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Omnichannel Effects on Fast Food Service Quality and Customer Experience

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Abstract: *Digital transformation has reshaped the fast-food industry, where omnichannel strategies integrate online and offline touchpoints to enhance customer experiences. This study examines the impact of omnichannel implementation on service quality, perceived value, and customer satisfaction within Indonesia's fast-food sector. Using a quantitative design and data from 305 valid respondents, analysed using PLS-SEM (SmartPLS 4.0), the results showed that omnichannel integration significantly improves service quality and perceived value; consequently, customer satisfaction increases. However, the direct effect of omnichannel on satisfaction is insignificant, indicating that the relationship is entirely mediated by service quality and perceived value. These findings confirm the Service-Dominant Logic framework, suggesting that seamless cross-channel experiences co-create value and strengthen customer trust. This study enriches the digital service marketing literature by clarifying how omnichannel performance influences consumer perceptions and by offering managerial insights to enhance cross-platform service consistency.*

Keywords: *Customer satisfaction; Fast food industry; Omnichannel; Perceived value; Service quality*

1. Introduction

The rapid advancement of digital technology has profoundly transformed how individuals interact, communicate, and conduct commercial activities. Innovations in cloud computing, artificial intelligence (AI), the Internet of Things (IoT), and big data analytics have restructured business processes, enabling organizations to enhance operational efficiency, optimize information flows, and maintain competitiveness in rapidly shifting environments (Vera et al., 2024). The COVID-19 pandemic further accelerated this digital transition, as consumers increasingly relied on online platforms and businesses adopted digital solutions to sustain operations amid social and economic constraints (Amri et al., 2024). As digitalization became embedded in daily life, customers formed expectations for service experiences that are fast, accessible, and integrated across multiple channels. Consequently, the ability to provide seamless, personalized, and consistent service interactions has become a key determinant of customer satisfaction and the quality of ongoing relationships in digital service environments.

Within this context, service quality and perceived value remain crucial constructs in shaping consumer responses. Service quality reflects the extent to which service delivery aligns with or exceeds customer expectations, thereby influencing their satisfaction, trust, and likelihood of repurchase (Luo & Sheng, 2023). Meanwhile, perceived value is the customer's overall assessment of the benefits received relative to the costs or sacrifices incurred (Kim & Lee, 2022). High service quality and strong perceived value reinforce each

other; when customers experience clear communication, responsive support, and consistent offerings, they perceive greater value and demonstrate stronger satisfaction. However, empirical findings in prior research remain inconsistent. For example, Iskandar et al. (2023) reported that integrated service systems significantly improve perceived value but do not directly enhance satisfaction, while Putra & Sobari (2024) showed that service quality may play a weaker role depending on industry characteristics. These inconsistencies indicate the need to reassess the relationships among these variables within different service settings.

As digital interactions expand, the omnichannel approach has emerged as a strategic model that unifies physical and digital touchpoints into a coherent service journey. Unlike multichannel systems, in which each channel operates independently, omnichannel integration synchronizes interactions in real time, allowing consumers to move between stores, websites, and mobile applications without experiencing inconsistencies or interruptions (Verhoef et al., 2015; Chang & Li, 2022). This strategic approach has become increasingly relevant in the fast-food industry, where convenience, speed, and availability strongly influence customer decisions. Mobile ordering, digital payment, delivery platforms, and personalized promotions have become standard features, and fast food now ranks among the most frequently ordered categories via online services in Indonesia. However, most previous omnichannel studies have focused on retail, banking, and e-commerce sectors in developed markets, leaving a limited understanding of how omnichannel strategies shape consumer behaviour in service-based, quick-service restaurant contexts, especially in emerging markets (Chang & Li, 2022; Ahmad et al., 2022)

Based on these considerations, the present study aims to examine the influence of omnichannel implementation on service quality, perceived value, and customer satisfaction in Indonesia's fast-food sector. By focusing on Millennial and Gen Z consumers who actively use mobile ordering and delivery platforms, this study seeks to clarify the causal relationships among these constructs in a rapidly digitalizing marketplace. The contribution of this research lies in addressing sectoral and contextual gaps by examining omnichannel behaviour in a high-frequency, service-dominant industry within an emerging market. Theoretically, this study enriches the literature on service quality and omnichannel marketing in digital service environments. Practically, it provides strategic insights for fast-food companies to refine their omnichannel strategies, enhance perceived value, and strengthen customer satisfaction amid intensifying competition in Indonesia's increasingly digitalized fast-food landscape.

