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Omnichannel Marketing and Customer Satisfaction: The Mediating Role of Service Quality among Generation Z Consumers at Guardian Pekanbaru

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ABSTRACT

This study aims to empirically examine the role of omnichannel marketing in enhancing customer satisfaction, with service quality acting as a mediating variable among Generation Z consumers at Guardian Pekanbaru. The integration of marketing channels has become increasingly critical in contemporary consumer behavior, particularly for digitally oriented Generation Z consumers who expect seamless shopping experiences. Data were collected from 100 respondents using a purposive sampling technique, focusing on consumers who had engaged in purchases across multiple channels (online and offline). The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4. The results indicate that omnichannel marketing has a positive and significant effect on both service quality and customer satisfaction. Furthermore, service quality significantly mediates the relationship between omnichannel marketing and customer satisfaction, suggesting that effective channel integration enhances perceived service quality and strengthens customer satisfaction.

Keywords: *Omnichannel Marketing, Service Quality, Customer Satisfaction, Generation Z, Pekanbaru*

1. INTRODUCTION

The rapid advancement of digital technology has fundamentally transformed the retail industry, particularly in how firms design customer interactions and experiences. Since the COVID-19 pandemic, digitalization has accelerated significantly due to shifts in consumer behavior from physical stores to online platforms [1]. This transition has encouraged consumers to engage with multiple channels simultaneously throughout the purchasing process. As a result, marketing strategies have evolved toward an integrated approach known as omnichannel [2].

Omnichannel marketing enables the seamless integration of online and offline channels, creating a consistent and unified customer experience. This approach provides consumers with greater flexibility, such as purchasing online and collecting products in-store [3]. Furthermore, the preference for omnichannel shopping continues to grow, with 58.74% of consumers utilizing multiple channels during their purchase journey. This trend highlights the critical role of channel integration in enhancing customer experience and engagement [4] [5].

In Indonesia's health and beauty retail sector, consistent market growth has intensified competition among retailers. The industry expanded from 5.9% in 2020 to 7.23% in 2022 [6], compelling firms to not only broaden their channel strategies but also improve service quality. One of the leading retailers adopting an omnichannel strategy is Guardian, which integrates digital and physical channels to reach a wider consumer base [7].

As part of this strategy, Guardian has introduced technology-driven innovations such as Augmented Reality (AR) to enhance customer experience [8]. However, empirical evidence indicates that channel integration is not always accompanied by consistent service and information. This

inconsistency creates a gap between customer expectations and actual experiences, potentially undermining customer satisfaction.

This issue is particularly critical among Generation Z, a dominant consumer group characterized by high digital adoption and elevated service expectations. This generation represents the largest share of internet users and population in the research area [9], [10], and expects speed, convenience, and consistency across all channels [11]. Nevertheless, preliminary findings suggest that service consistency remains suboptimal despite the perceived effectiveness of channel integration.

From a theoretical perspective, the relationship between omnichannel marketing, service quality, and customer satisfaction remains inconclusive. While some studies report a direct effect of omnichannel marketing on customer satisfaction, others emphasize the mediating role of service quality [3], [11]. Moreover, research focusing on Generation Z within Indonesia's health and beauty retail sector remains underexplored. Therefore, this study aims to examine the effect of omnichannel marketing on customer satisfaction, with service quality as a mediating variable among Generation Z consumers at Guardian Pekanbaru, offering both theoretical insights and practical implications for customer experience-based marketing strategies.

2. LITERATURE REVIEW

2.1 Omnichannel Marketing

Omnichannel marketing represents a strategic integration of multiple channels into a unified system designed to deliver a seamless and consistent customer experience across all touchpoints. This approach enables customers to engage with brands fluidly across channels, transforming fragmented interactions into a cohesive and efficient purchasing journey [12]. From a consumer perspective, omnichannel reflects the extent to which individuals experience continuity in their interactions with a brand throughout pre-purchase, purchase, and post-purchase stages. This continuity shaped by consistency, convenience, and service integration plays a pivotal role in enhancing customer engagement and strengthening brand relationships [13]. Moreover, omnichannel marketing emphasizes the synchronization of information, transactions, and service delivery across channels. By aligning every customer touchpoint within a unified system, firms are able to create meaningful value throughout the customer journey and influence purchasing decisions more effectively in an increasingly competitive retail landscape [14].

