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The Influence of Omnichannel Retailing, Customer Engagement, Customer Satisfaction, and Technology Acceptance Models on Customer Retention: An Alfagift Case Study

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ABSTRACT

This study analyzes the influence of omnichannel retailing, customer engagement, customer satisfaction, and the technology acceptance model on customer retention among Alfagift app users. Despite the growing role of omnichannel strategies in digital retail, a significant research gap persists in Indonesia regarding their effects through engagement and satisfaction mediation, as well as technology acceptance moderation. Employing a quantitative approach with PLS-SEM (Structural Equation Modeling) analysis version 4.0.9.9, the study involved 300 active Grabmart Alfagift users who regularly utilize the platform. Results show that omnichannel retailing lacks direct impact on retention ($\beta = 0.049$, $p > 0.05$) but significantly affects it through engagement ($\beta = 0.256$, $p = 0.001$) and satisfaction ($\beta = 0.231$, $p = 0.010$) mediation. The technology acceptance model strengthens this relationship considerably. Theoretically, this research confirms the crucial mediating role in the customer retention process; practically, Alfagift should enhance personalized engagement strategies, improve app usability and functionality, and develop seamless offline-online integration to boost customer retention effectively and maintain competitive advantage in the digital retail landscape.

KEYWORDS *omnichannel retailing, customer engagement, customer satisfaction, technology acceptance model, customer retention*

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INTRODUCTION

Digital developments have become a major factor in strategic change in almost all sectors of global industry, especially retail. Consumers not only shop in physical stores, but also actively use apps and websites to search for product information, compare prices, and take advantage of exclusive promos. According to (SellerCommerce, 2025), the value of retail e-commerce sales worldwide is expected to increase from year to year. Table 1.1 shows the projected global retail e-commerce sales for the period 2021 to 2027. This data provides an overview of the growth trend in the value of e-commerce transactions, the percentage of their contribution to total retail sales, and the percentage change every year.

Figure 1. Retail *e-commerce Sales 2021-2027*
Source: (Sellerscommerce, 2025)

Based on figure 1, the value of global retail e-commerce sales has increased significantly from USD 4.979 trillion in 2021 to USD 7.956 trillion projected in 2027. The share of e-commerce to total retail sales also shows an upward trend, from 18.8% in 2021 to an estimated 22.6% in 2027. However, the annual growth rate (yoy % change) tends to slow down, from 16.8% in 2021 to only 7.4% in 2027. This trend indicates that although the global retail e-commerce market is still growing, the market is starting to enter a maturity stage, where an increase in transaction value remains, but with a more stable growth rate compared to previous years (Beyari, 2021).

The importance of digital transformation is further reinforced by projections, which predict a significant change in consumer preferences to digital channels. Figure 2 presents the projected value of global e-commerce sales from 2021 to 2027 (Yaguara, 2025). This data illustrates a consistent growth trend every year, reflecting the increasing penetration of digital technology, changing consumer behavior, and the expansion of the e-commerce market globally.

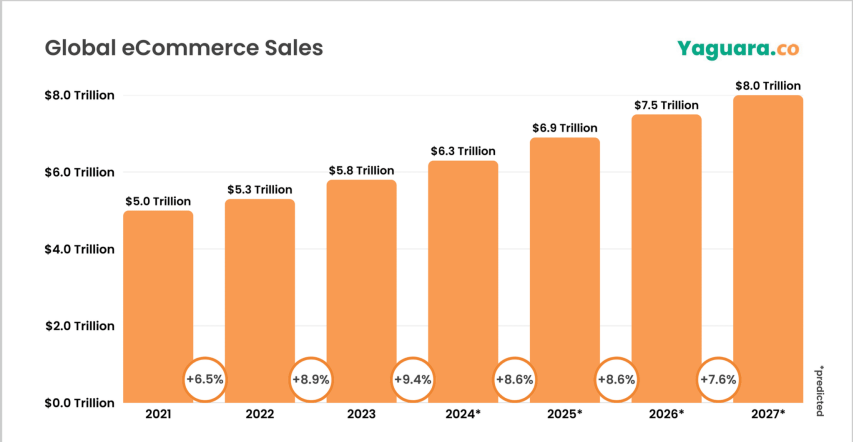

Figure 2. Global e-commerce Sales 2021-2027
Source: (Global ECommerce Sales Growth)

Based on figure 2, the value of global e-commerce sales in 2021 was recorded at US$5.0 trillion and continues to increase until it is projected to reach US$8.0 trillion in 2027. Annual growth (yoy) was recorded relatively stable, with a range of 6.5% to 9.4%, which confirms the existence of a positive and sustainable trend. This increase is driven by the increasingly massive digitalization, ease of internet access, the development of technological infrastructure, and the increasing preference of people to make transactions online. Overall, the projection shows the great potential of the e-commerce sector as one of the main drivers of the growth of the global digital economy in the next few years.