2. Literature Review & Hypothesis development

2.1. Service-Dominant Logic (Grand Theory)

This research builds upon the Service-Dominant Logic (SDL) framework as a theoretical foundation, which conceptualizes value as the outcome of co-creation between firms and consumers, rather than something inherently contained in products or services **(**Vargo & Lusch, 2016**)**. Customers actively participate in creating value by integrating their resources with those of firms to achieve mutual benefits **(**Vargo & Lusch, 2018**)**. SDL shifts the traditional goods-dominant perspective toward a service-centered view emphasizing

relationships, experiences, and collaboration **(**Lusch & Vargo, 2018**)**. In the digital era, technology enables this co-creation by connecting touchpoints and facilitating real-time interactions **(**Payne et al., 2021; Lemon & Verhoef, 2016**).** Within this framework, omnichannel integration represents a mechanism of value co-creation that enhances efficiency, responsiveness, and convenience through seamless online–offline interactions **(**Huré et al., 2017; Chang & Li, 2022**)**. Such integration elevates perceived service quality and reinforces perceived value by simplifying customer interactions and amplifying perceived benefits, ultimately enhancing customer satisfaction and fostering repurchase intention **(**Luo & Sheng, 2023**).**

2.2. Omnichannel

Omnichannel refers to a unified marketing and distribution approach that integrates various customer touchpoints to create a seamless and consistent experience across platforms (Verhoef et al., 2015). Unlike the traditional multichannel strategy, in which each channel operates independently and often leads to fragmented interactions, the omnichannel approach emphasizes synchronization and continuous connectivity across physical stores, websites, social media platforms, and mobile applications (Chang & Li, 2022). This integration enables customers to transition seamlessly between channels without repeating steps or losing progress in their purchasing journey, thereby enhancing convenience and personalization. Such fluid interactions help increase customer involvement, satisfaction, and retention because consumers feel supported and recognized throughout the entire shopping process. In practical implementation, omnichannel strategies may include real-time inventory visibility, unified customer service systems, cross-channel promotional consistency, and synchronized order and return processes across platforms (Lemon & Verhoef, 2016). The effectiveness of the omnichannel variable can be measured by indicators such as accessibility, consistency across channels, ease of switching between touchpoints, and the clarity and reliability of product or service information provided to customers (Putra & Sobari, 2024). When properly executed, omnichannel strategies support stronger brand loyalty and contribute to long-term business value.

2.3. Service Quality

Service quality can be understood as the degree to which a service meets or exceeds customer expectations, reflecting the alignment between expected and perceived performance **(**Parasuraman et al, 1988**)**. The SERVQUAL framework identifies five core dimensions that shape customers' evaluations of service performance—tangibility, reliability, responsiveness, assurance, and empathy—which together capture the multifaceted nature of perceived service quality (Zeithaml et al., 2018). In an omnichannel context, these dimensions extend beyond physical interactions to include digital elements such as platform usability, system responsiveness, information consistency, and the integration of online and offline experiences (Patrício et al., 2020; Chang & Li, 2022). When customers can transition smoothly between channels—such as mobile applications, websites, and physical stores—without confusion or redundancy, their perceived service quality improves, thereby enhancing satisfaction (Luo & Sheng, 2023). Empirical research confirms that maintaining

consistent service quality across integrated channels fosters customer satisfaction, trust, and long-term loyalty, which are essential for sustainable competitive advantage in omnichannel environments (Huré et al., 2017).

2.4. Perceived Value

Perceived value can be understood as a consumer's overall judgment of a product or service's worth, derived by weighing perceived benefits against the costs or effort required to obtain it (Zeithaml, 1988; Monroe, 1990). Within an omnichannel framework, this perception extends beyond conventional determinants such as price and product quality to encompass the fluidity and convenience of the entire customer journey (Lemon & Verhoef, 2016; Ahmad et al., 2022). Customers tend to perceive higher value when they can transition seamlessly between physical outlets, websites, and mobile applications while receiving consistent pricing, synchronized promotions, and coherent information across all platforms (Huré et al., 2017; Chang & Li, 2022). Moreover, added features—such as flexible delivery options, personalized AI-based recommendations, and integrated customer service—enhance perceived benefits by minimizing friction and improving relevance (Ahmad et al., 2022; Luo & Sheng, 2023). When these experiential advantages outweigh the time, effort, and uncertainty involved in purchasing, customers perceive greater overall value. Contemporary research highlights that the consistency and harmony of cross-channel experiences significantly reinforce perceived value, satisfaction, and loyalty (Patrício et al., 2020; Lee et al., 2021).

