

THE EFFECT OF CUSTOMER JOURNEY DESIGN ON CUSTOMER SATISFACTION THROUGH OMNICHANNEL CUSTOMER EXPERIENCE AND CUSTOMER ENGAGEMENT (Study on Consumers of H&M Gaia Mall Pontianak)

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Abstract

This study aims to examine the effect of Customer Journey Design (CJD) on Customer Satisfaction (CS), both directly and indirectly through Omnichannel Customer Experience (OCE) and Customer Engagement (CE) among consumers of H&M Gaia Mall Pontianak. This research employs a quantitative approach with an explanatory design. The sample consists of 210 respondents selected through purposive sampling with strict criteria as omnichannel users, namely consumers residing in Pontianak who have made cross-channel purchases (online and offline) of H&M within the last six months (July-December 2025). Data were analyzed using Structural Equation Modeling based on Partial Least Squares (PLS-SEM) with WarpPLS. The results indicate that CJD has a positive and significant effect on OCE, CE, and CS. Furthermore, OCE and CE are proven to have a positive and significant effect on CS. Mediation testing reveals that OCE and CE act as partial mediators, where the indirect effect of CJD on CS operates significantly through the enhancement of omnichannel experience and customer engagement mechanisms. These findings emphasize that optimizing customer satisfaction requires the integration of customer journey design supported by consistent cross-channel experiences and strengthened emotional customer bonds.

Keywords: *Customer Journey Design, Omnichannel Customer Experience, Customer Engagement, Customer Satisfaction*

1. INTRODUCTION

The acceleration of global digitalization has fundamentally transformed the fashion retail landscape, creating complex and non-linear consumer behavior patterns through the phenomenon of webrooming, where consumers explore products online before purchasing offline. Chung *et al.* (2021) and Moliner & Tortosa-Edo (2024) emphasize that if this cross-channel integration is not managed properly, it can negatively affect product evaluation and purchase intention. Therefore, Shankar (2021) states that global fashion brands are required to seamlessly integrate online and offline experiences to maintain customer engagement and satisfaction amid increasingly intense competition.

Global industry data confirms that omnichannel strategy is no longer optional but a necessity. Shah *et al.* (2024) report that 83% of consumers conduct online product research before making in-store purchases (webrooming), while Truong (2021) finds that 73% of fashion transactions involve cross-channel interactions. In the case of the H&M brand, the H&M Group Annual Report (2024) shows that although online sales contribute significantly (approximately 30%), physical stores remain the backbone of revenue (70%) and function as fulfillment hubs. This synergy is crucial; however, its implementation in Indonesia faces serious challenges. Preliminary empirical data indicate an expectation gap: the H&M application rating on the Google Play Store in Indonesia averages 3.6 out of 5 stars (accessed in January 2026), with dominant complaints related to application bugs, inaccurate stock synchronization, and discrepancies in promotions between online and offline channels (H&M App Reviews, 2025). This suggests that technical integration has not fully translated into value for local consumers (Kar, 2021; Ruiz-Molina *et al.* 2021).

Customer dissatisfaction is also reflected in sentiment analysis of customer reviews. Based on preliminary observations of open reviews on Trustpilot and local social media platforms (2024–2025), recurring complaints were identified regarding glitches in gift card features and inconsistencies in promotional information between the application and in-store cashier systems. This phenomenon is exacerbated by the unique characteristics of digital consumer behavior in West Kalimantan. Data from the Central Bureau of Statistics (BPS) of West Kalimantan Province (2024), in the “E-Commerce Statistics” table, shows that 95.17% of e-commerce transactions in the region are conducted through instant messaging (WhatsApp/Line), far exceeding the use of official marketplaces (11.59%) or brand websites (0.56%). The dominance of personal communication demands high responsiveness, which is often not fulfilled by global brand automation systems. Furthermore, the same BPS data records stagnation and even a decline in the proportion of fashion purchases through purely digital channels, from 16.25% (2021) to 12.95% (2024), indicating that local consumers tend to return to physical or hybrid shopping experiences due to a lack of trust in the consistency of purely digital services.

This gap between digital promises and physical reality creates significant friction in the Customer Journey Design (CJD) of H&M consumers at Gaia Mall Pontianak. A preliminary survey of 30 active visitors to H&M Gaia Mall (December 2025) reveals that 65% of respondents have experienced disappointment due to discrepancies such as products marked as “available” in the application being out of stock in-store, or member promotions that cannot be claimed at the cashier. This misalignment of touchpoints has the potential to disrupt the customer journey flow and reduce perceived value. As emphasized by Reitsamer & Becker (2024), disruption at a single critical touchpoint can reduce overall satisfaction evaluation, regardless of the quality of the core product. Therefore, this study is essential to examine how improvements in customer journey design can restore trust through enhanced Omnichannel Customer Experience (OCE) and Customer Engagement (CE).

Disruptions at a single touchpoint can reduce overall satisfaction even when product quality is adequate (Reitsamer & Becker, 2024), making a deeper understanding of Omnichannel Customer Experience (OCE) and Customer Engagement (CE) essential. Massi *et al.* (2022) and Jiang *et al.* (2024) state that integrated OCE can build a tangible brand image, while Roy *et al.* (2023), Zhang *et al.* (2021), and Yan *et al.* (2024) highlight that emotional engagement and system flexibility significantly influence customer satisfaction.

