

# Drivers of Omnichannel Customer Experience and their Impact on Loyalty: Evidence from Garuda Indonesia

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## Abstract

This study investigates the effects of consistency, perceived value, customer service, and personalization on customer loyalty through omnichannel customer experience in the context of Garuda Indonesia, a leading full-service airline in Southeast Asia. A quantitative explanatory research design was employed using a structured questionnaire distributed to 150 passengers who had interacted with at least two service channels within the past 12 months. Data were analyzed using SPSS through validity and reliability testing, multiple linear regression, and mediation analysis. The findings reveal that all four antecedent variables—consistency, perceived value, customer service, and personalization—significantly enhance omnichannel customer experience. Furthermore, omnichannel customer experience is found to positively influence customer loyalty and mediate the relationship between each antecedent variable and loyalty. These results highlight the critical role of integrated, consistent, and personalized service delivery across digital and physical channels in shaping passengers' loyalty toward full-service airlines. The study contributes to the growing body of omnichannel service research and offers strategic implications for airline managers seeking to strengthen customer engagement in an increasingly digitalized travel environment.

**Keywords:** Omnichannel Customer Experience, Consistency, Value, Customer Service, Personalization, Loyalty, Garuda Indonesia.

## I. INTRODUCTION

The rapid digitalization of the airline industry has reshaped how consumers interact with service providers across multiple touchpoints. Airlines increasingly adopt omnichannel strategies that integrate websites, mobile applications, social media, call centers, and airport services into a seamless customer journey. This shift reflects growing consumer expectations for coherent and frictionless service experiences that span both online and offline environments. According to Verhoef et al. (2015), omnichannel environments require firms to manage the entire customer journey holistically, ensuring consistent information, fluid transitions between channels, and differentiated value across touchpoints. For service industries such as airlines—where the customer journey is complex and involves numerous pre-flight, in-flight, and post-flight interactions—the quality of omnichannel customer experience has become a strategic determinant of organizational competitiveness.

Within the broader customer experience literature, price remains a central antecedent of customer evaluations and behavioral intentions. Price has long been recognized not merely as a monetary sacrifice but also as an indicator of product value and quality (Zeithaml, 1988). In service settings, customers often rely on price cues to infer expected service performance due to the intangible nature of services (Monroe, 1990). The perceived fairness, transparency, and consistency of prices influence how customers evaluate service providers and shape satisfaction, trust, and loyalty (Xia et al., 2004). In the context of air travel—an industry characterized by fluctuating fares, dynamic pricing algorithms, and competitive promotional strategies—price perceptions become even more critical. Consumers evaluate not only the absolute level of airfare but also whether the price aligns with the benefits received, including convenience, service quality, and digital service integration.

Existing studies emphasize that price fairness and value perceptions significantly affect customer experience and post-purchase outcomes (Bolton et al., 2003). When prices are perceived as fair, customers are more likely to develop positive affective responses, which subsequently enhance loyalty intentions. Conversely, perceived price discrimination or inconsistency between online and offline prices can undermine trust and weaken loyalty, even when service quality is high. For omnichannel environments, price consistency across channels is particularly important. Research indicates that customers expect uniform pricing information regardless of which channel they use, and inconsistencies may disrupt the customer journey and diminish perceived omnichannel value (Herhausen et al., 2015).

Despite the established importance of price perceptions, limited research explores how price operates within the omnichannel experience framework in the airline industry. Most prior work focuses on retail or hospitality contexts, leaving a gap concerning airline consumers whose journeys involve higher complexity and higher stakes. Moreover, while studies recognize the role of customer experience in mediating the relationship between marketing-mix elements and loyalty, empirical work examining how price shapes omnichannel experience—and how this experience ultimately influences loyalty—remains sparse. This study addresses this gap by examining how perceived value, driven partly by price perceptions, contributes to omnichannel customer experience and subsequent loyalty among Garuda Indonesia passengers, one of the leading full-service airlines in Southeast Asia.