2.5. Customer Satisfaction

Customer satisfaction is an emotional and cognitive state arising from the comparison between a customer's expectations and the perceived performance of a product or service (Kotler & Keller, 2016). It reflects how effectively an organization fulfills customer needs through both tangible product attributes and the overall quality of the service experience. Within omnichannel settings, satisfaction is determined not only by the outcome of the purchase but also by the degree to which multiple channels interact and support one another (Lemon & Verhoef, 2016; Huré et al., 2017). Smooth transitions between online and offline touchpoints—combined with intuitive interfaces and real-time coordination—enhance customer comfort and engagement. When consumers encounter consistent information, coherent communication, and uninterrupted service, their satisfaction tends to increase (Patrício et al., 2020; Chang & Li, 2022). Furthermore, studies indicate that personalized recommendations and responsive digital assistance play a vital role in strengthening satisfaction, fostering greater trust, and supporting long-term customer relationships in technology-driven service environments (Luo & Sheng, 2023; Lee et al., 2021).

2.6. Hypothesis

The deployment of an omnichannel approach unifies multiple channels, facilitating seamless interactions for customers across online and offline environments. This integration enhances operational efficiency by ensuring accurate order processing, reliable tracking, and consistent information delivery across all touchpoints. An integrated omnichannel system optimizes service processes and enables real-time responsiveness, resulting in faster and

more consistent service performance (Chang & Li, 2022; Luo & Sheng, 2023). Similarly, Iskandar et al. (2023) found that greater omnichannel integration notably enhances customers' perceived service quality by providing more convenience and minimizing service inconsistencies. These findings suggest that effective channel integration strengthens customers' evaluation of service reliability, consistency, and responsiveness. Therefore, the hypothesis is stated as follows:

H_1: Omnichannel has a positive and significant effect on service quality.

Omnichannel integration provides customers with improved accessibility, time efficiency, and personalization, which together enhance their perceived value. In line with the Service-Dominant Logic, value is understood as jointly created through interactive service experiences that deliver convenience, relevance, and satisfaction, thereby meeting customer expectations (Vargo & Lusch, 2016; Lusch & Vargo, 2018). Seamless movement between online and offline touchpoints amplifies perceived service benefits while reducing customer effort and cognitive costs during the purchasing journey (Luo & Sheng, 2023; Verhoef et al., 2015). Supporting this, adopting an omnichannel approach can boost perceived value by reducing transactional obstacles, increasing flexibility, and providing customers with greater control over their purchasing experience (Akaka & Vargo, 2023; Iskandar et al., 2023). When customers perceive that the benefits of omnichannel interactions outweigh the costs and effort involved, their perceived value increases accordingly. Therefore, the hypothesis is stated as follows:

H_2: Omnichannel has a positive and significant effect on perceived value.

Perceived value is consumers' overall evaluation of a product or service, based on the balance between perceived benefits and sacrifices, including time, effort, and financial cost (Ahmad et al., 2022). In service contexts, perceived value reflects not only utility but also customers' judgments of fairness and worthiness in the consumption experience. A higher perceived value indicates that customers perceive the benefits received to outweigh the sacrifices made, thereby enhancing satisfaction (Kotler & Keller, 2016). Recent studies emphasize that perceived value plays a mediating role in omnichannel environments, where seamless channel integration, personalized interactions, and consistent information can enhance perceived advantages while minimizing effort (Iskandar et al., 2023; Chang & Li, 2022). In the Indonesian fast-food sector, omnichannel service features such as mobile ordering, real-time tracking, and flexible pick-up options increase convenience and responsiveness. Therefore, when customers experience greater value from these integrated service interactions, they are more likely to show higher satisfaction and continue their relationship with the brand. Therefore, the hypothesis is stated as follows:

H_3: Perceived value has a positive and significant effect on customer satisfaction.

As a key determinant of satisfaction, service quality strongly shapes customer evaluations of their experiences. It reflects the gap between expected and perceived performance across dimensions such as reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988). High service quality fosters trust, reduces uncertainty, and evokes positive emotional responses that enhance satisfaction. Recent studies confirm that reliable

and responsive service remains a key determinant of satisfaction and repurchase intention (Iskandar et al., 2023). In fast-food settings, satisfaction is strongly shaped by order accuracy, delivery speed, and courteous interactions, all of which contribute to customers' perceived convenience and trust (Lovelock & Wirtz, 2021). Consistent with these findings, Iskandar et al. (2023) show that higher service quality significantly enhances customer satisfaction in omnichannel restaurant environments. Therefore, the hypothesis is stated as follows:

H_4: Service quality has a positive and significant effect on customer satisfaction.

An effectively implemented omnichannel system improves customer satisfaction by ensuring consistent, seamless, and personalized experiences across all stages of the customer journey. A frictionless and coherent cross-channel experience enhances comfort, trust, and satisfaction by aligning digital and physical interactions (Verhoef et al., 2015). Empirical evidence further indicates that omnichannel strategies directly influence satisfaction by increasing perceived convenience and reducing service complexity (Putra & Sobari, 2024; Iskandar et al., 2023). When customers encounter unified and uninterrupted service across multiple touchpoints, their overall satisfaction with the brand increases significantly, particularly in environments where speed, efficiency, reliability, and service accuracy are highly prioritized by consumers (Iskandar et al., 2023; Putra & Sobari, 2024). Therefore, the hypothesis is stated as follows:

H_5: Omnichannel has a positive and significant effect on customer satisfaction.