2.2 Service Quality

Service quality reflects a firm's capability to understand and fulfill customer needs through the delivery of services that meet or exceed expectations. Customers evaluate this quality based on their direct experiences, particularly through the comparison between perceived performance and prior expectations [15]. When service performance surpasses expectations, it generates a strong perception of quality; otherwise, it leads to dissatisfaction. Within the retail context, service quality serves as a fundamental driver of customer perceptions and experiences. It extends beyond basic service delivery to encompass responsiveness, accuracy, and reliability in meeting customer needs. High service quality not only strengthens customer trust but also reinforces satisfaction and fosters long-term relational bonds between customers and firms [16]. Furthermore,

service quality plays a crucial role in determining business performance. Firms that consistently deliver fast, effective, and customer-oriented services are better positioned to attract customers, enhance satisfaction, and sustain competitiveness in dynamic market conditions [17].

2.3 Customer Satisfaction

Customer satisfaction is conceptualized as an emotional response resulting from the comparison between customer expectations and the actual performance of a product or service [18]. When expectations are met or exceeded, satisfaction emerges; otherwise, dissatisfaction becomes inevitable. In the retail environment, customer satisfaction functions as a key determinant of behavioral outcomes. Satisfied customers are more likely to engage in repeat purchases, provide positive word-of-mouth, and maintain loyalty despite competitive pressures [19]. This underscores the strategic importance of consistently meeting customer expectations to sustain long-term relationships and business continuity. Ultimately, customer satisfaction reflects a firm's ability to deliver consistent value and meaningful experiences, positioning it as a critical outcome in evaluating the effectiveness of contemporary marketing strategies.

2.4 Research Framework

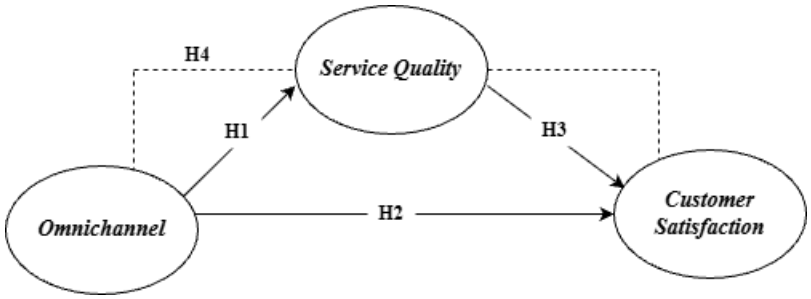

Figure 1. Research Framework
Source: [2] [20] [21]

H1: Omnichannel marketing has a positive and significant effect on service quality.

H2: Omnichannel marketing has a positive and significant effect on customer satisfaction.

H3: Service quality has a positive and significant effect on customer satisfaction.

H4: Service quality mediates the positive and significant effect of omnichannel marketing on customer satisfaction.

3. METHODS

3.1 Research Design

This study employs a quantitative approach with an explanatory design to analyze the relationships among omnichannel marketing, service quality, and customer satisfaction. The quantitative method is used to test hypotheses and measure the strength of relationships among variables, while the explanatory design allows the study to examine both direct and mediating effects within the proposed research model.

3.2 Population and Sample

The population of this study consists of Generation Z consumers residing in Pekanbaru who have experience purchasing through omnichannel channels at Guardian. This group was selected

due to their strong tendency to engage in integrated shopping behavior that combines online and offline channels in a seamless and flexible manner.

