of trust encourages consumers to rely on a company's ability to deliver consistent, secure, and reliable services, which subsequently influences their decision-making process (Blom et al., 2021). Prior studies confirm a significant positive relationship between perceived trust and omnichannel selection intention, demonstrating that customers who trust a company are more likely to utilize its available service channels (Fitria, 2022; Hsu et al., 2024; Li et al., 2024; Jo & Bang, 2024). High trust fosters confidence and perceived safety in digital and offline interactions, increasing the willingness to adopt integrated service systems (Laulita & Dewantara, 2024; Lisnawati et al., 2024).

Perceived trust also contributes significantly to customer word-of-mouth behavior (WoM). Research indicates that trust positively affects customers' intentions to share positive experiences, which enhances corporate reputation and attractiveness (Saragih et al., 2022; Sun & Pan, 2023; Syah & Wijoyo, 2021; Zhong & Zhong, 2024). Customers who perceive high trust tend to recommend a service more confidently, both through direct communication and online platforms (Mahadevan & Joshi, 2022; Maulana et al., 2023). Additionally, perceived trust has been shown to positively influence customer satisfaction, as trust reinforces feelings of safety and comfort when interacting with a service provider (Mishra et al., 2024; Vyt et al., 2022). When customers believe that a company consistently meets their needs with reliable service, their satisfaction increases (Riaz et al., 2022; Rosita, 2024; Rahman et al., 2025). Therefore, perceived trust serves as a major driver of behavioral outcomes, including channel selection, positive WoM, and satisfaction, highlighting its strategic importance in omnichannel management.

H5: Perceived trust has a significant effect on omnichannel selection intention

H6: Perceived trust has a significant effect on word of mouth.

H7: Perceived trust has a significant effect on satisfaction

The Effect of Satisfaction on Word of Mouth

Customer satisfaction is the most crucial issue for both online and offline companies in increasing sales (Hsu et al., 2024). Customer satisfaction is an emotional response in the form of agreement when getting satisfactory results, and as an alternative when getting unsatisfactory results. It is the marketer's job to realize customer perceptions with marketing methods that are interpreted in various ways. The success of a company's long-term competitiveness is closely related to customer satisfaction. Based on research by Syah and Wijoyo (2021), Saragih et al. (2022), Nadason et al. (2024), Prakasa and Wandebori (2024), and Putra et al. (2024), it shows that satisfaction has a significant effect on Word of Mouth (WOM).

When customers are satisfied with their experience in terms of product quality, service, or experience, they are more likely to share their positive experiences with others. This satisfaction fosters a natural desire to recommend products or services to their family, friends, or social networks as a form of appreciation and pleasure for a satisfying experience (Chen et al., 2022). Satisfied customers want to share the good things they experience and, in many cases, feel compelled to help others by recommending reliable companies. As a result, high satisfaction plays a direct role in driving the spread of positive WOM, which is important for expanding a company's reach and enhancing its reputation in the market (Zhong & Zhong, 2024).

H8: Satisfaction has a significant effect on word-of-mouth.

Perceived of Trust and Satisfaction as Mediating Variables

Perceived trust and satisfaction play crucial mediating roles in strengthening the impact of omnichannel practices on customer behavioral outcomes (Febrian & Fadly, 2021). Prior studies highlight that omnichannel service convenience significantly

enhances omnichannel selection intention through perceived trust (Fitria, 2022; Singh et al., 2023). The ability to navigate multiple channels seamlessly increases customer confidence and reduces perceived risk, thereby reinforcing trust in the platform. Perceived trust becomes essential when customers evaluate decisions in complex omnichannel environments, making them more inclined to continuously engage with integrated channels and select the same platform in future transactions (Sjukun, 2024). Similarly, omnichannel congruence significantly affects selection intention via perceived trust, demonstrating that consistency in information, service quality, and visual presentation builds confidence and creates a sense of security in decision-making (Chang & Huang, 2023; Mishra et al., 2024).