Service quality plays a mediating role, linking omnichannel implementation to customer satisfaction by translating system integration into positive experiential outcomes. The Service-Dominant Logic posits that firms co-create value with customers through the provision of superior service experiences that meet or exceed expectations (Vargo & Lusch, 2016; Lusch & Vargo, 2018). In the omnichannel context, integration across multiple channels improves service quality by ensuring accuracy, responsiveness, and reliability throughout the customer journey. Empirical findings demonstrate that improvements in service quality derived from omnichannel integration directly enhance customer satisfaction by fostering trust and emotional engagement. Hence, service quality serves as a mediating mechanism that explains how omnichannel strategies elevate overall satisfaction (Chang & Li et al., 2022; Iskandar et al., 2023). Therefore, the hypothesis is stated as follows:

H_6: Service quality significantly mediates the relationship between omnichannel and customer satisfaction.

Perceived value also serves as a crucial mediator connecting omnichannel implementation to customer satisfaction. From a theoretical standpoint, value is co-created between firms and consumers through the integration of resources and interactions within service ecosystems (Vargo & Lusch, 2016). Perceived value represents consumers' overall evaluation of the trade-off between benefits and sacrifices, encompassing functional, emotional, and social dimensions (Ahmad et al., 2022). Omnichannel strategies strengthen this perception by providing seamless, flexible, and personalized experiences that minimize customer effort while maximizing perceived benefits. Empirical findings indicate that

omnichannel convenience, accessibility, and personalization elevate perceived value, thereby enhancing customer satisfaction (Chang & Li, 2022). Supporting this mechanism, studies in the fast-food and restaurant sectors demonstrate that well-integrated omnichannel systems promote satisfaction through higher perceived value, trust, and ease of use (Putra & Sobari, 2024; Iskandar et al., 2023). Therefore, the hypothesis is stated as follows:

H_7: Perceived value significantly mediates the relationship between omnichannel and customer satisfaction.

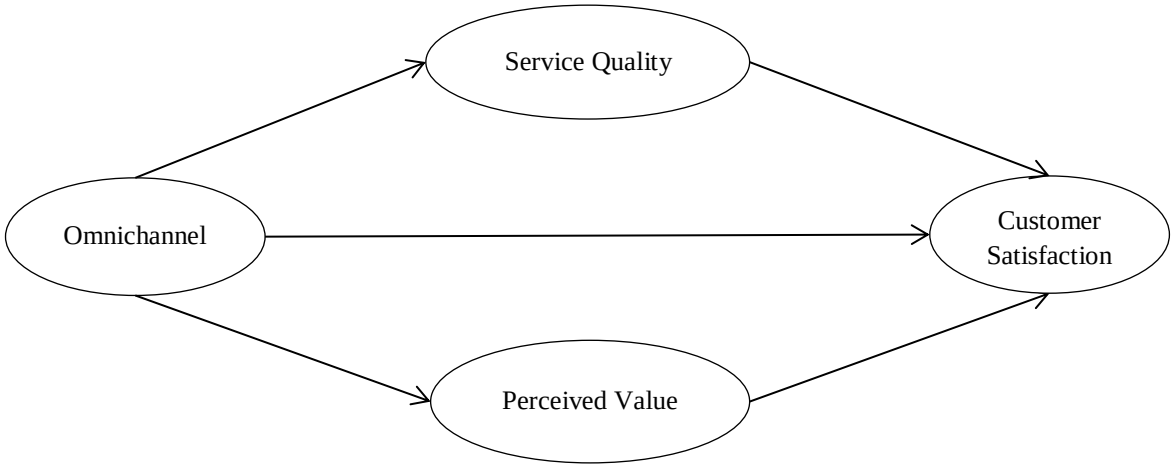

Figure 1. Research Model

3. Method

This study employs a quantitative causal approach to examine the influence of omnichannel integration on service quality, perceived value, and customer satisfaction within Indonesia's fast-food industry. The sector provides a relevant context due to its rapid digital transformation and the widespread use of online–offline ordering systems that shape contemporary consumption behaviour. Fast-food chains increasingly rely on mobile applications, delivery platforms, and in-store digital interfaces, making omnichannel service performance a strategic determinant of customer experience.