A purposive sampling technique was employed to ensure that respondents meet specific criteria relevant to the research objectives [20]. The criteria include: residing in Pekanbaru, aged 17–29 years, having conducted purchases through more than one channel, and having experienced integrated omnichannel services.

The sample size was determined using the Lemeshow formula, resulting in a total of 100 respondents, which is considered sufficient for quantitative analysis.

3.3 Data Type and Source

This study utilizes both primary and secondary data. Primary data were obtained directly from respondents through structured questionnaires designed to capture their perceptions of omnichannel marketing, service quality, and customer satisfaction.

Secondary data were collected from various credible sources, including official statistical reports, company documents, business publications, and academic literature that support the research variables and theoretical framework.

3.4 Operational Definition of Variables

The variables in this study consist of omnichannel marketing (X) as the independent variable, service quality (Z) as the mediating variable, and customer satisfaction (Y) as the dependent variable. Omnichannel marketing refers to the integration of online and offline channels to create a seamless and consistent shopping experience. It is reflected through integrated promotion, product and price consistency, transaction information, information access, order fulfillment, and customer service across channels. Service quality represents customers' perceptions of overall service performance in retail, including product availability, employee competence and responsiveness, interpersonal interaction, and supporting facilities. Customer satisfaction reflects the level of fulfillment experienced by customers after evaluating their shopping experience. It is indicated by the alignment of product and service with expectations, a positive shopping experience, repurchase intention, and willingness to recommend the store [12] [13] [21] [22].

3.5 Data Collection Technique

Data were collected using a structured questionnaire distributed both online and offline. Online distribution was conducted via social media platforms such as WhatsApp, Instagram, and TikTok, while offline distribution used QR codes at Guardian outlets in Pekanbaru. Responses were measured using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Additionally, observation and literature study were conducted to support the research findings and strengthen the theoretical framework.

3.6 Data Analysis Technique

Data analysis in this study was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS version 4. This method is applied to examine the relationships among latent variables through their observed indicators and to estimate both direct and indirect effects within the research model. SEM-PLS is particularly appropriate for this study as it accommodates complex models involving mediating variables and allows simultaneous evaluation of measurement and structural model. The analysis begins with descriptive statistics to provide an overview of respondent characteristics and variable distributions. Subsequently, the measurement model (outer model) is evaluated to assess validity and reliability. Convergent validity is confirmed when factor loadings exceed 0.70 and the Average Variance Extracted (AVE) is greater than 0.50. Discriminant validity is assessed using the Fornell–Larcker criterion and cross loadings, where each construct must demonstrate higher correlation with its own indicators than with others. Additionally, the Heterotrait–Monotrait Ratio (HTMT) should be below 0.90. Reliability is evaluated

using Composite Reliability and Cronbach's Alpha, both of which should exceed 0.70 to indicate acceptable internal consistency.

The structural model (inner model) is then evaluated to examine the relationships between variables. The coefficient of determination (R^2) is used to assess the predictive power of the model, with values of 0.75, 0.50, and 0.25 indicating strong, moderate, and weak explanatory power, respectively. Model fit is evaluated using the Normed Fit Index (NFI) and Standardized Root Mean Square Residual (SRMR), where SRMR values below 0.10 indicate an acceptable model fit. Finally, hypothesis testing is conducted using path coefficients and bootstrapping procedures. Path coefficients indicate the direction of relationships, where positive values reflect positive effects. The significance of both direct and indirect effects is assessed using bootstrapping, where a relationship is considered significant if the t-statistic exceeds 1.96 and the p-value is less than 0.05.

4. RESULTS AND DISCUSSION

4.1 Respondent Profile

This study involved 100 respondents representing Generation Z consumers who have experience purchasing through omnichannel channels at Guardian in Pekanbaru. The respondent profile analysis is essential to ensure that the collected data reflects individuals who are familiar with integrated shopping experiences across online and offline platforms. Based on gender, the majority of respondents are female (69%), while male respondents account for 31%. This indicates that female consumers dominate the customer base, particularly in the context of health and beauty retail, where purchasing behavior tends to be more active and varied. In terms of age distribution, most respondents fall within the 21–23 years category (42%), followed by 17–20 years (25%), 24–26 years (18%), and 27–29 years (15%). This pattern suggests that the sample is largely composed of early adults who are typically more adaptive to digital platforms and more engaged in exploring various shopping channels.