Figure 3 presents the projection of the highest retail e-commerce growth in several countries in the period 2024 to 2028. This data illustrates how the dynamics of the global market will evolve, and which countries are expected to be the main drivers of the growth of online transactions in the retail sector.

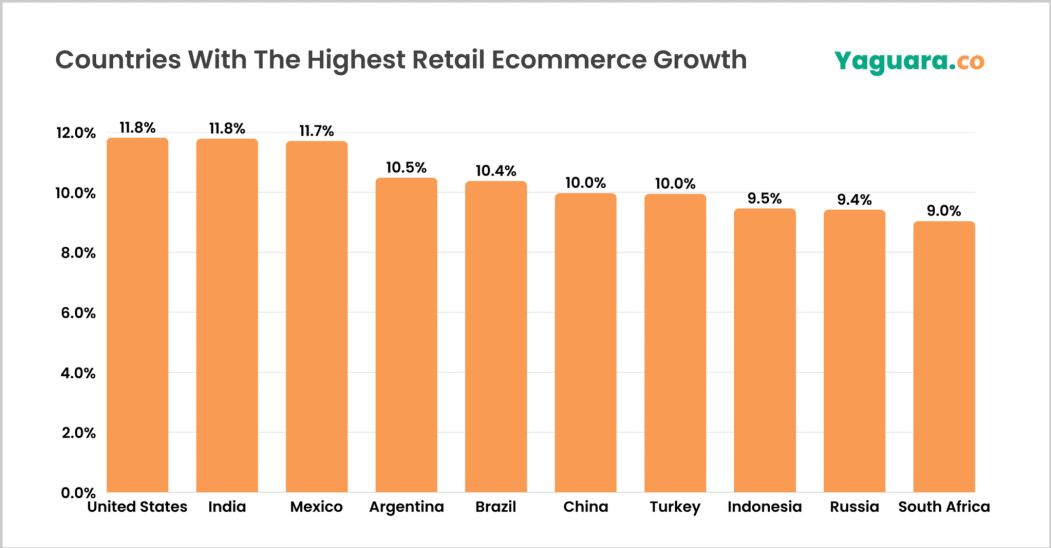

Figure 3. Countries with the Highest Growth Projections for Retail E-commerce (2024–2028)
Source: (Global ECommerce Sales Growth)

Based on Figure 3, the United States is estimated to lead with the highest retail e-commerce growth of 11.8%, followed by India with the same growth rate, and Mexico with 11.7%. Meanwhile, Argentina and Brazil are projected to increase by 10.5% and 10.4%, respectively. Major countries such as China and Turkey are also estimated to record growth of 10.0%. Interestingly, Indonesia is also included in this list with a projected growth of 9.5%, which is slightly higher than Russia (9.4%) and South Africa (9.0%). Overall, this data confirms that although the growth of e-commerce is happening globally, the rate of acceleration differs in each country. Indonesia, which is ranked eighth, reflects the potential of the digital market that is still very large, driven by the wider adoption of technology, increasing digital literacy, and consumer behavior that is increasingly accustomed to online shopping.

In addition, Google & Temasek's SEA economy report 2023 notes that Southeast Asia has become one of the fastest-growing regions of e-commerce, as digital adoption in society expands. This finding confirms that digitalization is not just an option, but has become a strategic need for retail companies to remain relevant and able to compete amid changing consumer behavior and rapid technological developments;(Bain.com, 2023)(Verhoef et al., 2015)(Lemon & Verhoef, 2016)

Global consumer behavior is now increasingly dynamic and demands a fast, easy, and seamless shopping experience across multiple channels. Consumers not only prioritize prices or promos, but also want the ease of moving between online and offline channels without obstacles. According to today's Consumer 2025 Report, global consumers demand consistent omnichannel experience , and are willing to switch brands if those expectations aren't met. More than 51% of consumers indicated that their loyalty level to a brand could decrease if the (*Enhanced Reader*, n.d.)online shopping experience was not as easy or comfortable as shopping in person at a physical store. This change in behavior is a challenge as well as a great opportunity for modern retailers.(PWC, 2022)

Omnichannel retailing is a strategy that integrates all consumer touchpoints such as physical stores, websites, mobile applications, and social media to provide a consistent, relevant,

and personalized shopping experience. This approach differs from (Verhoef et al., 2015)multichannel in that it emphasizes integration between channels, rather than simply providing multiple channels separately. To clarify the fundamental difference between multichannel and omnichannel strategies, the following is an illustration of channel integration in Figure 4.