This study further focuses on Millennials and Generation Z, two generations that constitute a large share of Indonesia's population and drive digital consumption. The Central Bureau of Statistics (2024) identifies them as the most technologically literate cohorts, whose lifestyle patterns emphasize convenience, connectivity, and experiential consumption. For these consumers, food represents not merely a necessity but also a form of self-expression and social engagement. Approximately 69% of Gen Z respondents allocate a significant share of their expenditure to food, indicating the substantial potential of Indonesia's fast-food market. Examining how omnichannel implementation influences perceptions of service quality, perceived value, and satisfaction is crucial for understanding consumer behavior in the post-pandemic period.

The target population consists of consumers who have used both digital and physical channels when purchasing food from fast-food chains. Purposive sampling was applied to ensure alignment with the study's objectives. Respondents were required to be at least 18 years old, reside in Indonesia, and have experience with omnichannel transactions. Sample

adequacy was assessed in accordance with the guidelines for Partial Least Squares–Structural Equation Modeling (PLS-SEM) (Hair et al., 2021), requiring that the sample size exceed the minimum ratio for the most complex structural path to ensure sufficient statistical power and robust model estimation. Measurement instruments were adapted from validated scales to maintain reliability and conceptual clarity. The omnichannel construct was measured using indicators related to integration, accessibility, information consistency, and convenience in switching between channels (Verhoef et al., 2015; Chang & Li, 2022). Service quality was assessed through SERVQUAL-based indicators (Parasuraman et al., 1988; Lovelock & Wirtz, 2021). Perceived value was assessed using items reflecting usefulness, efficiency, enjoyment, and perceived worth (Zeithaml, 1988; Ahmad et al., 2022), whereas customer satisfaction was measured through emotional and cognitive assessments of service performance (Chang & Li, 2022). All constructs were measured on a 7-point Likert scale. Data were analyzed using PLS-SEM via SmartPLS 4.0 to examine direct and mediating relationships among variables. The results offer empirical insights into how omnichannel strategies enhance consumer experience and provide practical guidance for strengthening service performance in Indonesia's fast-food sector

Table 1. Research Instrument

Variables		Instrument
Omnichannel (Verhoef et al., 2021; Chang & Li, 2022)	1.	The restaurant ensures online channels are readily accessible for ordering.
	2.	Online ordering interfaces are user-friendly and straightforward.
	3.	Procedures for ordering online are clearly outlined.
	4.	Both online and offline ordering options are provided.
	5.	Menu information is consistently maintained across all channels.
	6.	Customers have the choice to order online.
	7.	Customers have the choice to order offline.
	8.	Online orders provide comprehensive product details.
	9.	Offline orders provide comprehensive product details.
	10.	Customers can transition smoothly between online and offline channels.
Service Quality (Parasuraman et al., 1988; Lovelock & Wirtz, 2021)	1.	The omnichannel ordering interface is aesthetically pleasing.
	2.	The omnichannel system ensures order accuracy.
	3.	The restaurant offers prompt assistance during ordering.
	4.	Staff assist customers courteously when placing orders.
	5.	Overall service satisfaction is achieved.
	6.	The restaurant's food ordering service is perceived positively.
Perceived Value (Zeithaml, 1988; Ahmad et al., 2022)	1.	The omnichannel ordering platform is of high quality.
	2.	The system is user-friendly.
	3.	Customers do not encounter difficulties when ordering.
	4.	Users experience satisfaction when ordering through the system.
	5.	The system offers a new and engaging ordering experience.
	6.	Food ordering is expedited using the omnichannel system.
	7.	Users perceive that the advantages outweigh the required effort.
Customer Satisfaction (Chang & Li, 2022)	1.	Users hold high expectations of the omnichannel food ordering service.
	2.	Satisfaction is reported regarding the service performance.
	3.	Customers perceive that service performance surpasses expectations.
	4.	Customers express satisfaction with the restaurant's service.

4. Result

Out of 341 collected responses, 305 valid responses were used for analysis. As presented in Table 2. The majority of respondents were female, suggesting that women predominate in fast-food consumption within the omnichannel context. Most participants were young adults aged 18–28 years (Generation Z), followed by Millennials, indicating that the respondents were largely digitally active and accustomed to online transactions. The occupational

breakdown indicated that the majority of students, alongside private employees, entrepreneurs, and government workers, highlighted a young and diverse demographic. In terms of education, the majority of respondents had completed senior high school, with smaller proportions holding bachelor's and master's degrees, indicating a relatively well-educated sample. The majority of participants reported being of lower- to middle-income status, indicating that fast food remains accessible across economic groups. Lastly, the frequency of fast-food consumption was moderate, with most respondents purchasing 3–4 times per month, suggesting that fast food is integrated into their routine lifestyle rather than being consumed occasionally