Regarding shopping channel usage, the majority of respondents prefer physical stores (92%), indicating that direct shopping experiences remain highly relevant. Marketplace platforms are also widely used (63%), followed by social media (42%). In contrast, the use of the Guardian application (21%) and website (15%) is relatively lower. These findings highlight that while consumers engage in omnichannel behavior, physical stores and marketplaces remain the primary channels, emphasizing the importance of channel integration. In terms of shopping frequency over the past six months, most respondents reported purchasing products 2–3 times (50%), followed by once (24%), 4–5 times (14%), and more than 5 times (12%). This indicates a moderate level of purchasing intensity among most consumers, while a smaller segment demonstrates higher frequency, reflecting stronger engagement and potential customer loyalty.

4.2 Descriptive Statistics

Descriptive analysis shows that all variables are positively perceived by respondents:

Table 1. Descriptive Analysis of Variables

Variable	N	Mean	Category
Omnichannel Marketing	100	4.01	Good
Service Quality	100	4.02	Good
Customer Satisfaction	100	4.12	Good

Source: *Author's Processed Data (2026)*

The descriptive statistics presented in Table 1 indicate that all variables in this study fall within the good category, reflecting generally positive perceptions among Generation Z consumers toward their shopping experience at Guardian Pekanbaru. Customer satisfaction records the highest mean score (4.12), suggesting that consumers are largely satisfied with the products, services, and

overall shopping experience provided. This is followed by service quality (4.02), indicating that the services delivered are perceived as reliable and capable of meeting customer expectations. Meanwhile, omnichannel marketing shows a mean value of 4.01, demonstrating that the integration of online and offline channels has been positively perceived and supports a seamless shopping experience. Overall, these findings suggest that Guardian has successfully implemented an integrated omnichannel strategy supported by adequate service quality, which contributes to maintaining a favorable level of customer satisfaction among its consumers.

4.3 Measurement Model (Outer Model) Evaluation

The measurement model (outer model) is evaluated to assess the relationship between latent constructs and their indicators, ensuring that each indicator adequately represents its corresponding construct. Convergent validity is assessed through factor loadings and Average Variance Extracted (AVE), while discriminant validity is examined using the Fornell–Larcker criterion and cross loadings. Reliability is evaluated through Composite Reliability and Cronbach's Alpha to ensure internal consistency of the constructs. The results of these tests are presented as follows.

4.3.1 Convergent Validity

Convergent validity evaluates whether indicators consistently represent the same construct. It is assessed using factor loadings and Average Variance Extracted (AVE), with acceptable thresholds of loadings > 0.70 and AVE > 0.50 [23].

Outer Loading

Outer loading indicate how well each indicator represents its construct, with acceptable values > 0.70. The results are presented as follows.

Table 2. Outer Loading Values

Variable	Indicator	Outer Loading
Omnichannel Marketing	OM1	0.760
	OM2	0.819
	OM3	0.854
	OM4	0.839
	OM5	0.868
	OM6	0.827
Customer Satisfaction	CS1	0.836
	CS2	0.826
	CS3	0.833
	CS4	0.907
	CS5	0.805
Service Quality	SQ1	0.883
	SQ2	0.827
	SQ3	0.889
	SQ4	0.821

Source: *Author's Processed Data (2026)*

The results presented in Table 2 indicate that all indicators exceed the recommended outer loading threshold of 0.70, confirming strong convergent validity across all constructs. For omnichannel marketing, the loadings range from 0.760 to 0.868, with OM5 showing the highest contribution. Customer satisfaction demonstrates loadings between 0.805 and 0.907, where CS4

emerges as the most dominant indicator. Meanwhile, service quality exhibits values ranging from 0.821 to 0.889, with SQ3 providing the strongest representation. Overall, these results confirm that all indicators reliably reflect their respective constructs, indicating that the measurement model is valid and suitable for further structural analysis.