## 2. LITERATURE REVIEW

### 2.1 Consistency

Consistency refers to the degree to which customers perceive uniformity in information, service quality, and functionality across multiple touchpoints. In omnichannel environments, consistency is a fundamental element in ensuring that customers experience seamless transitions between channels (Verhoef et al., 2015). When organizations maintain consistent messaging, pricing, and service standards across platforms, customers develop greater confidence in the brand and experience fewer disruptions in their journey. Prior research suggests that inconsistent communication or discrepancies between channels can lead to confusion, reduce customer satisfaction, and undermine perceived service quality (Sousa & Voss, 2006). In the airline industry, consistency becomes especially important because customers interact with various channels—such as mobile applications, websites, call centers, and airport services—during a single travel journey. Studies in service settings show that channel alignment positively influences customers' overall experience by reducing complexity and cognitive effort (Lemon & Verhoef, 2016). Thus, consistency across online and offline touchpoints is expected to strengthen omnichannel customer experience and subsequently contribute to loyalty.

**H1: Consistency positively influences Omnichannel Customer Experience.****2.2 Value**

Perceived value is defined as the customer's overall assessment of the utility of a service based on a comparison of what is received and what is given (Zeithaml, 1988). In service industries, value often encompasses monetary price, quality of service, convenience, and emotional benefits. Research indicates that higher perceived value enhances satisfaction, trust, and loyalty, making it a critical component of the customer experience (Sweeney & Soutar, 2001). In omnichannel contexts, value is strengthened when customers can access integrated features—such as unified booking systems, loyalty points management, and real-time updates—that simplify their interactions and increase perceived benefits (Herhausen et al., 2015). In the airline sector, value perceptions often include fare transparency, baggage benefits, seat comfort, punctuality, and digital conveniences such as mobile check-in. When passengers perceive that an airline delivers superior value across all touchpoints, their omnichannel experience improves, reinforcing positive evaluations and increasing loyalty intentions.

**H2: Perceived Value positively influences Omnichannel Customer Experience.****2.3 Customer Service**

Customer service refers to the support and assistance provided by a company to meet consumer needs throughout their journey. High-quality customer service enhances trust, reduces perceived risk, and strengthens the emotional connection between consumers and brands (Parasuraman et al., 1988). With the increasing integration of digital channels, customer service has expanded to include chatbot interactions, social media support, automated customer care systems, and omnichannel helpdesks. Research shows that responsiveness, empathy, and reliability across channels are strong predictors of customer experience and satisfaction (Bitner, 1992). In omnichannel contexts, the quality of customer service must be consistent across digital and physical touchpoints to avoid friction and frustration (Sousa & Voss, 2006). For airlines, customer service plays a central role because passengers may require assistance with booking, itinerary changes, flight delays, lost luggage, and loyalty program information. Effective service delivery across all channels is therefore essential in shaping the omnichannel experience and influencing passenger loyalty.

**H3: Customer Service positively influences Omnichannel Customer Experience.****2.4 Personalization**

Personalization refers to the firm's ability to tailor products, services, and interactions based on customers' preferences, past behaviors, and demographic characteristics. Advances in digital technology have enabled service providers to create personalized recommendations, targeted promotions, and adaptive interfaces. Personalization enhances customers' perceived relevance and satisfaction with digital experiences (Arora et al., 2008). In omnichannel environments, personalization is critical because it allows firms to deliver coherent but individualized experiences across platforms. Research suggests that personalized interactions increase engagement, trust, and perceived control during the customer journey (Li & Karahanna, 2015). For airlines, examples include customized flight offers, seat suggestions based on travel history, and personalized loyalty program content. When personalization is effectively integrated across channels, it contributes to a stronger omnichannel customer experience, which ultimately fosters loyalty.

**H4: Personalization positively influences Omnichannel Customer Experience.****2.5 Omnichannel Customer Experience**

Omnichannel customer experience refers to customers' holistic and cumulative evaluation of interactions across multiple interconnected channels (Lemon & Verhoef, 2016). Unlike traditional multichannel strategies, omnichannel systems emphasize integration, simultaneity, and fluid transitions between

channels. Research highlights several key dimensions of omnichannel experience, including consistency, integration, personalization, interactivity, and convenience (Verhoef et al., 2015).

Prior studies indicate that omnichannel experience is a strong predictor of customers' cognitive, affective, and behavioral responses, including satisfaction, trust, and loyalty (Homburg et al., 2017). In the airline industry, omnichannel experience includes factors such as synchronized booking systems, digital-physical check-in integration, real-time notifications, and unified loyalty program management. A positive omnichannel experience reduces customer effort, improves perceived quality, and strengthens the emotional bond with the airline.