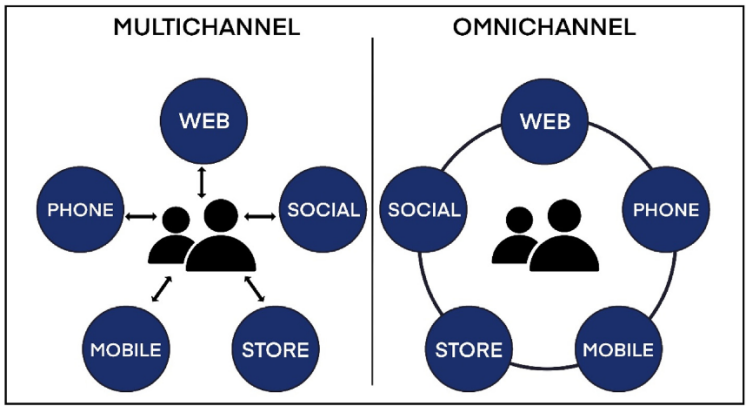

Figure 4. Multichannel and Omnichannel Concepts
Source: (Lee et al, 2019)

Figure 4 shows the fundamental difference between multichannel and omnichannel approaches that lies in the level of channel integration. The multichannel approach describes diverse channels such as websites, smartphones, social media, mobile apps, and physical stores running separately, so that consumer interactions on one channel are not connected to another. This condition causes consumers to need to repeat information or processes when switching channels. In contrast, an omnichannel approach features end-to-end integration between all those channels, where data and information can be shared in real time. This approach enables the creation of a seamless, consistent, and interconnected consumer experience at every point of interaction, with consumers at the center of the entire ecosystem (Lee, 2019).

(Homburg, 2020) emphasizes that companies that successfully implement omnichannel strategies can increase loyalty and customer retention through more responsive services and a more personalized experience. Thus, the implementation of an omnichannel strategy is not only a means to expand market reach, but also a key in strengthening long-term relationships with increasingly critical and digitally connected consumers. The study by (McKinsey & Company, 2022) noted that omnichannel consumers tend to shop 1.7 times more often compared to single channel consumers. This indicates that retailers that fail to adopt an effective omnichannel strategy risk losing market share and consumer loyalty to more adaptive competitors (Gerea et al., 2021)

In Indonesia, the opportunity to implement an omnichannel retailing strategy is getting bigger along with the rapid digitalization and increasing internet penetration. Based on the survey, the increasing internet penetration in Indonesia is also an important factor that strengthens the opportunity to implement (APJII, 2024)an omnichannel retailing strategy. The following data shows the growth trend in the number of internet users and their penetration rate from 2018 to 2024.

At the same time, the internet penetration rate also increased from 64.8% to 79.5%. This figure reflects the increasing access and use of the internet in Indonesian society. Interestingly, as

many as 90.8% of these users access the internet through smartphones, which reflects consumer behavior that is increasingly mobile-centric and real-time-oriented. This condition opens strategic opportunities for retailers to strengthen the implementation of omnichannel retailing, to create a more integrated and relevant shopping experience to the needs of today's consumers.

In addition to internet penetration, the growth in the number of active smartphone users is also an important indicator that drives the adoption of omnichannel retailing strategies. The following graph illustrates the development of the number of active smartphone users in Indonesia in the 2015-2023 period.