Average Variance Extracted (AVE)

Average Variance Extracted (AVE) indicates the variance explained by a construct, with acceptable values > 0.50. The results are presented as follows [24].

Table 3. AVE Values

Variable	AVE	Interpretation
Omnichannel Marketing	0.686	Valid
Customer Satisfaction	0.709	Valid
Service Quality	0.732	Valid

Source: *Author's Processed Data (2026)*

The results reported in Table 3 confirm that all constructs surpass the minimum AVE threshold of 0.50, demonstrating robust convergent validity across the measurement model. Service quality exhibits the highest AVE (0.732), followed by customer satisfaction (0.709), while omnichannel marketing records the lowest value (0.686). Despite being the lowest, the AVE of omnichannel marketing remains well above the acceptable threshold, indicating that the construct still captures a substantial proportion of variance from its indicators relative to measurement error. This suggests that all constructs are adequately represented by their respective indicators. Overall, these findings provide strong support for the convergent validity of the measurement model, confirming its reliability and suitability for subsequent structural model analysis.

4.3.2 Discriminant Validity

Discriminant validity assesses the extent to which each construct is distinct from others. It is evaluated using the Fornell–Larcker criterion and the Heterotrait–Monotrait ratio (HTMT). The results are presented as follows.

Fornell-Larcker Criterion

Fornell–Larcker criterion assesses discriminant validity by ensuring each construct is more strongly correlated with itself than with others. The results are presented as follows.

Table 4. Fornell-Larcker Criterion

Variable	OM	CS	SQ
Omnichannel Marketing	**0.828**		
Customer Satisfaction	0.747	**0.842**	
Service Quality	0.795	0.760	**0.856**

Source: *Author's Processed Data (2026)*

The results presented in Table 4 provide strong evidence that discriminant validity is well established based on the Fornell–Larcker criterion. The square root of the AVE for each construct—omnichannel marketing (0.828), customer satisfaction (0.842), and service quality (0.856)—consistently exceeds the corresponding inter-construct correlations, indicating that each construct captures more variance from its own indicators than from other constructs within the model. Although moderate correlations are observed, particularly between service quality and omnichannel marketing (0.795), these values remain clearly below their respective diagonal values, reinforcing the

distinctiveness of each construct. This pattern suggests that, despite meaningful relationships among variables, there is no indication of conceptual overlap or redundancy. Overall, these findings confirm that each construct demonstrates adequate discriminant validity, ensuring that the measurement model possesses strong construct separation and is robust for subsequent structural model evaluation.

HTMT (Heterotrait-Monotrait Ratio)

HTMT assesses discriminant validity to ensure constructs are distinct, with acceptable values below 0.85 (strict) or 0.90 (lenient) [25].

Table 5. HTMT Values

Variable	OM	CS	SQ
Omnichannel Marketing			
Customer Satisfaction	0.818		
Service Quality	0.885	0.853	

Source: *Author's Processed Data (2026)*

The HTMT results presented in Table 5 demonstrate that all inter-construct values remain below the recommended threshold of 0.90, indicating that discriminant validity is adequately established. The highest HTMT value is observed between service quality and omnichannel marketing (0.885), followed by the relationship between service quality and customer satisfaction (0.853), suggesting relatively strong associations among constructs. Despite these relatively high values, all HTMT ratios remain within acceptable limits, confirming that each construct is empirically distinguishable. This indicates that, although the constructs are closely related in explaining consumer behavior, they do not exhibit problematic overlap. Overall, these findings provide strong support for the discriminant validity of the measurement model, reinforcing its suitability for subsequent structural analysis.