Despite these insights, this study identifies three critical research gaps. First, the conceptual gap lies in the inconsistent findings regarding the mediating mechanisms between Customer Journey Design (CJD) and Customer Satisfaction (CS). While previous studies acknowledge the importance of CJD, the specific pathways through which OCE and CE mediate this relationship remain underexplored, particularly in clarifying the directional relationship between CE and CS. Second, the contextual gap is evident in the unique digital consumer behavior in West Kalimantan, where personal communication platforms dominate over official brand applications. This creates a distinct mismatch between global brand automation and local consumer expectations, a context rarely examined in mainstream omnichannel literature. Third, the empirical gap is reflected in the technical and operational frictions experienced by H&M consumers, such as real-time inventory discrepancies and promotional inconsistencies, which highlight that technological integration does not automatically translate into perceived value. To address these gaps, this study aims to examine the effect of Customer Journey Design on Customer Satisfaction, both directly and indirectly through Omnichannel Customer Experience and Customer Engagement among consumers of H&M Gaia Mall Pontianak.

Hypothesis Development

The Effect of Customer Journey Design on Omnichannel Customer Experience

The quality of the omnichannel customer experience is strongly influenced by how firms design the configuration of interactions throughout the shopping journey. Mele *et al.* (2025) found that consumers' perceptions of omnichannel journey quality are shaped by their evaluation of *self-efficacy* and their mindset toward the experience design they receive. Furthermore, Van Nguyen *et al.* (2024) identified that customer behavior in omnichannel retail is dynamic and segmented (*digital switchers*, *webroomers*, *showroomers*), thus requiring a journey design that is both integrated and personalized. This indicates that an adaptive Customer Journey Design (CJD), which considers behavioral characteristics at various touchpoints, can enhance the overall experience quality. Therefore, CJD serves as the primary foundation for creating consistency and value across all channels. Based on this reasoning, the first hypothesis is formulated:

H1: *Customer Journey Design has a positive and significant effect on Omnichannel Customer Experience.*

The Effect of Customer Journey Design on Customer Engagement

A well-structured and experience-oriented customer journey design can create meaningful touchpoints that encourage customer engagement cognitively, affectively, and behaviorally. Ahmad *et al.* (2022) explain that customer experience designed through aspects such as the shopping environment, purchasing procedures, and staff services can enhance engagement, especially when strengthened by *value co-creation* processes. This finding aligns with Shoukat & Ramkissoon (2022), who emphasize that interactions designed through enjoyable experiences and *place identity* can strengthen customers' emotional engagement with a brand. Therefore, an effective CJD will trigger psychological and active behavioral responses from consumers toward the H&M brand. Based on this reasoning, the second hypothesis is formulated:

H2: *Customer Journey Design has a positive and significant effect on Customer Engagement.*

The Effect of Customer Journey Design on Customer Satisfaction

A well-designed customer experience throughout service interactions can enhance positive perceptions that lead to satisfaction. Manyanga *et al.* (2022) demonstrate that effective management of each interaction point leads to higher customer satisfaction and encourages *word-of-mouth* recommendations. In addition, Vo-Thanh *et al.* (2024) found that perceived innovation throughout the service journey has a strong relationship with overall customer satisfaction. These findings confirm that an integrated CJD is an important factor in creating satisfying service experiences at every stage. Although its effect may not be as strong as the mediating variables, a well-designed journey still contributes directly to post-purchase evaluation. Based on this reasoning, the third hypothesis is formulated:

H3: *Customer Journey Design has a positive and significant effect on Customer Satisfaction.*

The Effect of Omnichannel Customer Experience on Customer Satisfaction

The integration of physical and digital channels plays a vital role in shaping a seamless *phygital* experience. Mishra *et al.* (2023) found that when customers perceive a well-integrated omnichannel experience, they feel more empowered and satisfied, which contributes to customer retention. Pires *et al.* (2025) reinforce this by showing that customer experience is a key determinant of customer satisfaction, where attributes such as technological interactivity, security, and personalization significantly shape satisfaction when expectations are met. In the context of H&M Pontianak, consistency across experiential dimensions (affective, cognitive, relational) is a prerequisite for satisfaction. Based on this reasoning, the fourth hypothesis is formulated:

H4: *Omnichannel Customer Experience has a positive and significant effect on Customer Satisfaction.*

The Effect of Customer Engagement on Customer Satisfaction

While some literature posits satisfaction as a precursor to engagement, this study adopts the perspective that Customer Engagement (CE) acts as a critical antecedent to Customer Satisfaction (CS). This positioning is grounded in the Cognitive-Affective-Behavioral framework, where engagement represents a heightened state of psychological readiness and resource investment (cognitive, emotional, and behavioral) toward the brand (Hollebeek *et al.*, 2014; Vivek *et al.*, 2012). When customers are deeply engaged, they develop stronger self-brand connections and higher levels of trust, which serve as cognitive filters that reduce perceived risk and enhance the interpretation of service encounters.

Tran and Nguyen (2022) argue that authentic brand experiences foster emotional engagement, which subsequently drives satisfaction by aligning customer expectations with perceived performance. Engaged customers are more likely to participate in value co-creation activities, leading to a sense of ownership and fulfillment that directly translates into higher satisfaction ratings (Ahmad *et al.*, 2022). Furthermore, high engagement mitigates the impact of minor service failures because engaged customers possess greater resilience and commitment to the brand relationship (Rather *et al.*, 2022). Thus, rather than viewing satisfaction solely as a post-purchase evaluation, this study argues that the pre-

existing level of engagement shapes the customer's mindset, making them more receptive to positive evaluations of the omnichannel experience. Based on this reasoning, the fifth hypothesis is formulated:

H5: *Customer Engagement has a positive and significant effect on Customer Satisfaction.*