Perceived trust also mediates the effect of omnichannel convenience and congruence on word of mouth, where seamless access, uniform experience, and reliability encourage customers to share positive recommendations (Syah & Wijoyo, 2021; Azizah et al., 2022; Sun & Pan, 2023). Furthermore, satisfaction reinforces this relationship, mediating the positive effect of omnichannel convenience and congruence on WOM (Saragih et al., 2022; Butkouskaya et al., 2023; Zhong & Zhong, 2024). A smooth, consistent, and efficient experience enhances satisfaction, which then motivates customers to share favorable feedback (Christiarini et al., 2024; Juliansyach & Christiarini, 2024). Thus, perceived trust and satisfaction function as pivotal mechanisms linking omnichannel strategies to selection intention and word of mouth.

H9: Omnichannel service convenience has a significant effect on omnichannel selection intention mediated by perceived trust.

H10: Omnichannel congruence has a significant effect on omnichannel selection intention mediated by perceived trust.

H11: Omnichannel service convenience has a significant effect on word of mouth mediated by perceived trust.

H12: Omnichannel congruence has a significant effect on word of mouth mediated by perceived trust.

H13: Omnichannel service convenience effect word of mouth mediated by satisfaction.

H14: Omnichannel congruence effect word of mouth mediated by satisfaction.

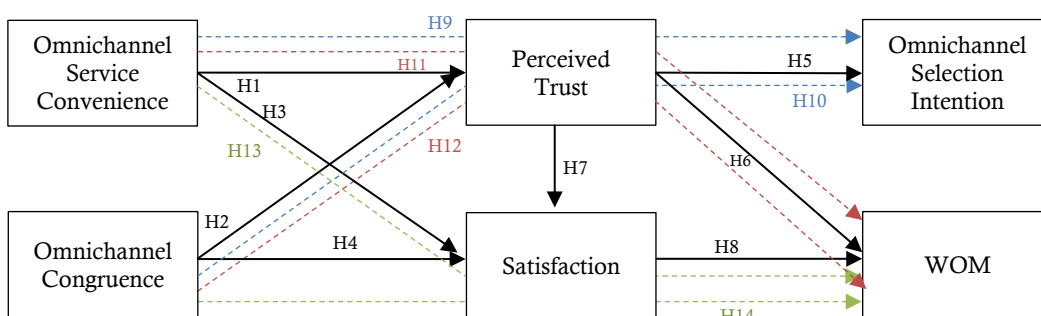


Figure 1. Research Framework

Based on Figure 1, the research framework illustrates how omnichannel service convenience and omnichannel congruence drive customer responses through perceived trust and satisfaction. Both factors are hypothesized to positively influence trust and satisfaction, with trust further enhancing satisfaction, selection intention, and word of mouth. Satisfaction also directly affects word of mouth, emphasizing its role in shaping positive customer behaviors. In addition, service convenience and congruence are proposed to affect selection intention and word of mouth indirectly through trust and satisfaction. This framework highlights that the seamlessness and consistency of omnichannel experiences strengthen trust and satisfaction, which in turn foster higher selection intention and positive word of mouth.

RESEARCH METHODS

This study is a quantitative study that aims to examine the relationship between variables that influence omnichannel selection intention and word of mouth. This quantitative study uses a survey approach to collect primary data from respondents who have experience in using omnichannel services. The use of the survey method allows researchers to identify causal relationships between the variables studied. According to Sugiyono (2019), a population is a set of units to be measured and units to be studied. Population is a domain that generally occurs through objects or something using specific values and characteristics determined by researchers. The population in this study is consumers who have used omnichannel services in Indonesia. Based on the approach of Hair et al. (2019), the minimum sample size is calculated using the formula of the number of indicators multiplied by ten. In this study, there were 27 statements in the questionnaire, so the minimum sample size was 270 respondents (27 indicators x 10). The sampling technique used was purposive sampling, where respondents were selected based on certain criteria, namely having used omnichannel services in the last six months. Data were collected through online questionnaires distributed via Google Forms, ensuring accessibility to respondents across various regions in Indonesia. Before data collection, a pilot test was conducted to assess reliability and validity.