4.3.3 Reliability Test

Reliability is assessed using Cronbach's Alpha and Composite Reliability (CR), with values > 0.70 indicating acceptable reliability.

Table 6. Reliability Results

Variable	Cronbach's Alpha	Composite Reliability	Interpretation
Omnichannel Marketing	0.908	0.929	Reliable
Customer Satisfaction	0.897	0.924	Reliable
Service Quality	0.878	0.916	Reliable

Source: *Author's Processed Data (2026)*

The results presented in Table 6 demonstrate that all constructs exhibit a high level of reliability, as evidenced by both Cronbach's alpha and composite reliability values exceeding the recommended threshold of 0.70. Omnichannel marketing records values of 0.908 and 0.929, customer satisfaction 0.897 and 0.924, and service quality 0.878 and 0.916, respectively. Among these constructs, omnichannel marketing shows the highest reliability scores, indicating the strongest internal consistency among its indicators, followed by customer satisfaction and service quality. The consistently high values across both reliability measures suggest that the indicators within each construct are well aligned and capable of capturing the underlying concept with minimal measurement error. Overall, these findings provide strong evidence that all constructs are reliable,

confirming the robustness of the measurement model and its suitability for subsequent structural model evaluation.

4.4 Structural Model (Inner Model) Evaluation

The structural model evaluation is conducted to examine the relationships among latent variables based on the underlying theoretical framework of the study. This evaluation captures the interactions between exogenous and endogenous constructs, providing insights into the direction and magnitude of their relationships.These relationships are analyzed using path analysis to estimate both direct and indirect effects among variables within the model. The evaluation of the structural model is assessed through key indicators, including the coefficient of determination (R^2) and model fit measures, to determine the model's explanatory power and overall adequacy. The results are presented as follows.

4.4.1 R-Square

Coefficient of determination (R^2) evaluates the model's explanatory power by indicating the proportion of variance in endogenous constructs explained by exogenous variables. Higher R^2 values reflect better predictive performance, with 0.75, 0.50, and 0.25 indicating substantial, moderate, and weak levels, respectively. The results are presented as follows [26].

Table 7. Coefficient of Determination (R^2)

Variable	R^2	Adjusted R^2
Customer Satisfaction	0.633	0.625
Service Quality	0.633	0.629

Source: *Author's Processed Data (2026)*

R^2 results presented in Table 7 indicate that the model demonstrates moderate explanatory power for both endogenous constructs. Customer satisfaction shows an R^2 value of 0.633, indicating that 63.3% of its variance is explained by the exogenous variables in the model. Similarly, service quality also records an R^2 of 0.633, suggesting that a comparable proportion of its variance is accounted for by the model. The adjusted R^2 values, which are slightly lower (0.625 and 0.629), confirm the stability and robustness of the model after accounting for model complexity. Overall, these findings indicate that the proposed model has satisfactory predictive capability and is adequate for explaining the relationships among the studied variables.

4.4.2 Model Fit

Model fit is evaluated to assess how well the proposed model represents the observed data. This is examined using the Normed Fit Index (NFI) and the Standardized Root Mean Square Residual (SRMR) as indicators of model adequacy. The results are presented as follows.

Table 8. Model Fit Results

Fit Index	Saturated Model	Estimated Model
SRMR	**0.074**	**0.074**
d_ULS	0.653	0.653
d_G	0.494	0.494
Chi-square	271.111	271.111
NFI	**0.787**	**0.787**

Source: *Author's Processed Data (2026)*

Model fit results presented in Table 8` indicate an acceptable level of model adequacy. The SRMR value of 0.074 falls below the recommended threshold of 0.10, suggesting a good fit between the model and the observed data. The NFI value of 0.787 indicates a moderate level of model fit, reflecting that the proposed model reasonably explains the covariance structure of the data. Overall, these findings suggest that the model demonstrates an adequate fit and is suitable for subsequent hypothesis testing and structural analysis.