### **H<sub>5</sub>: Omnichannel Customer Experience positively influences Customer Loyalty.**

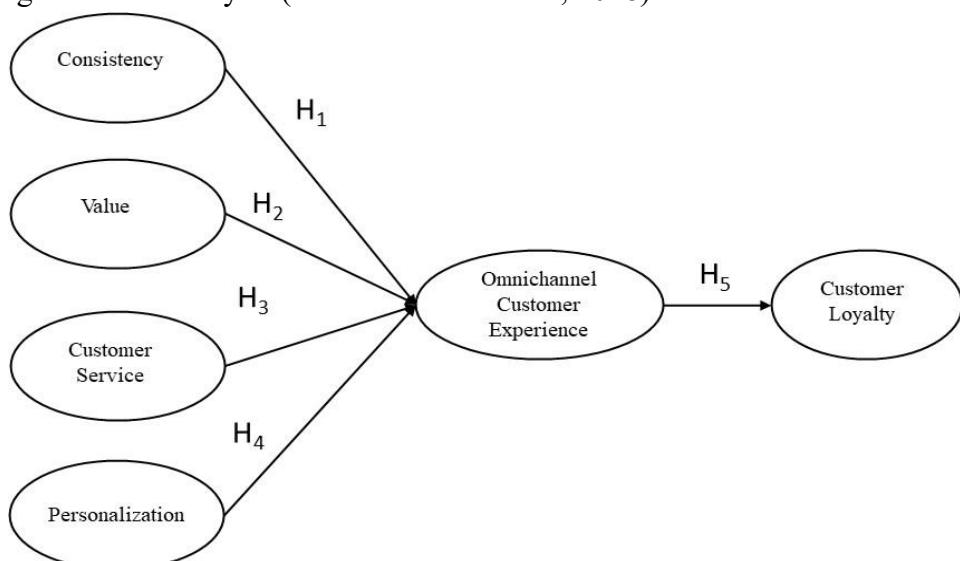
#### **2.6 Customer Loyalty**

Customer loyalty refers to the customer's intention to repurchase and recommend a brand, alongside a long-term attitudinal commitment (Oliver, 1999). Loyalty in service industries is influenced by multiple factors, including satisfaction, trust, perceived value, and service quality. In modern digital ecosystems, loyalty is increasingly shaped by the quality of customer experience rather than traditional product attributes (Lemon & Verhoef, 2016). For airlines, loyalty is particularly important due to the competitive nature of the industry and the high customer acquisition costs. Loyalty programs such as frequent flyer miles, tier benefits, and exclusive services further reinforce long-term relationships. Research consistently demonstrates that superior omnichannel experience leads to higher loyalty because customers who feel supported, understood, and valued across channels are more likely to maintain relationships with service providers (Homburg et al., 2017).

## **3. RESEARCH ISSUES AND METHODOLOGY**

### **3.1 Research Issues**

This study employs a quantitative, explanatory research design aimed at examining the influence of consistency, perceived value, customer service, and personalization on customer loyalty through omnichannel customer experience among passengers of Garuda Indonesia. The research utilizes a structured questionnaire as the primary data collection instrument. The quantitative approach is appropriate because the objective is to test relationships between variables and validate the proposed hypotheses using statistical analysis (Creswell & Creswell, 2018).



**Figure 1. Research Model**

### 3.2 Research Methodology

The population consists of Garuda Indonesia passengers who have used at least two service channels (e.g., mobile app, website, call center, airport counter) within the past 12 months. Because it is difficult to obtain a complete sampling frame, this study employs non-probability purposive sampling, ensuring that respondents have experienced omnichannel interactions necessary for evaluating the research variables. A total of 150 respondents were targeted, which exceeds the minimum requirement for multivariate analysis (Hair et al., 2019). This sample size is adequate for performing reliability tests, validity tests, and regression analysis using SPSS.