Omnichannel Service Convenience was assessed through six indicators (OSC1-OSC6), including product weight options, packaging suitability, delivery and shipping conditions, replacement choices during stock-outs, payment methods, and order accuracy (Vyt et al., 2022). Omnichannel Congruence was measured using three indicators (OC1-OC3) related to the integration of digital, mobile, and physical channels in delivering personalized, integrated, and targeted promotions (Blom et al., 2021). Perceived Trust was captured with six indicators (PT1-PT3) covering interpersonal trust, societal trust, and trust in online shopping safeguards, including platform security, legal protections, and internet safety (Rouibah et al., 2021). Satisfaction was evaluated using six indicators (S1-S6), reflecting store visit experiences, salesperson service, evaluation of the retailer, expectation fulfilment, and comparison with an ideal retailer, with one item reverse-coded. Omnichannel Selection Intention was measured with three indicators (OSI1-OSI3) assessing perceptions of e-commerce as good, wise, and beneficial (Febrian & Fadly, 2021). Word of mouth was measured through three indicators (WOM1-WOM3), focusing on reliance on E-word of mouth recommendations, seeking product information, and considering online reviews in purchase decisions.

To analyze the relationships between the constructs, this study employs Structural Equation Modeling–Partial Least Squares (SEM-PLS) using SmartPLS software. The analysis procedure includes two main stages: the measurement model (outer model) and the structural model (inner model). The measurement model evaluates indicator reliability, internal consistency, convergent validity, and discriminant validity, while the structural model tests the significance and strength of relationships among latent variables through path coefficients and R^2 values. Bootstrapping was performed to obtain t-statistics and p-values, ensuring the robustness of the estimated parameters. This analytical approach allows for a comprehensive understanding of how omnichannel service convenience, congruence, trust, and satisfaction influence selection intention and word of mouth within Indonesia's digital retail context.

RESULTS

The respondents in this study totalled 300. Table 1 presents the demographic characteristics of respondents, categorised by gender and age. The gender distribution is divided into male and female categories, while the age distribution is grouped into four ranges: 17–24 years, 25–32 years, 33–40 years, and 41 years and above. These classifications provide an overview of the respondent profile used in this study.

Table 1. Respondent Characteristics

Characteristics	Type	n	Percentage
Gender	Man	153	51.00%
	Woman	147	49.00%
Age	17-24 years	171	57.00%
	25-32 Years	85	28.33%
	33-40 Years	26	8.67%
	40 years and above	18	6.00%

Based on Table 1, there are 51% males and 49% females, indicating a relative balance between the two genders in this study. In terms of age, the majority of respondents are aged 17-24 years, with 57% of the total respondents in this age group. The 25-32 age group follows with 28.3%, while the 33-40 age group only covers 8.7%, and 6% of respondents are in the 40 and above age group. This shows that most respondents come from the younger age group, especially those aged 17-24 years, while the older age group tends to be smaller. Thus, the proportion of younger respondents provides an overview of the more dominant demographics in this sample, which may reflect the trend or characteristics of a younger population in the context studied.

Table 2. Outer Model Test, Validity, and Reliability

Construct	Item	Outer Loading	VIF	AVE	Rho A	Rho C	Cronbach's Alpha
Omnichannel Congruence	OC1	0.893	2.498	0.852	0.914	0.945	0.913
	OC2	0.946	4.472				
	OC3	0.929	3.797				
Omnichannel Selection Intention	OSI1	0.898	1.958	0.782	0.928	0.915	0.866
	OSI2	0.880	2.904				
	OSI3	0.874	2.414				
Omnichannel Service Convenience	OSC4	0.732	1.375	0.637	0.733	0.840	0.716
	OSC5	0.797	1.366				
	OSC6	0.860	1.618				
Perceived Trust	PT1	0.810	2.321	0.752	0.934	0.948	0.934
	PT2	0.848	2.660				
	PT3	0.900	4.154				
	PT4	0.898	3.867				
	PT5	0.841	3.238				
	PT6	0.901	4.591				
Satisfaction	S1	0.857	2.117	0.696	0.861	0.901	0.852
	S2	0.884	2.751				
	S3	0.856	2.349				
	S4	0.731	1.457				
WOM	WOM1	0.866	1.941	0.765	0.918	0.907	0.851
	WOM2	0.834	2.087				
	WOM3	0.922	2.305				