The Mediating Role of Omnichannel Customer Experience

Customer Journey Design not only has a direct effect but also operates through the mechanism of forming high-quality experiences. Blom *et al.* (2021) show that integrating touchpoints aligned with customer shopping goals creates *service excellence*, which enhances satisfaction. Furthermore, Massi *et al.* (2022) emphasize that authentic and seamless omnichannel experiences play a crucial role in creating customer value through consistent channel integration, acting as a bridge between journey design and positive evaluation. This implies that an effective CJD must first be translated into a coherent OCE to maximize customer satisfaction. Based on this reasoning, the sixth hypothesis is formulated:

H6: *Customer Journey Design has a positive and significant effect on Customer Satisfaction mediated by Omnichannel Customer Experience.*

The Mediating Role of Customer Engagement

An effective customer journey design builds engagement, which in turn strengthens positive evaluations of the service. Chen *et al.* (2021) assert that positive brand experiences encourage engagement behaviors such as repeat usage and *word-of-mouth*, all of which lead to satisfaction. Similarly, Rather *et al.* (2022) found that customer engagement formed through satisfying service experiences directly enhances behavioral intentions and customer satisfaction. In this model, Customer Engagement acts as a partial mediator that translates journey design into emotional and behavioral responses, which are subsequently converted into holistic satisfaction. Unlike prior literature that positions satisfaction as a mediator toward engagement, this study examines the pathway from CJD to CE to CS as a value-creation mechanism based on engagement. Based on this reasoning, the seventh hypothesis is formulated:

H7: *Customer Journey Design has a positive and significant effect on Customer Satisfaction mediated by Customer Engagement.*

2. RESEARCH METHOD

This study employs a quantitative approach with an explanatory design to examine the structural relationships among variables in a measurable manner. Although a cross-sectional design with purposive sampling does not allow for definitive causal inference, this approach is adequate for testing predictive and explanatory relationships among constructs based on a strong theoretical foundation.

The target population consists of consumers who have interacted across channels (omnichannel) with H&M at Gaia Mall Pontianak. The determination of sample size no longer relies on the heuristic "10-times indicator rule," but instead uses the inverse square root method and minimum sample size calculation based on statistical power in WarpPLS version 8.0. The results indicate that to achieve a statistical power of 0.80 with a medium

effect size, a minimum of 195 respondents is required. However, to anticipate potential drop-out rates, the study sets a target of 210 respondents. The sampling technique used is purposive sampling with the following criteria: (1) Aged ≥ 17 years and residing/active in Pontianak; (2) Have made purchases at the physical H&M Gaia Mall store at least twice in the last six months (July–December 2025 period); (3) Have conducted transactions via the H&M app/website during the same period (July–December 2025); (4) Possess an active H&M membership account; and (5) Follow H&M social media channels. These criteria ensure that respondents have experienced a complete omnichannel customer journey, rather than being single-channel users.

The research instrument is a structured questionnaire using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Primary data collection was conducted from March to May 2026. Questionnaires were distributed both online via Google Forms and offline through direct intercepts at the H&M Gaia Mall Pontianak store to reach eligible respondents. The six-month transaction criterion specifically refers to the shopping activity period from July to December 2025, ensuring that all reported experiences occurred prior to the data collection phase to minimize recall bias. Data collection was carried out through: (1) Distribution of Google Form links via H&M Pontianak fan communities and social media platforms (Instagram/TikTok); and (2) Direct intercepts at the exit area of the H&M Gaia Mall store. To minimize Common Method Bias (CMB) due to the use of a single data source, the study applied respondent anonymity and randomized item order. Data analysis was conducted using Structural Equation Modeling based on Partial Least Squares (PLS-SEM) with WarpPLS version 8.0. The algorithm applied was Warp3 PLS Regression, with a resampling method using bootstrapping of 500 sub-samples to test path significance. Hypothesis testing employed a two-tailed test with a significance level of $\alpha = 0.05$. The analysis procedure includes three main stages:

1. Measurement Model Evaluation (Outer Model): Assessing convergent validity (loading factor > 0.70 , AVE > 0.50), discriminant validity (Fornell-Larcker criterion, cross-loading, and HTMT < 0.90), and reliability (Cronbach's Alpha & Composite Reliability > 0.70).
2. Structural Model Evaluation (Inner Model): Assessing model fit (Goodness of Fit: APC, ARS, AVIF, AFVIF, GoF), coefficient of determination (R^2), predictive relevance (Q^2), and effect size (f^2).
3. Hypothesis Testing & Mediation Analysis: Examining direct effects, indirect effects (*specific indirect effect*), and total effects to determine the type of mediation (partial or full).

Table 1. Operationalization of Research Variables

No.	Research Variables	Theoretical Definition	Operational Definition	Indicators
1.	<i>Customer Journey Design</i> (CS)	Customer Journey Design refers to the emphasis on designing customer experiences	Customer Journey Design at H&M Gaia Mall Pontianak refers to the design of customer experience through managing both offline (physical store) and	1. <i>Thematic Alignment</i> 2. <i>Process Consistency</i> 3. <i>Relevance to Context</i> 4. <i>Journey Flow</i>