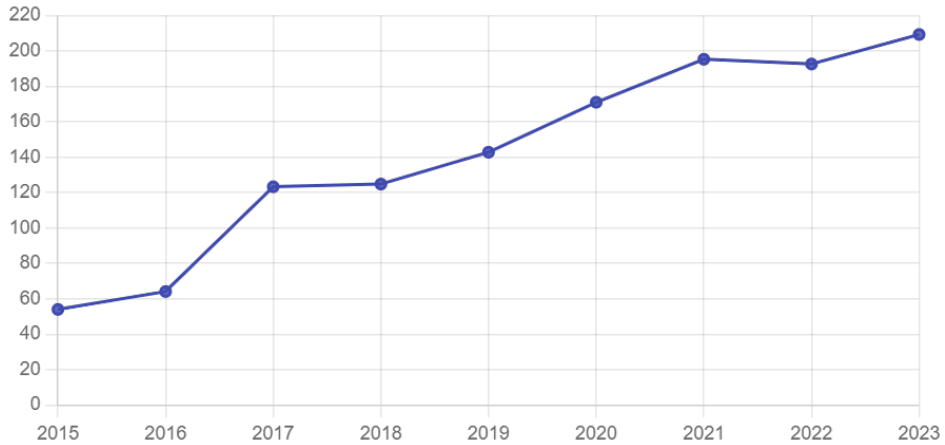

Figure 5. Active Smartphone Use Data in Indonesia 2015-2023

Source: (GoodStats Data, 2024.)

Figure 5 shows a significant increase in the number of active smartphone users in Indonesia, from around 50 million people in 2015 to more than 200 million people in 2023. This increase reflects a shift in consumer behavior that increasingly relies on mobile devices to access digital services, including online shopping. This condition is a strategic opportunity for retailers to strengthen the integration of online and offline services through an omnichannel retailing approach.

The value of national e-commerce transactions shows a consistent growth trend from year to year. The Ministry of Trade (Kemendag) estimates that the value of digital trade or e-commerce transactions will reach IDR 533 trillion in 2023 (kemenag.go.id, 2024). This figure increased compared to the previous year, which was recorded at Rp476 trillion, reflecting the high volume of activities that continue to grow. Meanwhile, based on Bank Indonesia data (2024), the following provides an overview of the growth trend of national e-commerce transactions in the last five years and its projections until 2025.

In the report of the 2023 Annual Meeting of Bank Indonesia, the institution still expressed optimism about the prospects for national e-commerce. In 2024, the total transaction value is estimated to increase to Rp487 trillion or grow by 2.8% (yoy). Furthermore, in 2025, the value of e-commerce transactions is projected to grow again by 3.3% to Rp503 trillion. This positive projection is supported by several important factors, such as the increasingly massive use of technology, the acceleration of the digitalization of payment systems, and the increasing acceptance rate and public preference for digital transactions (kontan.co.id, 2023).

This discovery further strengthens the relevance of implementing omnichannel retailing strategies to maintain and increase customer retention amid increasingly competitive business developments. The development of the value of e-commerce transactions in Indonesia also reflects

a significant increase in line with the acceleration of digitalization and changes in people's shopping behavior. For retailers such as Alfamart, this condition is an important signal that having a digital application is not enough. Companies need to provide a comprehensively integrated omnichannel experience so that customer retention is maintained and not left behind by competitors (Verhoef et al., 2015).

This data is not only an opportunity, but also a strategic sign that consumers are moving faster to digital channels. Therefore, companies must be able to adapt to remain relevant amid changing national retail dynamics. The projection further emphasizes the importance for conventional retailers to innovate and adopt a comprehensive omnichannel strategy. This suggests that retailers that fail to implement an omnichannel strategy effectively risk losing market share to more adaptive competitors (Gerea et al., 2021).

However, the implementation of an omnichannel strategy does not directly guarantee success in building customer retention, one of the main challenges faced by retailers is maintaining customer retention amid increasingly fierce digital competition. Customer retention is an important indicator in assessing the effectiveness of an omnichannel strategy, as the cost of retaining existing customers is generally much less than the cost of attracting new customers.

Studies have shown that the cost of acquiring new consumers can be 5 to 25 times higher than retention rates (*Zero Defections: Quality Comes to Services*, n.d.). In addition, an increase in Harvard Business Review, 2014)customer retention rates of just 5% can contribute to an increase in a company's profitability of between 25% and 95%. Although the potential of the digital market in Indonesia is huge, empirical data shows that (Frederick F. Reichheld, 1996)customer retention of e-commerce applications is still a significant challenge. The report by (*App Marketers Speak 2024*, n.d.) noted that the average retention rate of global retail e-commerce apps is around 30% after 30 days of use. In addition, it revealed that as many as 65% of new users of the retail app stopped using the app in the first two weeks (*App Marketers Speak 2024*, n.d.).