Data were collected using an online structured questionnaire distributed through social media platforms, email, and online communities related to airline travelers and frequent flyers. Respondents were first screened to ensure they met the following criteria:

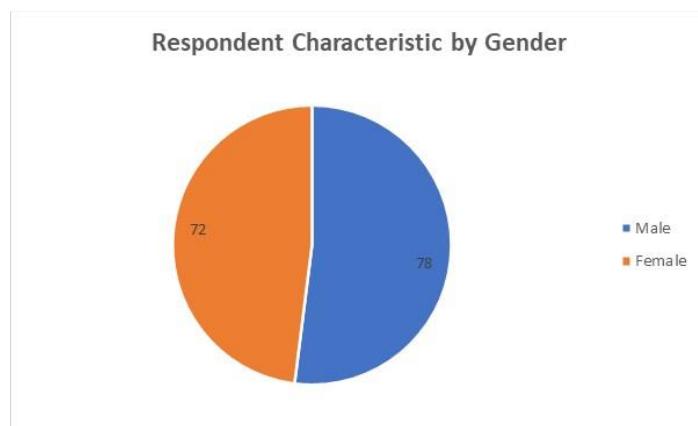
- Have flown with Garuda Indonesia at least once in the past 12 months.
- Have used more than one service channel (e.g., app + counter, website + airport kiosk, call center + mobile app).

The questionnaire used a five-point Likert scale, ranging from 1 = *Strongly Disagree* to 5 = *Strongly Agree*, to measure the constructs in the model. All items were adapted from validated scales used in previous studies.

## 4. FINDINGS AND DISCUSSION

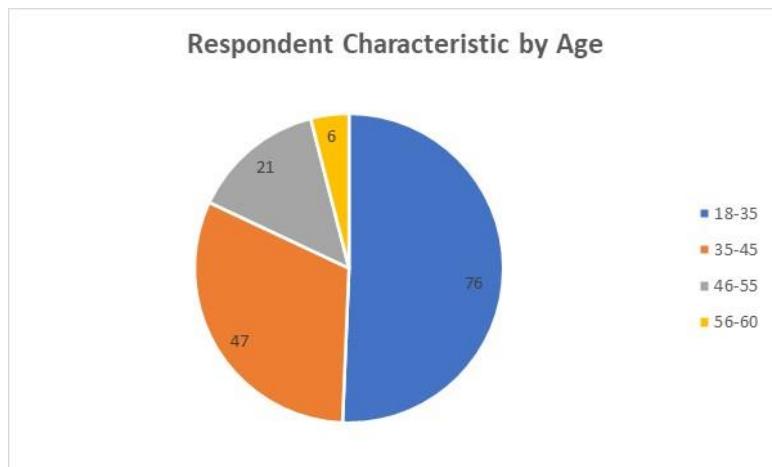
### 4.1 Findings

Multiple regression was used in this study to examine the correlations between variables. SPSS 22.0 was the statistical analysis tool utilized to approach the problem formulation. Upon receiving the completed questionnaires, a descriptive statistical analysis was conducted. Figure 2 illustrates that the respondents who completed the questionnaires were primarily male. The data processing of all questionnaires utilized responses from 150 respondents. The results indicate that the responses are visible.



**Figure 2. Respondent Characteristic by Gender**  
**Source: own calculation**

The findings in Figure 3 reveal that respondents are predominantly aged between 18 and 35 years, with 76 respondents falling within this age bracket, followed by 28 respondents in the 36-45 age group, 18 respondents in the 36-45 age group, and 3 respondents in the 56-60 age group. This suggests that the majority of responders belong to the age segments of Generation Y and Z.


**Figure 5. Respondent Characteristic by Age**

Source: own calculation

#### 4.1.1 Validity Test

Table 1 is a data validity that indicates that all indicators used to measure each variable are valid, as each item's factor loading value is greater than the critical value of 0.160.

**Table 1. Validity Test**

Indicator	FL	Indicator	FL	Indicator	FL	Indicator	FL	Indicator	FL	Indicator	FL
<b>Consistency</b>		<b>Value</b>		<b>Customer Service</b>		<b>Personalization</b>		<b>Omnichannel Customer Expericence</b>		<b>Customer Loyalty</b>	
CO1	.442	VL1	.657	CS1	.632	PS1	.647	OC1	.514	CL1	.668
CO2	.686	VL2	.719	CS2	.714	PS2	.724	OC2	.621	CL2	.544
CO3	.554	VL3	.728	CS3	.645	PS3	.721	OC3	.746	CL3	.754
CO4	.421	VL4	.613	CS4	.514	PS4	.612	OC4	.721	CL4	.621
CO5	.594	VL5	.524	CS5	.521	PS5	.621	OC5	.763	CL5	.715.