No.	Research Variables	Theoretical Definition	Operational Definition	Indicators
		through the management of interaction points along the customer journey, focusing on thematic alignment, consistency of experience, contextual sensitivity, and interconnection among touchpoints to create integrated and valuable customer experiences. (Gao & Jiang, 2025).	online (application, website, social media) interaction points, emphasizing thematic alignment, experience consistency, contextual relevance, and interconnected touchpoints.	(Gao & Jiang, 2025; Kuehnl <i>et al.</i> 2019; Jaakkola & Terho, 2021).
2.	<i>Omnichannel Customer Experience</i> (OCE)	Omnichannel Customer Experience refers to the customer experience formed through the integrated interaction of online and offline channels, reflected in affective, cognitive, physical, relational, sensorial, and symbolic dimensions throughout the customer journey. (Gao & Fan, 2021).	Omnichannel Customer Experience at H&M Gaia Mall Pontianak refers to customer experiences formed through the integration of online channels (application, website, social media) and offline channels (physical store), reflected across affective, cognitive, physical, relational, sensorial, and symbolic dimensions.	1. <i>Affective</i> 2. <i>Cognitive</i> 3. <i>Physical</i> 4. <i>Relational</i> 5. <i>Sensorial</i> 6. <i>Symbolic</i> (Gahler <i>et al.</i> 2023; Gao & Jiang, 2025; Gao & Fan, 2021).

No.	Research Variables	Theoretical Definition	Operational Definition	Indicators
3.	<i>Customer Engagement</i> (CE)	Customer Engagement refers to the level of psychological and behavioral involvement of customers with a brand, reflected through cognitive processing, affection, and activation resulting from interactions with the brand. (Hollebeek et al. 2014).	Customer Engagement at H&M Gaia Mall Pontianak refers to the level of psychological and behavioral involvement of customers with the H&M brand, reflected through cognitive processing, affection, and activation resulting from interactions across both offline and online channels.	1. <i>Consumer Involvement</i> 2. <i>Cognitive Processing</i> 3. <i>Affection</i> 4. <i>Activation</i> 5. <i>Self-Brand Connection</i> 6. <i>Brand Usage</i> (Hollebeek et al. 2014; So et al. 2014; Vivek et al. 2012).
4.	<i>Customer Satisfaction</i> (CS)	Customer Satisfaction refers to customers' evaluation of their shopping experience by comparing service performance with expectations, reflected in decision satisfaction, expectation fit, ease of access, service usefulness, and overall satisfaction (Gazi et al. 2025).	Customer Satisfaction at H&M Gaia Mall Pontianak refers to customers' evaluation of their shopping experience by comparing service performance with expectations, reflected in satisfaction with decisions, expectation alignment, ease of access, perceived usefulness, and overall fulfillment.	1. <i>Choice Justification</i> 2. <i>Expectation Fit</i> 3. <i>Ease of Access</i> 4. <i>Perceived Helpfulness</i> 5. <i>Overall Fulfillment</i> (Gazi et al. 2025; Bollen, 1989; Bhattacharjee, 2001).

Source: Researcher's reference study (2026)

3. RESULTS AND DISCUSSION

3.1 Respondent Characteristics

The total number of respondents in this study is 210, all of whom (100%) have conducted transactions through H&M's digital platform, thereby meeting the criteria as omnichannel users. The majority of respondents are female (68%), aged 17–24 years (50%), hold a bachelor's degree (37%), and have a monthly income below IDR 2,000,000 (35%),

with a visit frequency of 2–3 times in the last six months (63%). This profile indicates that the primary consumer segment of H&M at Gaia Mall Pontianak consists of digitally literate young consumers.

Table 2. Descriptive Statistics of Research Variables

Variable	Average	Category
Customer Journey Design (CJD)	3,48	High
Omnichannel Customer Experience (OCE)	3,48	High
Customer Engagement (CE)	3,45	High
Customer Satisfaction (CS)	3,48	High

Source: Processed data from WarpPLS v8.0, 2026.

Table 2 presents the descriptive statistics of the respondents. All research variables show mean scores in the “High” category, with Customer Journey Design (CJD) at 3.48, Omnichannel Customer Experience (OCE) at 3.48, Customer Engagement (CE) at 3.45, and Customer Satisfaction (CS) at 3.48. The highest-scoring indicator for CJD is relevance to context (CJD.3 = 3.49), for OCE is relational closeness (OCE.4 = 3.53), for CE is positive affection (CE.3 = 3.48), and for CS is ease of access (CS.3 = 3.53). Meanwhile, the relatively lowest mean scores are found in process consistency and journey flow (CJD.2 and CJD.4 = 3.46), the sensorial aspect (OCE.5 = 3.44), self-brand congruence with H&M (CE.5 = 3.43), and the overall H&M shopping experience (CS.5 = 3.38).

3.2 Measurement Model Evaluation (Outer Model)

Table 3. Construct Loading Factors

Indicator	CJD	OCE	CE	CS
CJD.1	(0.882)	0.173	-0.024	-0.016
CJD.2	(0.847)	-0.106	-0.113	0.150
CJD.3	(0.803)	0.095	-0.083	-0.097
CJD.4	(0.854)	-0.164	0.214	-0.042
OCE.1	0.195	(0.817)	0.085	-0.286
OCE.2	0.019	(0.821)	-0.103	0.309
OCE.3	-0.057	(0.850)	0.010	-0.051
OCE.4	-0.315	(0.851)	0.081	0.124
OCE.5	-0.062	(0.830)	-0.072	0.040
OCE.6	0.233	(0.833)	-0.003	-0.139
CE.1	-0.022	-0.094	(0.841)	0.141
CE.2	-0.074	0.010	(0.767)	0.070
CE.3	0.102	0.190	(0.789)	-0.167
CE.4	-0.174	0.093	(0.837)	0.006
CE.5	-0.033	-0.164	(0.823)	0.290
CE.6	0.198	-0.026	(0.845)	-0.337
CS.1	-0.074	0.148	0.068	(0.849)
CS.2	-0.092	-0.160	0.038	(0.838)
CS.3	0.424	-0.152	-0.121	(0.806)