As one of the largest retailers in Indonesia with more than 23,000 outlets, Alfamart took a strategic step through the launch of Alfagift (Tahunan & Keberlanjutan, n.d.). This application not only functions as an online shopping channel, but also as a bridge that connects offline and online shopping experiences, in line with the concept of omnichannel retailing (Verhoef et al., 2015). Alfagift offers features such as exclusive promos, click & collect (pick up at the store), delivery services from the nearest store to personalized notifications. This approach is supported by a study by Homburg et al. (2020) who found that channel integration can increase loyalty through consistent and responsive experiences. These findings show that Alfagift's development strategy has been aligned with global trends, although the results are still not optimal.(Homburg et al, 2020)

In addition to the growth in the number of internet and smartphone users, Alfamart's internal data also shows changes in the composition of active membership that are interesting to analyze. The following is the percentage of active members of Alfamart and Alfagift during the period from January 2023 to May 2025.

The percentage of active members of Alfamart is relatively stable, increasing from 64.24% in 2023 to 65.66% until May 2025. In contrast, the percentage of active Alfagift members showed slight fluctuations, from 16.70% in 2023 to 16.29% until May 2025. This trend indicates that the customer retention strategy on offline channels such as Alfamart can be said to be more successful, while online channels such as Alfagift have not produced a significant increase. This data can also

be an early indicator to assess the effectiveness of implementing an omnichannel retailing strategy, which combines offline channels (Alfamart) and online channels (Alfagift) to strengthen customer retention and create a more integrated and consistent shopping experience. To get a more comprehensive picture, the following Table 1.8 presents a comparison of customer retention rates between Alfamart, Alfagift, and the global average of retail applications.

Table 1. Customer Retention Rate Comparison

Category	Percentage
Active Alfamart Members	64.3%
Active Alfagift Members	16.1%
Global Retention Rate Average	30%

Source: Alfamart's internal data, 2025;(App Marketers Speak, 2024)

From table 1, the active member rate of Alfamart reached 64.3%, far above Alfagift's active members. However, Alfagift's customer retention is only 16.1%, still far below the global stand of 30%. This significant difference confirms the opportunity to strengthen digital strategies, especially through the integration and optimization of online channels such as Alfagift, in order to approach or exceed the global average retention.(App Marketers Speak, 2024)

These findings also support the importance of research on the influence of omnichannel retailing, customer engagement, customer satisfaction, and technology acceptance models on customer retention. From a theoretical perspective, this gap reflects problems in Alfagift's digital customer journey that are not optimal. In line with that, (Lemon & Verhoef, 2016)(Guo et al, 2022)(Kim, 2020)customer retention doesn't only depend on the app's features, but also on the perception of utility, ease of use, engagement, and consistent satisfaction.

In addition, Alfagift's user experience research shows that some users feel that some application features are not easy to understand, thus affecting their satisfaction and engagement levels (Internal Alfamart, 2025). Retention rates that are not optimal have a direct impact on increasing customer acquisition costs (CAC), as companies need to allocate larger costs to acquire new users every month. The (*Zero Defections: Quality Comes to Services*, n.d.)Harvard Business Review asserts that acquiring new customers can cost 5-25 times more than retaining existing customers.

Suboptimal retention rates also reduce the effectiveness of digital campaigns and reduce return on investment (ROI). The study also shows that loyal (Kumar & Reinartz, 2012)consumers contribute to recurring revenue that is more stable and more efficient in terms of marketing costs (customer relationship management). This confirms that customer retention is not just an operational or technical issue, but is key to the company's long-term profitability strategy.

The Loyalty Effect shows that a 5% increase in customer retention can drive an increase in profitability between 25-95%. These findings confirm that retention is not just about keeping numbers, but also has a direct impact on cost structure, long-term loyalty, and positive word-of-mouth promotion. Strengthening retention creates a significant domino effect, namely reducing (Frederick F. Reichheld, 1996)customer acquisition cost (CAC), increasing customer lifetime value (CLV), and strengthening the company's competitive position. Therefore, the urgency of this research lies not only in the effort to identify problems, but also in the expected strategic contribution, namely providing (Ganesh, 2000)(Kumar & Reinartz, 2012)strategic insights to help Alfamart optimize its digital performance through Alfagift.

Retention rates that are not optimal have a direct impact on increasing customer acquisition

costs (CAC), as companies need to allocate larger costs to acquire new users every month. Reichheld & Sasser (1990) in the Harvard Business Review assert that acquiring new consumers can cost 5-25 times more than retaining old consumers. Suboptimal retention rates also reduce the effectiveness of digital campaigns and reduce return on investment (ROI). A study conducted by Kumar & Reinartz (2012) also shows that loyal consumers contribute to recurring revenue that is more stable and more efficient in terms of marketing costs (customer relationship management).