Source: own calculation

#### 4.1.2 Reliability Test

The reliability test's outcomes are as follows:

**Table 2. Reliability Test**

Variable	Cronbach's Alpha Based on Standardized Items
Consistency	.687
Value	.649
Customer Service	.724
Personalization	.846
Omnichannel Customer Expericence	.836
Customer Loyalty	.778

Source: own calculation

As shown in Table 2, all of the Cronbach alpha regression values in this study are higher than 0.60. This indicates that the statements used to create these variables are consistent and dependable and can be used for additional analysis.

Results of Multiple Regression (Consistency, Value, Customer Service, Personalization to Omnichannel Customer Experience)

The multiple regression findings are as follows:

**Table 3. Coefficient Regression Model 1**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	-.187	.326		-1.281	.546
	CO	.754	.062	.742	4.214	.000
	VL	.692	.057	.787	4.365	.000
	CS	.721	.049	.676	3.781	.000
	PS	.686	.056	.601	3.245	.000

a. Dependent Variable: CS

Source: own calculation

From Table 3, the regression equation can be written as follows:

$$OC = b1CO + b2VL + b3CS + b4PS$$

$$OC = 0.742CO + 0.787VL + 0.676CS + 0.601PS$$

Based on Table 3, all the independent variables have a positive influence on Omnichannel Customer Experience. Consistency and Value has the greatest regression coefficient compared to other variables, which is 0.742 and 0.787. Therefore, Consistency and Value are the most influential in Omnichannel Customer Experience. On the other side, Personalization has the smallest effect on Omnichannel Customer Experience, which is 0.601.

Results of Simple Regression (Omnichannel Customer Experience to Customer Loyalty)

The result of simple regression findings is as follows:

**Table 4. Coefficient Regression Model 2**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	-.161	.474		-1.327	.352
	CS	.757	.036	.741	4.249	.000

a. Dependent Variable: CL

Source: own calculation

From Table 4, the regression equation can be written as follows:

$$CL = b5OC$$

$$CL = 0.741OC$$

Based on Table 4, Omnichannel Customer Experience has a positive influence on Customer Loyalty. In this research, Omnichannel Customer Experience has the highest regression coefficient which is 0.741.

F-test:-

The calculations using SPSS reveal that the significance of the F-test value in the model is 0.000, which demonstrates that the independent variables have a substantial combined effect on the dependent variable.

**Table 5. Result of F-test 1**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.222	5	18.246	73.457	.000 <sup>b</sup>
	Residual	45.315	191	.168		
	Total	88.537	196			
a. Dependent Variable: OC						
b. Predictors: (Constant), CO, VL, CS, PS						
Source: own calculation						

Source: own calculation

**Table 6. Result of F-test 2**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.274	1	36.317	231.547	.000 <sup>b</sup>
	Residual	48.321	194	.154		
	Total	123.595	197			
a. Dependent Variable: CL						
b. Predictors: (Constant), OC						
Source: own calculation						

Source: own calculation

t-test:-

A t-test has already been conducted for Consistency, Value, Customer Service, and Personalization related to Omnichannel Customer Experience and Customer Loyalty. The purpose of this t-test was to examine whether the independent factors of Consistency, Value, Customer Service, and Personalization significantly influence the dependent variable, which is Omnichannel Customer Experience and Customer Loyalty. If the t-test value is less than 0.05, the partial influence on the variable is considered significant. According to Tables 5 and 6, each independent variable significantly affects Omnichannel Customer Experience and Customer Loyalty.

## 4.2 Discussion

### The Role of Consistency in Enhancing Omnichannel Customer Experience

The results indicate that consistency has a significant positive influence on omnichannel customer experience, confirming H1. This finding aligns with prior research asserting that seamless integration and uniform messaging across channels reduce customer confusion and enhance overall satisfaction (Beck & Rygl, 2015; Verhoef et al., 2021). In the airline industry, consistency across platforms such as mobile applications, websites, call centers, and airport check-in interfaces is particularly important due to the complexity of the customer journey. The positive finding suggests that Garuda Indonesia's ability to

deliver coherent information and aligned service standards across touchpoints contributes meaningfully to a smoother and more reliable travel experience. This supports the view of Lemon and Verhoef (2016), who argue that consistent interactions facilitate a coherent customer journey and strengthen experience formation.