Indicator	CJD	OCE	CE	CS
CS.4	-0.307	0.104	-0.080	(0.864)
CS.5	0.078	0.051	0.094	(0.818)

Source: Processed data from WarpPLS v8.0, 2026

Table 3 presents the *outer loading* and *cross-loading* values of all indicators for their respective constructs. The results indicate that all indicators have outer loading values (values in parentheses) above 0.70 on the constructs they are intended to measure. The highest loading values are observed for CJD.1 (0.882) on the Customer Journey Design construct, OCE.4 (0.851) on Omnichannel Customer Experience, CE.6 (0.845) on Customer Engagement, and CS.4 (0.864) on Customer Satisfaction. In addition, the cross-loading values of each indicator on other constructs are lower than their loadings on the primary construct. This indicates that each indicator has a stronger relationship with its intended construct compared to other constructs. These findings confirm that the measurement instrument demonstrates adequate convergent and discriminant validity in measuring the constructs within the research model.

Table 4. Summary of Convergent Validity and Reliability

Variable	AVE	$\sqrt{AVE}$	Cronbach's Alpha	Composite Reliability	HTMT	Description
<i>Customer Journey Design</i>	0,717	0,847	0,868	0,910	< 0,90	Valid & Reliable
<i>Omnichannel Customer Experience</i>	0,695	0,834	0,912	0,932	< 0,90	Valid & Reliable
<i>Customer Engagement</i>	0,668	0,818	0,900	0,924	< 0,90	Valid & Reliable
<i>Customer Satisfaction</i>	0,698	0,835	0,892	0,920	< 0,90	Valid & Reliable

Source: Processed data from WarpPLS v8.0, 2026

Based on Table 4, all constructs have Average Variance Extracted (AVE) values above 0.50, and Cronbach's Alpha as well as Composite Reliability values above 0.70. Therefore, all measurement instruments are considered valid and reliable

Table 5. Fornell-Larcker Criterion

Variable	CJD	OCE	CE	CS
CJD	(0.847)	0.744	0.686	0.787
OCE	0.744	(0.834)	0.621	0.798
CE	0.686	0.621	(0.818)	0.781
CS	0.787	0.798	0.781	(0.835)

Source: Processed data from WarpPLS v8.0, 2026

Based on Table 5, the assessment of discriminant validity using the Fornell-Larcker criterion shows that the square root of AVE for each construct is greater than its correlations with other constructs. This indicates that each construct is better able to predict its own indicators than those of other constructs.

3.3 Structural Model Evaluation (Inner Model)

Table 6. Model Fit and Model Adequacy

Index	Value	Criteria	Description
Average Path Coefficient (APC)	0,486	$P < 0,05$	Passed
Average R-squared (ARS)	0,605	$P < 0,05$	Passed
Average Adjusted R-squared (AARS)	0,603	$P < 0,05$	Passed
Average Block VIF (AVIF)	2,384	$\leq 5,00$	Passed
Average Full Collinearity VIF (AFVIF)	3,386	$\leq 5,00$	Passed
Tenenhaus GoF	0,649	$\geq 0,36$	Large
R^2 OCE	0,555	-	Moderate
R^2 CE	0,471	-	Moderate
R^2 CS	0,791	-	Strong
Q^2 OCE	0,412	> 0.00	Relevant
Q^2 CE	0,358	> 0.00	Relevant
Q^2 CS	0,510	> 0.00	Relevant

Source: Processed data from WarpPLS v8.0, 2026

All model fit indices in Table 6 meet the required criteria, indicating a good level of model adequacy. The structural model evaluation demonstrates that the model is well-fitted. The values of the Average Path Coefficient (APC) and Average R-squared (ARS) are statistically significant ($p < 0.05$). To assess *Common Method Bias* (CMB), the Average Full Collinearity VIF (AFVIF) value is 3.386, which remains within the acceptable threshold (< 5.0 , and ideally < 3.3 according to Kock, 2023), suggesting that no serious method bias is present. Furthermore, the Tenenhaus Goodness-of-Fit (GoF) value of 0.649 falls into the large category, indicating that the research model has an excellent fit with the empirical data.

The predictive capability of the model is reflected in the R^2 values: Customer Journey Design (CJD) explains 55.5% of the variance in Omnichannel Customer Experience (OCE) and 47.1% of the variance in Customer Engagement (CE). Together with OCE and CE, it explains 79.1% of the variance in Customer Satisfaction (CS). Additionally, the predictive relevance (Q^2) values for all endogenous variables are greater than zero, confirming that the model has strong predictive relevance for the observed data.

Table 7. Results of Common Method Bias Test (Full Collinearity VIF)

Construct / Indicator	Full Collinearity VIF	Tolerance Limit	Description
CJD.1	3.095	< 5.00	Passed
CJD.2	2.554	< 5.00	Passed
CJD.3	2.337	< 5.00	Passed
CJD.4	2.948	< 5.00	Passed
OCE.1	2.507	< 5.00	Passed
OCE.2	2.679	< 5.00	Passed
OCE.3	2.831	< 5.00	Passed
OCE.4	3.185	< 5.00	Passed

Construct / Indicator	Full Collinearity VIF	Tolerance Limit	Description
OCE.5	2.688	< 5.00	Passed
OCE.6	2.917	< 5.00	Passed
CE.1	2.721	< 5.00	Passed
CE.2	2.128	< 5.00	Passed
CE.3	2.334	< 5.00	Passed
CE.4	2.709	< 5.00	Passed
CE.5	2.674	< 5.00	Passed
CE.6	2.689	< 5.00	Passed
CS.1	3.103	< 5.00	Passed
CS.2	2.742	< 5.00	Passed
CS.3	2.723	< 5.00	Passed
CS.4	3.051	< 5.00	Passed
CS.5	2.600	< 5.00	Passed
AFVIF (Avarage)	3.386	< 5.00	No CMB