Table 2. Respondent Characteristic

Profile of Respondent	Frequency (n)	Percentage (%)
Gender:		
1. Female	165	54
2. Male	140	46
Age:		
1. 18 – 28 Years	226	74
2. 29 – 44 Years	79	26
Education		
1. Senior High School or Equivalent	181	53
2. Bachelor's Degree	137	40
3. Magister's Degree	13	7
Occupation		
1. Student	155	51
2. Private Employee	70	23
3. Entrepreneur	43	14
4. Government Employee	47	12
Monthly Income		
1. < Rp 1.000.000	77	25
2. Rp 1.000.000 – Rp 3.999.999	106	35
3. Rp 4.000.000 – Rp 6.999.999	82	27
4. Rp 7.000.000 – Rp 9.999.999	34	11
5. > Rp 10.000.000	6	2
Occupation1- 2 times/month	104	34
1. 3-4 times/month	110	36
2. 5-6 times/month	61	20
3. > 6 times/month	30	10

The measurement model's reliability and validity, as shown in Table 3, were evaluated using Composite Reliability (CR), Cronbach's Alpha (CA), and Average Variance Extracted (AVE). Reliability was confirmed as both Composite Reliability and Cronbach's Alpha exceeded the recommended threshold of 0.70, while AVE values were above 0.50, indicating acceptable convergent validity (Hair et al., 2021; Budiarto et al., 2021). AVE values also exceeded the 0.50 benchmark indicating satisfactory convergent validity (Hair et al., 2021). Additionally, consistent with Hair et al. (2021) and Fornell and Larcker (1981), all outer loadings exceeded 0.70, indicating that each indicator reliably represents its underlying construct. These findings collectively demonstrate that the measurement model meets the essential criteria for reliability and validity, ensuring that the constructs Omnichannel, Service Quality, Perceived Value, and Customer Satisfaction are measured accurately and consistently, providing a solid foundation for subsequent structural analyses (Hair et al., 2021).

Table 3. Measurement Model Assessment

Variable	Items	Loading Factor	AVE	Composite Reliability	Cronbach alpha
Omnichannel	O1	0.826	0.612	0.940	0.929
	O2	0.869			
	O3	0.810			
	O4	0.774			
	O5	0.765			
	O6	0.775			
	O7	0.742			
	O8	0.751			
	O9	0.740			
	O10	0.760			
Service Quality	SQ1	0.820	0.657	0.920	0.896
	SQ2	0.818			
	SQ3	0.821			
	SQ4	0.781			
	SQ5	0.800			
	SQ6	0.823			
Perceived Value	PV1	0.865	0.708	0.944	0.931
	PV2	0.872			
	PV3	0.832			
	PV4	0.875			
	PV5	0.790			
	PV6	0.815			
	PV7	0.836			
Customer Satisfaction	CS1	0.791	0.671	0.891	0.836
	CS2	0.877			
	CS3	0.804			
	CS4	0.803			

Table 4. Discriminant Validity

Fornell-Larcker Creation				
	CS	O	PV	SQ
CS	0.819			
O	0.632	0.782		
PV	0.724	0.730	0.841	
SQ	0.706	0.680	0.739	0.811
Heterotrait-Monotrait Ratio (HTMT				
	CS	O	PV	SQ
CS				
O	0.712			
PV	0.818	0.782		
SQ	0.812	0.741	0.807	

Discriminant validity was assessed, as summarized in Table 4, using both the Fornell–Larcker criterion and the Heterotrait–Monotrait Ratio (HTMT) method, in line with recommendations by Fornell and Larcker (1981) and Henseler et al. (2015). The Fornell–Larcker analysis showed that the square root of each construct's Average Variance Extracted (AVE) exceeded its correlations with other constructs, indicating that each construct represents a distinct concept. Likewise, HTMT values remained below the conservative 0.85 threshold, confirming the absence of multicollinearity and further supporting discriminant validity. Collectively, these results demonstrate that all constructs in the measurement model are empirically distinct, thereby satisfying discriminant validity requirements and ensuring that the latent variables remain conceptually distinct within the research framework.

Table 5. Collinearity Assessment & F Square

	VIF	F-square
O => CS	2.359	0.015
O => PV	1.000	1.138
O => SQ	1.000	0.861
PV => CS	2.792	0.132
SQ => CS	2.430	0.118

Table 6. R Square

	R-square	R-square Adjusted
Customer Satisfaction	0.595	0.591
Perceived Value	0.532	0.531
Service Quality	0.463	0.461

Table 6 presents the R^2 values, which reveal the extent to which the independent variables account for the variance observed in each endogenous construct. Following the guidelines of Hair et al. (2021), the reported R^2 values fall within the acceptable range, indicating moderate to substantial explanatory power. As shown in Table 5, F^2 values reflect the magnitude of influence that each independent construct exerts on its associated dependent variable. According to Hair et al. (2021), higher F-square values represent stronger predictive effects. The results demonstrate that some relationships exhibit substantial and moderate effect sizes, while others show small effects. Overall, this suggests that the influence of each construct on the dependent variables varies in magnitude but remains statistically meaningful within the structural model.