Based on Table 2, most indicators show loading values above 0.70, which is in accordance with the provisions of Hair et al. (2019), who state that an indicator is considered convergently valid if it has a loading value of at least 0.70. For example, indicators OC1, OC2, and OC3 have loadings of 0.893, 0.946, and 0.929, respectively, which reflect a strong contribution to the Omnichannel Congruence construct. One indicator (OSC4) has a value below 0.70 (i.e. 0.637), but according to Hair et al. (2019), indicators with loadings between 0.40–0.70 can still be maintained if the validity of the construct remains adequate. Second, the VIF (Variance Inflation Factor) column is used to detect multicollinearity between indicators. The VIF values of all indicators in the table are below 5, which means that there is no serious multicollinearity, in accordance with the limits suggested by Hair et al. (2019), namely, the VIF value < 5 to indicate that the indicators do not statistically distort each other.

Third, the Average Variance Extracted (AVE) values of all main constructs exceed 0.50, such as Omnichannel Congruence (0.852), Perceived Trust (0.752), and word of

mouth (0.765), which indicates that more than 50% of the indicator variance can be explained by the construct, thus meeting convergent validity. Fourth, the results of Composite Reliability (Rho_A and Rho_C) and Cronbach's Alpha show that all constructs have high internal reliability. Hair et al. (2019) suggest that the minimum composite reliability and alpha values are 0.70. All main constructs, such as Perceived Trust (rho_C = 0.948; alpha = 0.934) and Satisfaction (rho_C = 0.901; alpha = 0.852), have met these criteria, indicating that the indicators in the constructs are consistent in measuring the same latent variables.

Table 3. R Square Result

Model	Adjusted R Square
Omnichannel Selection Intention	0.033
Perceived Trust	0.514
Satisfaction	0.674
WOM	0.015

According to Table 3, the Adjusted R Square value shows the predictive power of the independent variable on the dependent variable. For example, Satisfaction has an adjusted R² of 0.674, which is Hair et al. (2019) categorized as strong, while Perceived Trust (0.514) is classified as moderate, and word of mouth (0.015) is classified as weak. Adjusted R² is used to assess how much variation in the dependent construct is explained by the independent constructs in the model.

Table 4. HTMT Test

Variable	Omnichannel Congruence	Omnichannel Selection Intention	Omnichannel Service Convenience	Perceived Trust	Satisfaction
Omnichannel Selection Intention	0.028				
Omnichannel Service Convenience	0.862	0.054			
Perceived Trust	0.692	0.186	0.826		
Satisfaction	0.829	0.123	0.740	0.832	
WOM	0.105	0.793	0.120	0.088	0.051

Table 4 shows the results of the Heterotrait-Monotrait Ratio (HTMT) test used to assess the discriminant validity between constructs in the measurement model. According to the guidelines put forward by Hair et al. (2019), a good HTMT value should be below the threshold of 0.90, indicating that the two constructs are empirically distinct and do not overlap conceptually. Based on the results in the table, all HTMT values are below 0.90, indicating that all constructs in the model have adequate discriminant validity. Very low HTMT values, such as between Omnichannel Congruence and Omnichannel Selection Intention (0.028), or between Word of Mouth and Satisfaction (0.051), indicate that the constructs are very different from each other. Although several pairs of constructs are close to the threshold, such as between Omnichannel Congruence and Omnichannel Service Convenience (0.862), and between Perceived Trust and Satisfaction (0.832), these values are still within the acceptable range. Therefore, it can be concluded that the measurement model in this study meets the discriminant validity criteria based on the HTMT approach, allowing the constructs used to be clearly distinguished and worthy of proceeding to the structural analysis stage.

Table 5. SRMR Test

Model	Original Sample
Saturated model	0.067
Estimated model	0.124

Table 5 compares the Saturated Model and Estimated Model based on the Original Sample (O) value in the Structural Equation Modeling (SEM) analysis. The Saturated Model (0.067) represents a model that accommodates all possible relationships between latent variables, while the Estimated Model (0.124) is a model built based on the research hypothesis. The relatively small difference in value indicates that the research model has a fairly good level of fit with the data. If the difference between the two models is too large, then this may indicate that the hypothesized model is not accurate enough in representing the relationships between variables. Therefore, this analysis helps in assessing goodness-of-fit, ensuring that the model used is in accordance with the reality of the data collected.