Source: Processed data from WarpPLS v8.0, Full Collinearity Test, 2026

Given that all variables in this study were measured using a single instrument (*self-reported questionnaire*) from the same group of respondents, the potential for *Common Method Bias* (CMB) must be statistically examined. Based on the Full Collinearity Assessment results in Table 7, the Average Full Collinearity VIF (AFVIF) value of 3.386 is below the critical threshold of 5.00 recommended by Kock, (2023). Furthermore, all individual indicators also exhibit VIF values below the tolerance threshold, with the highest values recorded for CS.1 (3.103) and OCE.4 (3.185). These results confirm that full collinearity among constructs is not a serious issue, indicating that the structural relationships identified in the research model are driven by theoretical variance among variables rather than measurement artifacts or common method bias.

Table 8. Results of Hypothesis Testing (Direct Effect – Inner Model)

Hypothesis	Relationship	Path Coeff.	P-Value	Effect Size	Description
H1 (+)	CJD → OCE	0.745	< 0,001	0,555	Significant (Positive)
H2 (+)	CJD → CE	0.686	< 0,001	0,471	Significant (Positive)
H3 (+)	CJD → CS	0.249	0,001	0,196	Significant (Positive)
H4 (+)	OCE → CS	0.379	< 0,001	0,303	Significant (Positive)
H5 (+)	CE → CS	0.373	< 0,001	0,292	Significant (Positive)

Source: Processed data from WarpPLS v8.0, Warp3 PLS Algorithm, Bootstrapping 500 subsamples, Two-tailed test.

Hypothesis testing was conducted using WarpPLS v8.0 with the Warp3 PLS algorithm and bootstrapping resampling of 500 sub-samples. The results in Table 8 indicate that all five direct effect hypotheses are accepted. Customer Journey Design (CJD) has a strong influence on Omnichannel Customer Experience (OCE) ($\beta = 0.745$) and Customer Engagement (CE) ($\beta = 0.686$). The direct effect of CJD on Customer Satisfaction (CS) is

moderate ($\beta = 0.249$), while OCE and CE both have moderate effects on CS ($\beta = 0.379$ and 0.373 , respectively). All relationships are significant at the 95% confidence level ($p < 0.001$).

Based on Table 8, the results of direct effect hypothesis testing show that all proposed hypotheses are supported. The first hypothesis (H1) indicates that Customer Journey Design has a positive and significant effect on Omnichannel Customer Experience, with a path coefficient of 0.745 and a p -value < 0.001 . The effect size of 0.555 indicates a large effect, suggesting that a well-designed customer journey substantially enhances the omnichannel experience. The second hypothesis (H2) confirms that Customer Journey Design has a positive and significant effect on Customer Engagement, with a path coefficient of 0.686 ($p < 0.001$) and an effect size of 0.471 , which is considered large.

The third hypothesis (H3) shows that Customer Journey Design has a positive and significant effect on Customer Satisfaction, with a path coefficient of 0.249 ($p = 0.001$) and an effect size of 0.196 , categorized as moderate.

The fourth hypothesis (H4) confirms that Omnichannel Customer Experience has a positive and significant effect on Customer Satisfaction, with a path coefficient of 0.379 ($p < 0.001$) and an effect size of 0.303 .

Finally, the fifth hypothesis (H5) shows that Customer Engagement has a positive and significant effect on Customer Satisfaction, with a path coefficient of 0.373 ($p < 0.001$) and an effect size of 0.292 . All of these direct relationships demonstrate strong statistical significance at a confidence level above 95%.

Table 9. Mediation Test Results (Indirect Effect)

Hypothesis	Mediation Relationship	Specific Indirect Effect	P-Value	Effect Size	Total Indirect Effect	Total Effect (CJD → CS)	Description
H6 (+)	CJD → OCE → CS	0.282	< 0.001	0.468	-	-	Significant Mediation (Partial)
H7 (+)	CJD → CE → CS	0.256	< 0.001	0.422	-	-	Significant Mediation (Partial)
Total Indirect (CJD → CS)		-	< 0.001	-	0.538	0.787	-

Note: Specific indirect effects are calculated based on WarpPLS output. Total Effect = Direct Effect (0.249) + Total Indirect Effect (0.538) = 0.787 .

Source: Processed data from WarpPLS v8.0, 2026

Table 9 presents the mediation test results, which have been verified for consistency with the path coefficients.

1. Hypothesis 6 (H6) (OCE Mediation). The specific indirect effect of CJD on CS through OCE is 0.282 (calculated as 0.745×0.379). This value is significant ($p < 0.001$). Since the direct effect of CJD on CS is also significant (0.249), OCE acts as a partial mediator.
2. Hypothesis 7 (H7) (CE Mediation). The specific indirect effect of CJD on CS through CE is 0.256 (calculated as 0.686×0.373). This value is significant ($p < 0.001$). With a significant direct effect, CE also serves as a partial mediator.
3. Total Effect: The total effect of CJD on CS is 0.787 , consisting of a direct effect (0.249) and a total indirect effect (0.538). This indicates that most of the influence of CJD on

customer satisfaction operates through the mechanisms of enhanced omnichannel experience and customer engagement.