Table 7. Hypothesis Testing

	Original sample	Sample mean	S.Dev	T statistics	P values	Results
O => SQ	0.680	0.683	0.052	13.171	0.000**	H_1: Accepted
O => PV	0.730	0.732	0.037	19.752	0.000**	H_2: Accepted
PV => CS	0.386	0.383	0.103	3.761	0.000**	H_3: Accepted
SQ => CS	0.340	0.349	0.093	3.655	0.000**	H_4: Accepted
O => CS	0.119	0.115	0.093	1.282	0.200	H_5: Rejected
O => SQ => CS	0.231	0.240	0.071	3.259	0.001	H_6: Accepted
O => PV => CS	0.282	0.279	0.073	3.875	0.000	H_7: Accepted

For hypothesis testing, bootstrapping was used to assess both direct and indirect effects. According to Hair et al. (2021), a hypothesis is considered significant when the t-value is at least 1.96 or the p-value is less than 0.05 at the 5% significance level ($\alpha = 0.05$). Overall, the results demonstrate that while Omnichannel does not have a direct effect on Customer Satisfaction, its indirect influence through key mediators is substantial, highlighting the critical role of service quality and perceived value in enhancing customer satisfaction within an omnichannel context (Hair et al., 2021).

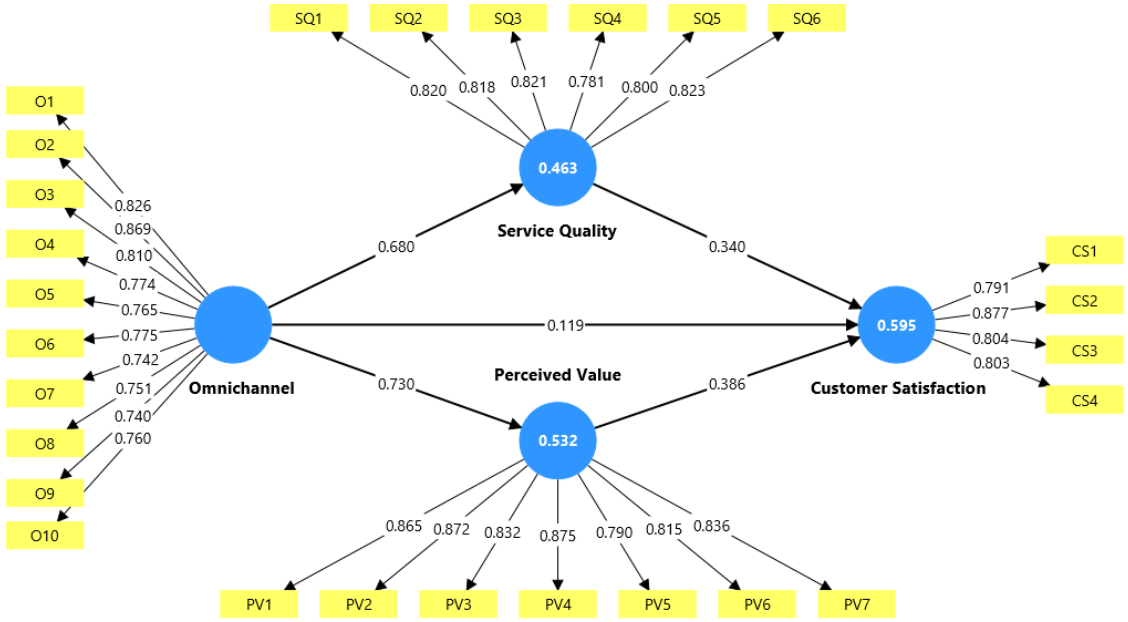

Figure 2. Model Test Result

The first hypothesis (H_1), which posits that omnichannel implementation positively affects service quality, indicates a strong and significant relationship (Iskandar et al., 2023). Integrating online and offline channels provides a seamless experience across multiple touchpoints, enhancing customers' perceptions of reliability, responsiveness, and consistency. From the Service-Dominant Logic perspective, service quality is co-created through continuous interactions between firms and customers, and effective coordination between digital and physical platforms—such as synchronized ordering systems and unified customer support—reinforces trust and overall service evaluation (Vargo & Lusch, 2016; Lusch & Vargo, 2018; Nursalim et al., 2024). Recent studies further show that omnichannel integration strengthens perceived service quality and customer satisfaction (Truong et al., 2023; Nursalim et al., 2024). In Indonesia's fast-food sector, these results underscore the importance of combining technological efficiency with human interaction to deliver consistent, reliable, and customer-centered service (Iskandar et al., 2023).