### **Perceived Value as a Driver of Omnichannel Customer Experience**

The results show that perceived value significantly improves omnichannel customer experience, supporting H2. This reinforces Zeithaml's (1988) perspective that value arises when customers perceive favorable trade-offs between benefits and sacrifices. In omnichannel contexts, value is not limited to pricing but extends to convenience, time-saving features, channel flexibility, and reward integration (Blut et al., 2021). For Garuda Indonesia passengers, elements such as transparent fare information, integrated loyalty points across channels, and convenience in booking or modifying flights likely contribute to this sense of value. These findings echo those of Gonçalves et al. (2020), which highlight perceived value as a foundational element shaping customers' channel-related experiences. Thus, value remains a central dimension that encourages customers to positively evaluate their omnichannel interactions.

### **Impact of Customer Service on Omnichannel Customer Experience**

The findings also indicate that customer service significantly enhances omnichannel customer experience, confirming H3. This result is consistent with the literature emphasizing the role of service quality—responsiveness, empathy, reliability, and assurance—in shaping customer perceptions across different touchpoints (Parasuraman et al., 1988; Homburg et al., 2017). Customer service becomes even more critical in an omnichannel environment, where service breakdowns can occur during transitions between digital and physical channels. The positive influence suggests that Garuda Indonesia's customer service practices, including real-time assistance, helpful staff interactions, and availability across channels, contribute to more seamless and satisfying customer journeys. Given the dynamic and often time-sensitive nature of airline travel, efficient service support reinforces customer trust and strengthens experience evaluations.

### **Personalization and its Contribution to Omnichannel Customer Experience**

The results demonstrate that personalization significantly influences omnichannel customer experience, supporting H4. This aligns with previous findings showing that personalized communications, recommendations, and service offerings enhance customer relevance and engagement (Bleier & Eisenbeiss, 2015). Personalization creates a perception of being recognized and valued, which enhances emotional and cognitive aspects of the customer experience (Lemon & Verhoef, 2016). In the context of Garuda Indonesia, personalization may take the form of tailored booking suggestions, loyalty-based offers, customized notifications, and targeted promotions. These practices contribute to more meaningful, efficient, and enjoyable interactions across channels. The result reinforces the importance of leveraging customer data and digital technologies to create individualized service encounters.

### **The Central Role of Omnichannel Customer Experience in Driving Customer Loyalty**

Finally, the study finds that omnichannel customer experience significantly influences customer loyalty, confirming H5. This supports prior research demonstrating that positive customer experience enhances satisfaction, trust, emotional connection, and long-term engagement (Oliver, 1999; Juaneda-Ayensa et al., 2016). In the airline industry, where competition is intense and switching costs vary depending on customer segments, a seamless experience across contact points becomes a key differentiator. For Garuda Indonesia, strong omnichannel experience appears to translate into higher repeat intention, stronger brand attachment, and greater advocacy. This demonstrates the strategic importance of integrating digital and

physical service ecosystems to build sustainable competitive advantage.

## 5. CONCLUSION

This study examines how consistency, perceived value, customer service, and personalization influence customer loyalty through omnichannel customer experience among passengers of Garuda Indonesia. The results provide strong empirical support for all proposed hypotheses, demonstrating that each antecedent variable significantly contributes to the formation of a positive omnichannel experience. Consistency across channels—such as aligned information and unified service quality—strengthens passengers' confidence in the airline. Perceived value enhances customers' evaluations of the overall benefits received during their interactions. Customer service further reinforces experience quality by offering responsive, reliable, and supportive assistance throughout the travel journey. Personalization adds relevance and meaningfulness to interactions, enabling passengers to feel recognized and valued.

The study also confirms that omnichannel customer experience is a key driver of customer loyalty. Passengers who perceive seamless and integrated interactions across digital and physical touchpoints are more likely to maintain long-term relationships with the airline, exhibit repeat purchase intentions, and engage in positive word-of-mouth. Moreover, the mediating role of omnichannel customer experience underscores its strategic importance: the quality of cross-channel interactions determines how effectively service-related factors translate into loyalty outcomes.

Overall, the findings emphasize that enhancing omnichannel customer experience is essential for airlines seeking to remain competitive in the digital era. By investing in channel integration, personalization technologies, service quality improvement, and value-enhancing initiatives, airline managers can strengthen customer relationships and sustain long-term loyalty. Future research is encouraged to explore additional variables—including digital trust, technology readiness, and emotional engagement—and to apply longitudinal or cross-industry comparisons for broader theoretical development.

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