Table 10. Summary of Hypothesis Testing Results

Hypothesis	Hypothesis Statement	Decision
H1	CJD has a positive effect on OCE	Accepted
H2	CJD has a positive effect on CE	Accepted
H3	CJD has a positive effect on CS	Accepted
H4	OCE has a positive effect on CS	Accepted
H5	CE has a positive effect on CS	Accepted
H6	OCE mediates the effect of CJD on CS	Accepted
H7	CE mediates the effect of CJD on CS	Accepted

Source: Processed data, 2026.

Table 10 summarizes the overall results of hypothesis testing in this study. All seven proposed hypotheses are accepted, demonstrating the consistency and robustness of the research model. Hypotheses H1 to H5, which examine direct effects, show that Customer Journey Design significantly influences Omnichannel Customer Experience, Customer Engagement, and Customer Satisfaction. In addition, Omnichannel Customer Experience and Customer Engagement are also found to have significant effects on Customer Satisfaction.

Meanwhile, hypotheses H6 and H7, which examine indirect effects through mediation mechanisms, are also supported, confirming the roles of Omnichannel Customer Experience and Customer Engagement as partial mediators in the relationship between Customer Journey Design and Customer Satisfaction.

The acceptance of all hypotheses provides strong empirical evidence that well-integrated customer journey design is a critical factor in creating a positive omnichannel experience, enhancing customer engagement, and ultimately driving customer satisfaction among H&M consumers at Gaia Mall Pontianak. These findings highlight the importance of a holistic approach in managing customer interactions across multiple channels to optimize customer satisfaction in the omnichannel fashion retail context.

DISCUSSION

The Effect of Customer Journey Design on Omnichannel Customer Experience

The results of this study indicate that Customer Journey Design (CJD) has a positive and significant effect on Omnichannel Customer Experience (OCE), with a path coefficient of 0.745. This finding is consistent with Wu *et al.* (2025), who found that the quality of customer journeys in an omnichannel environment is largely determined by consumers' mindset and perceptions of experience configuration throughout the journey. Furthermore, Van Nguyen *et al.* (2024) emphasize that journey design that considers consumer behavioral characteristics across various touchpoints can enhance the overall quality of the omnichannel experience. In the context of H&M Pontianak, the design of a cohesive shopping journey across physical stores, mobile applications, and social media provides a strong foundation for a more consistent and valuable omnichannel experience. Thus, integration across touchpoints becomes the key factor in shaping OCE.

The Effect of Customer Journey Design on Customer Engagement

The second hypothesis is supported with a path coefficient of 0.686, indicating that CJD has a strong influence on Customer Engagement (CE). This result supports Ahmad *et al.* (2022), who explain that customer experiences designed through aspects such as the shopping environment, purchasing procedures, and staff services can enhance engagement through value co-creation processes. Shoukat and Ramkissoon (2022) further reinforce that interactions designed through enjoyable experiences and place identity can strengthen customers' emotional engagement. For H&M consumers in Pontianak, the coherence of themes and connectivity across touchpoints within the customer journey serve as key drivers of deeper engagement, particularly through positive affective responses and behavioral activation toward the brand.

The Effect of Customer Journey Design on Customer Satisfaction

Although the direct effect of CJD on Customer Satisfaction (CS) is moderate (path coefficient = 0.249), the finding remains statistically significant. Manyanga *et al.* (2022) explain that effective management of each customer interaction point leads to higher satisfaction levels and encourages word-of-mouth recommendations. Additionally, Tran and Nguyen (2022) found that perceived innovation throughout the service journey is strongly associated with customer satisfaction. In the context of H&M Pontianak, the company's ability to manage interaction stages in a structured manner directly contributes to the formation of satisfaction. However, the strongest influence of CJD on CS occurs through mediation pathways via OCE and CE, indicating that journey design works optimally when mediated by experience and engagement.

The Effect of Omnichannel Customer Experience on Customer Satisfaction

The acceptance of the fourth hypothesis with a path coefficient of 0.379 confirms that OCE is an important determinant of CS. This finding aligns with Mishra *et al.* (2023), who demonstrate that when customers perceive a well-integrated omnichannel experience, they feel more empowered and satisfied with the service received. Pires *et al.* (2025) further strengthen this argument by showing that digital interface attributes such as interactivity, security, and personalization significantly shape customer satisfaction. For H&M consumers in Pontianak, consistency of experience across affective, cognitive, physical, relational, sensory, and symbolic dimensions within the omnichannel system contributes significantly to satisfaction, confirming that seamless cross-channel integration is a key prerequisite for satisfaction in modern retail.

The Effect of Customer Engagement on Customer Satisfaction

The results confirm that Customer Engagement (CE) has a positive and significant direct effect on Customer Satisfaction (CS) with a path coefficient of 0.373. This finding supports the perspective that engagement acts as an antecedent to satisfaction, aligning with Tran and Nguyen (2022). Unlike studies that position satisfaction as a precursor to engagement (Agyei *et al.*, 2021), this study argues that actively engaged customers develop stronger self-brand connections and higher psychological investment. This heightened state of engagement creates a "halo effect" where customers are more tolerant of minor service

inconsistencies and more appreciative of value co-creation efforts, leading to higher satisfaction evaluations. For H&M consumers in Pontianak, the emotional and behavioral bonds formed through engagement serve as a critical filter that enhances their overall perception of the shopping experience, directly contributing to their satisfaction levels.