Table 6. T-test Result

Hypothesis	Mean	P-value	Information
Omnichannel Service Convenience -> Perceived Trust	0.456	0.000	H1 Accepted
Omnichannel Congruence -> Perceived Trust	0.318	0.000	H2 Accepted
Omnichannel Service Convenience -> Satisfaction	-0.082	0.621	H3 Rejected
Omnichannel Congruence -> Satisfaction	0.465	0.000	H4 Accepted
Perceived Trust -> Omnichannel Selection Intention	0.181	0.000	H5 Accepted
Perceived Trust -> WOM	0.185	0.069	H6 Rejected
Perceived Trust -> Satisfaction	0.508	0.000	H7 Accepted
Satisfaction -> WOM	-0.151	0.175	H8 Rejected
Omnichannel Service Convenience -> Perceived Trust -> Omnichannel Selection Intention	0.082	0.001	H9 Accepted
Omnichannel Congruence -> Perceived Trust -> Omnichannel Selection Intention	0.057	0.003	H10 Accepted
Omnichannel Service Convenience -> Perceived Trust -> WOM	0.085	0.096	H11 Rejected
Omnichannel Congruence -> Perceived Trust -> WOM	0.059	0.087	H12 Rejected
Omnichannel Service Convenience -> Satisfaction -> WOM	0.012	0.716	H13 Rejected
Omnichannel Congruence -> Satisfaction -> WOM	-0.070	0.223	H14 Rejected

The results in Table 6 indicate that omnichannel service convenience and omnichannel congruence both have a significant positive effect on perceived trust. Omnichannel congruence also significantly enhances satisfaction, while omnichannel service convenience does not show a significant impact. Perceived trust positively influences satisfaction and omnichannel selection intention, but its effect on word of mouth is not significant. Similarly, satisfaction does not significantly affect word of mouth.

In the mediation analysis, both omnichannel service convenience and omnichannel congruence positively influence selection intention through perceived trust. However, none of the mediations involving word of mouth were significant. These findings emphasize the central role of perceived trust in driving selection intention within omnichannel retail contexts.

DISCUSSION

The results show that omnichannel service convenience significantly enhances perceived trust ($p = 0.000$). This aligns with Chen et al. (2022), Chang and Huang (2023) and Li et al. (2024), who argue that seamless integration across online and offline channels builds consumer confidence. Convenience such as easy access, flexibility, and consistent service fosters the perception that firms are reliable, thereby strengthening trust (Fitria, 2022; Bahri et al., 2023). Customers interpret responsive cross-channel services as a signal of care and reliability, which in turn enhances their confidence in the brand (Asante et al., 2025).

Similarly, omnichannel congruence exerts a strong positive effect on perceived trust ($p = 0.000$). Congruence, defined as consistency of design, pricing, and service across platforms, reduces consumer uncertainty and risk perception (Gerea et al., 2021; Hsu et al., 2024). Prior research emphasizes that congruence signals professionalism and reliability, enabling customers to rely on the brand across touchpoints (Dessynawaty & Yen, 2020; Syah & Wijoyo, 2021; Indayani et al., 2023). Thus, congruence not only

harmonizes the customer journey but also reinforces trust by ensuring predictability and coherence in the omnichannel system.

In contrast, omnichannel service convenience does not significantly affect satisfaction ($p = 0.621$). Although earlier studies by Vyt et al. (2022), Saragih et al. (2022), and Hsu et al. (2024) suggest that convenience reduces waiting time and increases satisfaction, this study indicates otherwise. A possible reason is that customers perceive convenience as a baseline expectation in e-commerce, not as a value-added factor. Satisfaction may instead depend more on price, product quality, and delivery reliability than on mere service convenience (Fitria, 2022; Shamsi et al., 2023).

Conversely, omnichannel congruence significantly improves satisfaction ($p = 0.000$). Congruence eliminates inconsistencies that frustrate consumers, thereby increasing their experience quality (Saragih et al., 2022; Chang & Huang, 2023). Prior research confirms that aligned experiences across platforms, such as consistent pricing and promotions, directly enhance satisfaction (Fitria, 2022; Li et al., 2024). Customers value the assurance that their journey across websites, apps, and physical stores will be seamless, which enhances both comfort and satisfaction (Jang & Park, 2024).