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In addition to application features, psychological factors such as customer engagement and customer satisfaction also play an important role in influencing customer retention. Oliver (1997) explained that customer satisfaction is the foundation for the formation of long-term loyalty. Pansari & Kumar (2017) in the Journal of the Academy of Marketing Science found that active engagement, such as repetitive interactions and emotional attachment, can significantly increase customer retention. The Forrester report (2021) also noted that brands with high engagement rates are able to increase retention by up to 23-32.8%.

In addition to engagement and satisfaction, technological acceptance is also an important factor. The technology acceptance model developed by Davis (1989) emphasizes the existence of two main factors, namely perceived usefulness and perceived ease of use, which affect the intention and frequency of use of an application. A meta-analysis study conducted by King & He (2006) confirmed that perceived usefulness and perceived ease of use consistently influence user behavior in various situations. In addition, Legris et al. (2003) also emphasized that the perception of benefits and convenience is a significant determining factor in the adoption of new technologies.

Although there has been a lot of international research on omnichannel retailing, research that comprehensively analyzes the influence of omnichannel retailing on customer retention through customer engagement and customer satisfaction mediation, as well as the moderation of technology acceptance models, is still very limited in the Indonesian retail context (Verhoef et al., 2015; Pansari & Kumar, 2017). Most previous studies have focused on the European or South Asian regions, which have different consumer behavior characteristics and infrastructure than Indonesia.

Therefore, this research is important not only academically to fill the gap, but also practically to help Alfamart strengthen Alfagift's customer retention in the face of increasingly intense digital competition. This fundamental challenge then becomes the basis for more in-depth research to answer the main question, why Alfagift, which has implemented omnichannel features, has not succeeded in increasing customer retention optimally. This question is very relevant, both academically to expand understanding of the influence of omnichannel retailing, customer engagement, customer satisfaction, and technology acceptance models on customer retention in modern Indonesian retail, and practically to support the development of Alfagift's business strategy in the future.

Based on the description above, this study aims to analyze the influence of omnichannel retailing, customer engagement, customer satisfaction, and technology acceptance models on

customer retention in Alfagift consumers. The results of the research are expected to make a theoretical contribution to the development of customer retention models in the digital era, as well as provide practical implications for Alfamart's management in improving customer retention strategies through the Alfagift digital platform.

RESEARCH METHOD

This study employed a quantitative approach with a survey method to test the causal relationships between variables formulated in the hypotheses. The quantitative approach was chosen because the study aimed to test established theories and hypotheses, as well as to measure relationships between variables objectively and generalizably (Creswell, 2014). The research design was cross-sectional, with data collected at a specific time to describe the condition of the research variables during that period.

The population comprised all active Alfagift application users who had completed at least one transaction in the past month and were at least 25 years old. These criteria ensured respondents had adequate experience with Alfagift's omnichannel ecosystem. Purposive sampling was used, yielding a sample of 300 respondents. This sample size followed Hair et al.'s (2017) guidelines for SEM-PLS analysis, recommending a minimum of 10 times the number of indicators in the most complex construct.

Data were collected via an online questionnaire distributed through various digital platforms. The research instrument was developed from validated scales in prior studies, adapted to the Alfagift context. Omnichannel retailing was measured with 5 indicators adapted from Verhoef et al. (2015); customer engagement, with 5 indicators from Hollebeek (2020); customer satisfaction, with 5 indicators from Oliver (1997); the technology acceptance model, with 5 indicators from Davis (1989); and customer retention, with 5 indicators from Zeithaml et al. (1996). All items used a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree).

Data analysis employed structural equation modeling (SEM) based on partial least squares (PLS) using SmartPLS 4.0.9.9 software. SEM-PLS was selected for its ability to handle complex models with mediation and moderation, without requiring strict normal distribution assumptions (Hair et al., 2017). Analysis stages included outer model evaluation for instrument validity and reliability, inner model evaluation for structural relationships, and hypothesis testing via bootstrapping with 5000 sub-samples.

RESULTS AND DISCUSSION

Respondent Characteristics

Based on data collected from 300 respondents, most respondents were female as many as 156 people (52%) and 144 men (48%), showing a relatively balanced gender distribution. In terms of age, the majority of respondents were in the age range of 30-34 years as many as 114 respondents (38%), followed by the age group of 25-29 years as many as 84 respondents (28%), the age group of 35-39 years as many as 63 respondents (21%), and the age of 40 years and above as many as 39 respondents (13%).

