LETTER OF ACCEPTANCE

Dear Authors : **Stefanus Budy Widjaja Subali (Universitas Surabaya)**

It is our great pleasure to inform you that paper entitled "**Factors Those Effects On Customer Satisfaction And Customer Loyalty At Ikea Ciputra World On Surabaya**" for the first International Conference on Local Wisdom for Sustainability in Science, Technology, and Community Development will be held on August 21th – 22th, 2024 in Tobelo, North Maluku, Indonesia, has been fully accepted for oral presentation. **Congratulation!**

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August 21–22, 2024
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Rector

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INDONESIA JAYA

Keynote Speaker

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Dr. Eric Penot
Agroeconomist CIRAD France

Prof. Paul Kessler
Botanist, Leiden University, Holland

Wojciech Szpocinski
Chairman of the Board of the Development Policy Foundation, Poland

Ir. Rofiqul Umam, M.Sc., Ph.D
Department of Applied Chemistry for Environment, Kwansei Gakuin University, Japan

Timeline

June 1 - July 24, 2024	: Registration and submission of abstracts
July 26, 2024	: Abstract announcement accepted
July 27 - August 9, 2024	: Payment period for registration and full article submission
August 16, 2024	: Deadline for entering Power Point for oral speakers
August 21-22, 2024	: International Conference

Conference Fees

PROFILE	UNDERGRAD STUDENT (IDR)	GENERAL (IDR)
Presenting Speaker on-site	250.000,-	500.000,-
Presenting Speaker online	100.000,-	300.000,-
Additional Paper (Max 2 Paper)	100.000,-	200.000,-
Audience on-Site	175.000,-	250.000,-
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UNILAK
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-Accredited national journal (in Indonesia) listed in SINTA (Science and Technology Index)
-Proceeding

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Registration

FACTORS THOSE EFFECTS ON CUSTOMER SATISFACTION AND CUSTOMER LOYALTY AT IKEA CIPUTRA WORLD ON SURABAYA

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Abstract — *The purpose of this research is to understand and analyze timeliness, availability, condition, and return on customer satisfaction and customer loyalty in three omnichannel purchasing scenarios at IKEA Ciputra World Surabaya. Data processing was performed using SEM (Structural Equation Modeling) with IBM SPSS Statistics 25 and AMOS 22 using three scenarios models. The data used in this study are primary data obtained from questionnaires. The research sample used in this study was 480 respondents. This research uses a non-probability sampling technique. The results of this study in the BOSD (buy online ship direct) scenario show that there is a positive and significant influence on timeliness and return on customer satisfaction and customer satisfaction on customer loyalty. However, availability and condition have no effect on customer satisfaction and timeliness, availability, condition and return have no effect on customer loyalty. The BOPS (buy online pick up in store) scenario shows that there is a positive influence of timeliness and condition on customer satisfaction and customer satisfaction on customer loyalty. However, availability and return have no effect on customer satisfaction and timeliness, availability, condition, return have no effect on customer loyalty. At last, the BSSD (buy in store ship direct) scenario shows that there is a positive influence of timeliness, condition and return on customer satisfaction and customer satisfaction on customer loyalty. However, availability has no effect on customer satisfaction and timeliness, availability, condition, returns have no effect on customer loyalty.*

Keywords : *logistic service quality, omnichannel, customer satisfaction, customer loyalty*

FAKTOR-FAKTOR YANG MEMPENGARUHI *KEPUASAN DAN LOYALITAS PELANGGAN* PADA IKEA CIPUTRA WORLD DI SURABAYA

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Abstrak— Penelitian ini mempunyai tujuan untuk mengetahui dan menganalisis pengaruh *timeliness, availability, condition*, dan *return* terhadap *customer satisfaction* dan *customer loyalty* pada tiga skenario pembelian *omnichannel* di IKEA Ciputra World Surabaya. Pengolahan data dilakukan dengan metode SEM (*Structural Equation Modeling*) dengan menggunakan software *IBM SPSS Statisiics* 25 dan AMOS 22. Data yang digunakan untuk penelitian ini adalah data primer yang dilakukan pengumpulan melalui penyebaran kuesioner. Sampel penelitian yang dipakai penelitian ini sebanyak 480 responden. Penelitian ini menggunakan teknik *non-probability sampling*. Hasil penelitian di skenario BOSD (*buy online ship direct*) menunjukan bahwa adanya pengaruh positif dan signifikan pada *timeliness* dan *return* terhadap *customer satisfaction* dan *customer satisfaction* terhadap *customer loyalty*. Namun *availability, condition* tidak berpengaruh terhadap *customer satisfaction* dan *timeliness, availability, condition, return* tidak berpengaruh terhadap *customer loyalty*. Skenario BOPS (*buy online pick up in store*) menunjukan bahwa adanya pengaruh positif timeliness dan condition terhadap *customer satisfaction* dan *customer satisfaction* terhadap *customer loyalty*. Namun *availability, return* tidak berpengaruh terhadap *customer satisfaction* dan *timeliness, availability, condition, return* tidak berpengaruh terhadap *customer loyalty*. Skenario BSSD (*buy in store ship direct*) menunjukan bahwa adanya pengaruh positif *timeliness, condition,* dan *return* terhadap *customer satisfaction* dan *customer satisfaction* terhadap *customer loyalty*. Namun *availability* tidak berpengaruh terhadap *customer satisfaction* dan *timeliness, availability, condition, return* tidak berpengaruh terhadap *customer loyalty*.