The Mediating Role of Omnichannel Customer Experience

The analysis reveals that Omnichannel Customer Experience (OCE) partially mediates the relationship between Customer Journey Design (CJD) and Customer Satisfaction (CS), with a specific indirect effect of 0.282. This finding confirms Blom et al. (2021), who argue that integrated touchpoints strengthen valuable experiences that lead to satisfaction. It also supports Mishra et al. (2023), highlighting that cross-channel consistency empowers customers and enhances service evaluation. In the context of H&M Pontianak, the synergy between physical and digital channels reduces information disruption, allowing structured customer journeys to be translated into coherent omnichannel experiences. This seamless experience acts as a crucial mechanism bridging journey design and final satisfaction. Therefore, strengthening CJD must focus on aligning channels to create high-quality OCE, which in turn significantly improves customer satisfaction in a sustainable manner within the local fashion retail market.

The Mediating Role of Customer Engagement

Customer Engagement (CE) is also found to partially mediate the effect of CJD on CS, with a specific indirect effect of 0.256. This result is consistent with Chen et al. (2021), who found that positive brand experiences drive emotional and behavioral engagement that ultimately leads to satisfaction. By positioning CE as a mediator, this study highlights that journey design does not only impact satisfaction directly but also works by fostering deeper psychological bonds. For H&M consumers in Pontianak, contextually relevant journey design triggers positive affect and self-brand connection, creating psychological readiness prior to post-purchase evaluation. This engagement mechanism translates the structural aspects of journey design into holistic satisfaction, demonstrating that investing in engagement through personalization and social interaction is an effective strategy in the fashion retail context.

4. CONCLUSION

Based on the structural analysis results using WarpPLS v8.0, this study concludes that Customer Journey Design (CJD) has a positive and significant effect on Omnichannel Customer Experience (OCE; $\beta = 0.745$), Customer Engagement (CE; $\beta = 0.686$), and Customer Satisfaction (CS; $\beta = 0.249$). Although the direct effect of CJD on CS is moderate, its total effect reaches 0.787 when mediated by OCE and CE. This highlights that the effectiveness of journey design relies heavily on its translation into seamless experiences and emotional bonds. The mediation tests confirm that OCE (indirect effect = 0.282) and CE (indirect effect = 0.256) act as significant partial mediators, proving that technical integration alone is insufficient without fostering psychological engagement and coherent omnichannel experiences.

This study offers three key theoretical contributions. First, it clarifies the conceptual gap by positioning Customer Engagement not merely as an outcome, but as a critical

antecedent and mediator that bridges Customer Journey Design and Satisfaction. This challenges linear models by demonstrating that engagement actively shapes satisfaction evaluations through self-brand connection and cognitive readiness. Second, it addresses the contextual gap by validating the omnichannel model in a developing market context (Pontianak, Indonesia), where personal communication channels (e.g., WhatsApp) dominate over official brand apps. This extends existing literature by showing how global brand automation must adapt to local high-touch communication preferences to maintain journey consistency. Third, it fills the empirical gap by providing evidence that discrepancies in "phygital" integration (such as stock mismatches) significantly disrupt the mediating role of OCE, offering a nuanced understanding of why technical integration does not automatically yield satisfaction in emerging retail markets.

Managerial implications for H&M Gaia Mall Pontianak emphasize the need to prioritize cross-channel operational alignment across three distinct levels to optimize Customer Satisfaction. At the store level (physical operations), management must prioritize real-time inventory synchronization between the physical store and the digital platform. Staff training should focus on "omnichannel literacy," enabling employees to effectively assist customers who use the app for in-store checks (webrooming). Specifically, addressing the pain point of out-of-stock discrepancies will reduce cognitive friction and enhance the relational dimension of the Omnichannel Customer Experience.

At the digital system level (IT and app integration), the H&M application requires technical upgrades to ensure promotional consistency. Bugs related to gift card features and promo code validity must be resolved to align seamlessly with in-store cashier systems. Furthermore, the user interface should be optimized for faster loading speeds and clearer stock visibility indicators. These technical improvements support the process consistency aspect of Customer Journey Design, thereby reducing consumer frustration and ensuring that digital touchpoints effectively drive engagement.

Finally, at the Customer Relationship Management (CRM) level, H&M should shift from purely transactional marketing to relational engagement. Leveraging the finding that Customer Engagement mediates satisfaction, the brand can create personalized loyalty rewards based on cross-channel purchase history rather than single-channel spending. Additionally, integrating responsive customer service via popular local platforms, such as the WhatsApp Business API, can bridge the gap between global automation and local consumer expectations. These comprehensive efforts across the store, digital, and CRM levels aim to minimize cognitive friction caused by information inconsistencies, ensuring that investments in Customer Journey Design are optimally converted into sustained Customer Satisfaction.

This study has several limitations that should be acknowledged. First, the use of purposive sampling with specific criteria limits the generalizability of the findings to a broader population. Second, data collection was conducted at a single H&M store in Gaia Mall Pontianak, which may not fully reflect conditions in other locations with different consumer characteristics. Third, the cross-sectional research design captures respondent perceptions at only one point in time, preventing the observation of changes in customer experience over time. Fourth, the use of self-reported questionnaires may introduce response bias, although the common method bias test using full collinearity VIF indicates that this

bias is not a serious issue in this study ($AFVIF = 3.386 < 5.0$). Fifth, this study only measures customer satisfaction as the final dependent variable, without examining long-term impacts such as customer loyalty or actual repeat purchase behavior.

Future research may address these limitations by employing probability sampling to enhance generalizability, expanding the geographic scope to multiple H&M stores in different cities, applying a longitudinal design to capture the evolution of customer experience, integrating actual behavioral data from H&M's CRM systems, and including variables such as customer loyalty and word-of-mouth behavior as long-term outcomes of the proposed model.

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