4.4.3 Path Coefficients and Hypothesis Testing

Hypothesis testing is performed using the bootstrapping procedure, where a hypothesis is supported when the t-statistic >1.96 and the p-value < 0.05.

Table 9. Path Coefficients and Hypothesis Testing

Hypothesis	Relationship	Path Coefficient (β)	T-Statistic	P-Value	Result
H1	Omnichannel Marketing → Customer Satisfaction	0.388	3.238	0.001	Supported
H2	Omnichannel Marketing → Service Quality	0.795	15.378	0.000	Supported
H3	Service Quality → Customer Satisfaction	0.451	3.823	0.000	Supported

Source: *Author's Processed Data (2026)*

The results in Table 9 indicate that all proposed hypotheses are supported, as reflected by positive path coefficients, t-statistics greater than 1.96, and p-values below 0.05. Omnichannel marketing has a significant positive effect on customer satisfaction (β = 0.388; t = 3.238), suggesting that effective channel integration enhances consumers' overall satisfaction. Furthermore, omnichannel marketing demonstrates a strong and highly significant influence on service quality (β = 0.795; t = 15.378), indicating that well-integrated channels substantially improve perceived service performance. In addition, service quality significantly affects customer satisfaction (β = 0.451; t = 3.823), highlighting its critical role in shaping positive customer experiences. Notably, the strongest relationship is observed between omnichannel marketing and service quality, emphasizing that channel integration is a key driver in delivering superior service outcomes. Overall, these findings confirm the robustness of the proposed model and underscore the importance of omnichannel strategies in enhancing both service quality and customer satisfaction.

4.4.4 Mediation Analysis

The results of the mediation analysis are presented in Table 10.

Table 10. Indirect Effect (Mediation Analysis)

Relationship	Indirect Effect (β)	T-Statistic	P-Value	Result
OM → SQ → CS	0.359	3.818	0.000	Supported

Source: *Author's Processed Data (2026)*

The results indicate that the indirect effect of omnichannel marketing on customer satisfaction through service quality is positive and statistically significant (β = 0.359; t = 3.818; p < 0.05). This finding confirms that service quality plays a mediating role in the relationship between omnichannel marketing and customer satisfaction. The significant indirect effect suggests that the impact of omnichannel marketing on customer satisfaction is not only direct but also operates through improvements in service quality. This highlights the critical role of service quality as an underlying mechanism through which integrated channel strategies enhance customer outcomes.

Overall, these results provide strong empirical support for the mediating role of service quality, reinforcing the importance of delivering consistent and high-quality service in maximizing the effectiveness of omnichannel marketing strategies.

Discussion

The findings of this study provide empirical evidence on how omnichannel marketing, service quality, and customer satisfaction are interconnected among Generation Z consumers at Guardian Pekanbaru. Overall, the results confirm that both direct and indirect relationships among the variables are statistically significant, indicating that integrated channel strategies and service performance jointly shape customer experience in a real retail setting. This reflects the actual behavior of Gen Z consumers who actively use multiple channels in a single purchasing process.

First, the results show that omnichannel marketing has a significant positive effect on service quality. This indicates that the level of integration across channels directly affects how customers perceive the consistency and reliability of services. In the context of Guardian Pekanbaru, consumers commonly search for product information through social media or online platforms, make purchases via marketplace or offline stores, and expect consistency in pricing, product availability, and service across these channels. When these elements are well aligned, customers perceive the service as more reliable and structured. This finding is consistent with prior studies emphasizing that omnichannel implementation enhances service quality through better coordination and consistency across channels [12], [27], [28].

Second, omnichannel marketing is found to have a significant positive impact on customer satisfaction. This suggests that customer satisfaction is influenced not only by the final purchase outcome but also by the overall experience throughout the purchasing journey. For Gen Z consumers, satisfaction is shaped by how easy it is to move between channels, access accurate information, and complete transactions without obstacles. In the case of Guardian Pekanbaru, the ability to check products online and continue the purchase offline or vice versa creates a more convenient and flexible experience. When this process runs smoothly, it strengthens positive evaluations from customers. This finding aligns with previous research indicating that omnichannel strategies improve customer satisfaction through integrated and flexible customer experiences [13], [29], [30].