The second hypothesis (H_2), positing that omnichannel implementation positively affects perceived value, is demonstrates a strong, significant effect (Iskandar et al., 2023). Omnichannel systems enhance convenience, accessibility, and efficiency, enabling seamless service across digital and physical channels. According to Service-Dominant Logic, perceived value is co-created through customer-provider interactions rather than generated solely by technology (Vargo & Lusch, 2016; Lusch & Vargo, 2018). Value perception increases when service delivery is coherent, responsive, and consistent, fostering satisfaction and loyalty. These findings align with prior studies showing that integrated channels improve perceived value, engagement, and overall service quality (Akaka & Vargo, 2023; Ahmad et al., 2022; Nursalim et al., 2024). In Indonesia's fast-food sector, the results underscore the

importance of well-coordinated omnichannel systems for optimizing value co-creation, enhancing customer experience, and sustaining competitive advantage (Iskandar et al., 2023). This empirical evidence underscores that combining technological efficiency with responsive service delivery is crucial for maximizing perceived value.

Hypotheses three (H_3) and four (H_4) propose that perceived value and service quality significantly influence customer satisfaction, indicating significant effects (Iskandar et al., 2023). Customers who perceive greater value and receive superior service quality report higher satisfaction with their omnichannel experience. Consistent with Service-Dominant Logic, satisfaction emerges from value co-creation when perceived benefits outweigh costs and service interactions meet or exceed expectations (Vargo & Lusch, 2016; Lusch & Vargo, 2018). High-quality, coherent, and efficient omnichannel service strengthens emotional attachment, encourages positive behavioural intentions, and enhances engagement (Ahmad et al., 2022; Nursalim et al., 2024) These findings highlight that satisfaction is not generated solely by technology but through interactive, co-created experiences, emphasizing the critical role of well-integrated omnichannel strategies in Indonesia's fast-food sector for delivering superior customer experiences and fostering loyalty (Iskandar et al., 2023).

In contrast, the fifth hypothesis (H_5), which proposed that omnichannel directly affects customer satisfaction, is rejected. This finding indicates that the omnichannel system alone does not significantly improve satisfaction without concurrent improvements in service quality and perceived value (Iskandar et al., 2023). The result supports the view that omnichannel effectiveness depends on creating seamless experiences and perceived benefits across customer touchpoints (Kim & Lee, 2022). Consistent with previous studies, customer satisfaction emerges not merely from technological integration but from the quality of interaction and value co-creation between companies and consumers. From a Service-Dominant Logic perspective, technology serves only as an enabler in the co-creation of value, whereas satisfaction arises from collaborative service experiences (Vargo & Lusch, 2016). Therefore, the empirical evidence confirms that omnichannel success is contingent upon strengthening service quality and perceived value rather than relying solely on system implementation (Kim & Lee, 2022).

Finally, the hypothesis tests (H_6 and H_7) reveal a full mediation effect, indicating that omnichannel impacts satisfaction indirectly by enhancing service experiences and customer-perceived benefits (Iskandar et al., 2023). Grounded in the Service-Dominant Logic theory (Vargo & Lusch, 2016), satisfaction emerges as a co-created outcome of interactive value exchange between customers and omnichannel resources that enhance efficiency, consistency, and service performance. Recent empirical studies confirm that enhanced service quality and perceived value are critical drivers of customer satisfaction, loyalty, and engagement within omnichannel environments (Ahmad et al., 2022; Truong et al., 2023; Nursalim et al., 2024). Therefore, the success of omnichannel strategies depends not only on technological integration but also on the organization's ability to optimize service excellence and customer value co-creation, thereby enabling a superior, holistic customer experience that sustains long-term satisfaction and behavioural loyalty.

5. Conclusion, Limitations & Suggestions for the future

This study provides several key empirical insights and associated research implications. The findings reveal that service quality and perceived value significantly shape customer satisfaction and behavioural intentions among fast-food consumers in Indonesia. Nevertheless, the focus on a single sector and geographic context limits the generalizability of the results, indicating that future research should test the model across diverse industries and regions. Moreover, the cross-sectional design precludes observation of behavioural changes over time, underscoring the need for longitudinal studies to capture dynamic customer responses more accurately (Shrestha et al., 2023; Verhoef et al., 2015). Although service quality and perceived value were confirmed as critical mediators, incorporating trust, customer engagement, and brand loyalty in future studies could provide deeper insights into the mechanisms driving omnichannel customer experiences (Truong et al., 2023). Finally, employing a mixed-methods approach is recommended to attain a more comprehensive understanding of customer behaviour across omnichannel contexts.

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