The income distribution showed that as many as 96 respondents (32%) had an income above IDR 15,000,000, followed by the income group of IDR 10,000,000-IDR 14,999,999 as many as 69 respondents (23%), and IDR 7,000,000-IDR 9,999,999 as many as 66 respondents (22%). The majority of respondents are domiciled in DKI Jakarta as many as 177 respondents (59%), with

the rest spread across the Bogor, Bekasi, Depok, Tangerang, and South Tangerang areas. This characteristic shows that respondents come from the middle to upper segment, which is Alfagift's main target market.

Evaluation of Measurement Models (Outer Model)

The evaluation of the outer model was carried out to test the validity and reliability of the research instrument. The results of the convergent validity test showed that all indicators had an outer loading value above 0.70, with the highest value on the CR2 indicator of 0.926 and the lowest on OCR5 of 0.815. The Average Variance Extracted (AVE) value for all constructs is above 0.50, with the CS having the highest value (0.787) and the lowest OCR (0.693). These results confirm that all indicators meet the convergent validity criteria.

Table 2. Outer Model Evaluation Results

Construct	Cronbach's Alpha	Composite Reliability	AVE
THAT	0.907	0.930	0.757
CR	0.936	0.950	0.778
CS	0.938	0.952	0.787
OCR	0.887	0.917	0.693
THERE	0.933	0.948	0.786

The discriminant validity test through cross loadings showed that each indicator had the highest loading on its respective constructs compared to other constructs. The results of the reliability test showed Cronbach's Alpha and Composite Reliability values were all above 0.80, indicating excellent internal consistency for all constructs.

Evaluation of Structural Models (Inner Model)

The internal evaluation of the model begins with R-square testing to assess the model's ability to explain the variance of endogenous constructs. The results show that the model can explain 59.8% of Customer Engagement variance ($R^2 = 0.598$), 79.8% of Customer Retention variance ($R^2 = 0.798$), and 73.3% of Customer Satisfaction variance ($R^2 = 0.733$). These values are in the medium-to-strong category, indicating the predictive ability of a good model.

Table 3. R-Square and Path Coefficients Results

Relations	Path Coefficient	T-Statistics	P-Values	R^2
OCR → CE	0.773	21.175	0.000**	0.598
OCR → CS	0.856	34.290	0.000**	0.733
OCR → CR	0.077	1.073	0.142	-
EC → CR	0.331	3.407	0.000**	-
CS → CR	0.270	2.326	0.010*	-
THERE → CR	0.334	3.860	0.000**	-
THERE × OCR → CR	0.050	2.440	0.007**	0.798

*p < 0.05, **p < 0.01

The effect size (f^2) test showed that OCR had a very large effect on CE ($f^2 = 1.486$) and TAM ($f^2 = 2.742$), but a very small effect on CS ($f^2 = 0.007$). Meanwhile, CE ($f^2 = 0.140$), CS ($f^2 = 0.043$), and TAM ($f^2 = 0.088$) had small to moderate effects on CR.

Hypothesis Test

The results of hypothesis testing through bootstrapping with 5000 sub-samples showed that out of the seven hypotheses tested, six hypotheses were accepted and one hypothesis was rejected.

Here is a summary of the hypothesis test results:

H1: OCR → CR (Rejected) Results showed that omnichannel retailing had no significant direct effect on customer retention (β = 0.077, t = 1.073, p = 0.142). These findings indicate that an omnichannel strategy alone is not enough to create customer retention without being supported by other factors.

H2: OCR → CS (Accepted) Omnichannel retailing has a positive and significant effect on customer satisfaction (β = 0.856, t = 34.290, p < 0.001). These results show that good channel integration can significantly improve customer satisfaction.

H3: CS → CR (Accepted) Customer satisfaction has a positive and significant effect on customer retention (β = 0.270, t = 2.326, p = 0.010). These findings support the theory that satisfaction is an important antecedent of customer loyalty.

H4: OCR → CE (Accepted) Omnichannel retailing has a positive and significant effect on customer engagement (β = 0.773, t = 21.175, p < 0.001). These results show that an effective omnichannel strategy can increase customer engagement.

H5: CE → CR (Accepted) Customer engagement has a positive and significant effect on customer retention (β = 0.331, t = 3.407, p < 0.001). These findings confirm the importance of emotional and cognitive engagement in retaining customers.