The results also show that perceived trust significantly enhances satisfaction ($p = 0.000$). When consumers feel secure and confident in a brand, they are more likely to be satisfied with the service experience (Mishra et al., 2024; Hsu et al., 2024; Rosita, 2024). Trust creates emotional assurance and reduces cognitive dissonance, leading to higher satisfaction levels. Furthermore, perceived trust has a significant positive effect on omnichannel selection intention ($p = 0.000$). Trust mitigates perceived risks and enhances the willingness of consumers to engage with multiple integrated channels (Blom et al., 2021; Vyt et al., 2022; Jo & Bang, 2024). This confirms that trust serves as a critical determinant in consumers' adoption of omnichannel retail systems.

However, perceived trust does not significantly affect word of mouth ($p = 0.069$). The finding diverges from studies such as Syah and Wijoyo (2021) and Sun and Pan (2023), which found a positive link between trust and word of mouth. The result here suggests that while trust encourages continued usage, it may not be sufficient to motivate customers to actively share their experiences unless combined with exceptional service or emotional engagement (Liu et al., 2024). Similarly, satisfaction does not significantly influence word of mouth ($p = 0.175$). Although prior studies Chen et al. (2022) and Zhong and Zhong (2024) propose that satisfied customers tend to recommend products, this finding suggests that in the omnichannel context, word of mouth may depend on stronger emotional or experiential triggers such as unique service moments, social incentives, or brand attachment rather than mere satisfaction.

In the mediation analysis, the relationship between omnichannel service convenience and selection intention through perceived trust was found to be significant ($p = 0.001$). This result indicates that customers highly value seamless access, and such convenience fosters trust, which subsequently drives their intention to choose omnichannel services (Singh et al., 2023; Li et al., 2024). Similarly, the relationship between omnichannel congruence and selection intention mediated by perceived trust was also significant ($p = 0.003$). Consistency across channels enhances trust, which motivates customers to adopt omnichannel shopping (Mishra et al., 2024; Sjukun, 2024). By contrast, omnichannel service convenience and omnichannel congruence do not significantly affect word of mouth through trust. Customers may perceive convenience and congruence as expected standards rather than exceptional experiences worthy of recommendation (Thaichon et al., 2024; Zhang et al., 2024). Similarly, service convenience and congruence mediated by satisfaction do not significantly impact word of mouth. Satisfaction from convenience and congruence may not be strong enough to encourage active word of mouth unless coupled with unique value or emotional triggers (Putra et al., 2024). The findings highlight the central role of trust as both a direct and mediating factor in shaping omnichannel selection intention, while its effect on word of mouth remains limited. This suggests that in e-commerce, convenience and congruence enhance trust and satisfaction but are

insufficient alone to trigger positive word of mouth, which may require additional experiential or incentive-based drivers.

CONCLUSION

This study reveals that the omnichannel congruence and omnichannel service convenience variables have a significant positive effect on perceived trust, and that perceived trust plays a crucial role in influencing omnichannel selection intention. On the other hand, not all tested relationships show significance. For example, Satisfaction and Perceived Trust do not have a significant effect on word of mouth, which means that word of mouth in the omnichannel context does not always depend on customer satisfaction and trust. In addition, omnichannel service convenience does not directly affect satisfaction, but indirectly influences it through trust mediation in several relationship paths. These findings emphasize the importance of consistent and trusted channel integration in increasing consumer intention to choose omnichannel channels, but it is not enough to rely on customer satisfaction to drive word of mouth.

This study highlights that companies adopting omnichannel strategies must ensure channel alignment and service convenience to foster trust, which is crucial for driving customer selection and usage. It extends the technology acceptance model and consumer behavior research by showing how trust and satisfaction mediate channel choice and word of mouth, with Indonesia providing a unique context where online-offline integration still faces challenges. Future research could enrich the model with variables such as brand experience, perceived risk, or e-loyalty and apply it to sectors like digital banking or education. Firms should enhance both technical and emotional aspects of customer experience and strategically manage word of mouth through personalization, testimonials, and micro-influencers.

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