Third, service quality is shown to significantly influence customer satisfaction, confirming its role as a key determinant of customer evaluation. In this study, service quality reflects how well the service delivered meets customer expectations in terms of responsiveness, clarity of information, and overall interaction experience. In the Guardian context, customers not only evaluate the products but also assess employee responsiveness, the ease of obtaining assistance, and the comfort of the shopping environment. When these aspects meet expectations, customer satisfaction increases significantly. This finding is consistent with service marketing theory, which states that satisfaction is driven by perceived service performance [18], and is supported by empirical studies showing that higher service quality leads to better customer satisfaction outcomes [17], [31], [32].

Furthermore, the mediation analysis reveals that service quality significantly mediates the relationship between omnichannel marketing and customer satisfaction. This indicates that omnichannel marketing enhances customer satisfaction not only directly but also through improvements in service quality. In practical terms, this means that channel integration alone is not sufficient; it must be accompanied by service delivery that is consistent and responsive across all channels. In the Guardian Pekanbaru context, when integration between online and offline channels is supported by accurate information, responsive service, and smooth transactions, customers experience higher satisfaction. This finding is consistent with previous studies highlighting the mediating role of service quality in linking omnichannel strategies with customer outcomes [27], [29].

Importantly, the results indicate a partial mediation effect, suggesting that omnichannel marketing influences customer satisfaction both directly and indirectly through service quality. This

reflects that while integrated channels already contribute to a better customer experience, their impact becomes stronger when supported by high-quality service. This also shows that customers evaluate both the system (channel integration) and the execution (service quality) simultaneously when forming satisfaction.

From a theoretical perspective, this study reinforces the understanding that customer experience is formed through the interaction between channel integration and service performance. It confirms that service quality acts as a key mechanism that translates omnichannel strategies into customer satisfaction. From a practical perspective, the findings suggest that retail companies such as Guardian should not only focus on integrating channels but also ensure that service standards are consistently maintained across all touchpoints to meet the expectations of Generation Z consumers.

In conclusion, this study demonstrates that omnichannel marketing, service quality, and customer satisfaction are closely interconnected in the retail context. The findings highlight that the effectiveness of omnichannel strategies depends on how well they are supported by consistent and high-quality service delivery, which ultimately shapes customer satisfaction and overall experience.

CONCLUSION

This study concludes that omnichannel marketing and service quality jointly shape customer satisfaction among Generation Z consumers at Guardian Pekanbaru. Effective integration of online and offline channels enhances service quality by creating a more consistent and seamless experience, which in turn strengthens customer satisfaction. In addition, omnichannel marketing directly contributes to satisfaction by enabling easy access to information, smooth transactions, and consistent experiences across channels. Service quality also emerges as a key determinant of satisfaction, as customers evaluate their experience based on responsiveness, interaction quality, and service reliability. Furthermore, service quality acts as a mediating mechanism, indicating that the impact of omnichannel marketing on customer satisfaction becomes stronger when supported by high-quality service delivery. Overall, customer satisfaction is shaped by the combined effect of channel integration and service performance within a unified retail experience.

Based on these findings, Guardian is encouraged to strengthen omnichannel integration by ensuring consistency of information, pricing, and promotions across all channels through a centralized system. Improving service quality through employee training, responsive customer service, and consistent service standards across touchpoints is also essential. Additionally, creating a seamless and convenient shopping experience supported by customer data utilization, simple interfaces, and flexible payment systems is crucial to meet Generation Z expectations. Future research is suggested to incorporate additional variables such as customer experience, brand image, or customer loyalty, and to expand the research context to different sectors or regions for broader insights.

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