H6: TAM → CR (Accepted) Technology acceptance model has a positive and significant effect on customer retention (β = 0.334, t = 3.860, p < 0.001). These results show that the perception of the ease and usability of technology contributes to customer retention.

H7: TAM × OCR → CR (Accepted) Technology acceptance model moderates the relationship between omnichannel retailing and customer retention (β = 0.050, t = 2.440, p = 0.007). This moderation effect suggests that the acceptance of technology reinforces the influence of omnichannel strategies on retention.

Mediation Effect Testing

The indirect effect test showed that OCR had a significant effect on CR through the mediation of CE (β = 0.256, t = 3.205, p = 0.001) and CS (β = 0.231, t = 2.322, p = 0.010). These results confirm that although OCR has no direct effect on CR, its effect becomes significant through mediation channels.

Table 4. Mediation Effect Test Results

Mediation Pathway	Indirect Effect	T-Statistics	P-Values
OCR → CE → CR	0.256	3.205	0.001**
OCR → CS → CR	0.231	2.322	0.010*

*p < 0.05, **p < 0.01

Model Fit Test

The model fit evaluation showed satisfactory results with SRMR values = 0.09 (< 0.10), NFI = 0.85, and Goodness of Fit = 0.733 (> 0.36). The Q^2 values for CE (0.594), CR (0.691), and CS (0.730) were all positive, indicating the model's high predictive relevance. These results confirm that the structural model has a good match with empirical data.

The findings of this study provide several important contributions in understanding the dynamics of customer retention in the omnichannel era. First, the results showing that OCR had no direct effect on CR were different from some previous studies that stated a direct effect (Verhoef et al., 2015). However, these findings are in line with Chopra (2016) who stated that new omnichannel experiences will contribute to retention when combined with the quality of

experience and ease of technology.

Secondly, the significant mediation role of CE and CS confirms the importance of psychological factors in the process of forming customer loyalty. These findings support the Customer Engagement Theory of Brodie et al. (2011) and the Expectancy Disconfirmation Theory of Oliver (1997), which emphasize that engagement and satisfaction are important mechanisms in converting positive experiences into long-term loyalty.

Third, the significant influence of TAM on CR and its role as a moderator shows the importance of technological aspects in the context of digital retail. This supports Davis (1989) who stated that perceived usefulness and perceived ease of use are key determinants in the adoption and sustainable use of technology. In the context of Alfagift, these findings suggest that although omnichannel strategies have been implemented, their effectiveness largely depends on how users perceive the convenience and benefits of the technology used.

Fourth, the moderation effect of TAM indicates that omnichannel strategies will be more effective in creating retention when customers have a positive perception of technology. This is in line with the research of Venkatesh et al. (2003) which shows that technological factors can strengthen or weaken the effectiveness of digital business strategies.

From a practical perspective, these findings provide strategic implications for Alfagift's management. An omnichannel strategy cannot stand alone in creating customer retention, but must be supported by systematic efforts to increase engagement, satisfaction, and acceptance of technology. This explains why Alfagift's retention rate (16.1%) is still below the global standard (30%), as the focus has been more on channel integration than holistic customer experience.

Theoretically, this study expands the customer retention model by integrating relevant variables in the digital era. The resulting model shows that in the context of omnichannel retail, customer retention is the result of a complex and multi-layered process, rather than just a direct outcome of a channel strategy. These findings contribute to the development of a more comprehensive theory of customer retention for digital contexts.

The limitations of this study include focusing on one application (Alfagift) and limited geographical area (Jabodetabek), so the generalization of results needs to be done carefully. In addition, the cross-sectional design does not allow for robust causality analysis, so longitudinal studies are needed to confirm the cause-effect relationship.

CONCLUSION

This study explored the influence of omnichannel retailing (OCR) strategies on customer retention through the mediation of customer satisfaction (CS), customer engagement (CE), and technology acceptance (TAM). Results revealed no significant direct OCR impact on retention, but significant effects emerged via CS, CE, and TAM mediation, aligning with Oliver (1997), Brodie et al. (2011), and Hollebeek (2014) while diverging from studies positing direct OCR-loyalty links. Theoretically, it expanded retention models by integrating technology acceptance; for Alfagift, it highlighted needs for robust integration to foster satisfaction and engagement. Managerial implications urge optimizing CS, interactive CE, TAM principles, and holistic OCR evaluation. Future research should examine post-retention behaviors, employ mixed methods for deeper insights, and test additional online transaction variables.

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