Kata kunci: *logistic service quality, omnichannel, customer satisfaction, customer loyalty*

The Impact of Timeliness, Availability, Condition, and Return on Customer Satisfaction and Customer Loyalty at IKEA Ciputra World Surabaya

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Abstract

This research investigates the effects of timeliness, availability, condition, and return policies on both customer satisfaction and loyalty within three distinct omnichannel purchasing scenarios at IKEA Ciputra World Surabaya. The analysis was carried out using Structural Equation Modeling (SEM) with IBM SPSS Statistics 25 and AMOS 22. Primary data were gathered through questionnaires, involving 480 respondents selected via a non-probability sampling method. The results for the BOSD scenario reveal a significant positive effect of timeliness and return on customer satisfaction, which also positively impacts customer loyalty. Conversely, availability and condition do not influence customer satisfaction, and none of the variables affect customer loyalty. In the BOPS scenario, timeliness and condition positively impact customer satisfaction, which subsequently influences customer loyalty, while availability and return do not affect customer satisfaction, nor do any variables affect customer loyalty. For the BSSD scenario, timeliness, condition, and return positively influence customer satisfaction, which then affects customer loyalty. Availability, however, does not impact customer satisfaction, and timeliness, availability, condition, and return do not influence customer loyalty.

Keywords: logistics service quality, omnichannel purchasing, customer satisfaction, customer loyalty

Introduction

The logistics sector is experiencing rapid expansion, driven by advancements in communication and information technology. This growth underscores logistics as a crucial component for various economic sectors, with increasing demand for logistics services.

Effective logistics are essential for smooth company operations. The competitive business environment compels companies to provide top-notch logistics services to satisfy customer needs and boost customer satisfaction. To address these needs, companies focus on enhancing logistics service quality through optimized management of goods and services, supported by current technological advancements. Technological progress now allows consumers to shop online anytime and from anywhere, eliminating the need for physical store visits.

As technology evolves, consumers expect that their basic needs will be met efficiently. Retail companies have emerged to meet these demands, focusing on logistics service quality to remain competitive. A key strategy for these companies is adopting an omnichannel approach, which integrates multiple shopping channels to enhance customer satisfaction. Omnichannel retail strategies enable customers to use both offline and online channels seamlessly during their shopping experience (Bell, 2014).

IKEA, a leading global retailer, embraces technological advancements through its omnichannel shopping system. Customers can purchase IKEA products through both physical stores and the online platform at www.ikea.co.id. IKEA offers three omnichannel purchasing options: BOSD (Buy Online Ship Direct), which allows customers to order online and have products shipped directly to their homes; BSSD (Buy In Store Ship Direct), where customers buy in-store and have items shipped to their homes; and BOPS (Buy Online Pick Up In Store), which lets customers buy online and pick up their orders at a physical store or designated pickup points. Pickup points are available at 99 Indomaret outlets across various locations.

Timeliness refers to the punctual delivery of products or services ordered by customers (Koufteros et al., 2014). Availability pertains to whether a product is in stock or when it will be available, including potential substitutes (Xing and Grant, 2016, as cited in Cotarelo et al., 2020). Condition involves the state of the product upon receipt, ensuring it meets expectations (Koufteros et al., 2014). Return describes the process of returning a product to the retailer or supplier for various purposes (Tarn et al., 2003, as cited in Xing et al., 2010). Customer satisfaction is the assessment of how well a product meets customer expectations before and after purchase (Eggert and Ulaga, 2002). Customer loyalty reflects the commitment to repeatedly purchase a preferred product or service (Oliver, 2010, as cited in Jin et al., 2012).

This research investigates the effects of timeliness, availability, condition, and return on customer satisfaction and loyalty across three omnichannel scenarios at IKEA Ciputra World

Surabaya. The study employs the research model from Cotarelo et al. (2020) in "A Further Approach in Omnichannel LSQ, Satisfaction, and Customer Loyalty." The hypotheses are:

H1. Factors of logistics service quality—timeliness, availability, condition, and return—positively influence customer satisfaction in all three omnichannel scenarios.

H2. Factors of logistics service quality—timeliness, availability, condition, and return—positively influence customer loyalty in all three omnichannel scenarios.

H3. Customer satisfaction positively affects customer loyalty.

Research Methodology

The study titled "The Impact of Timeliness, Availability, Condition, and Return on Customer Satisfaction and Customer Loyalty at IKEA Ciputra World Surabaya" is classified as basic research due to its focus on expanding existing knowledge rather than making specific decisions. It is categorized as causal research for exploring cause-and-effect relationships among variables (Zikmund, 2009:57). A quantitative approach is used, emphasizing hypothesis testing and theoretical understanding through statistical analysis of primary data. A questionnaire, distributed via online platforms, was developed for data collection.

The study involves endogenous variables (customer satisfaction and customer loyalty) and exogenous variables (timeliness, availability, condition, and return). The research includes six constructs, requiring a sample of 450 respondents, with 150 per purchasing scenario. This sample size follows Hair et al. (2014:21) guidelines, which recommend a minimum of 150 respondents for studies involving up to seven constructs.

Data analysis utilizes IBM SPSS Statistics 25 and AMOS 22 for Structural Equation Modeling (SEM). SEM analysis involves two stages: Confirmatory Factor Analysis (CFA) for the measurement model and hypothesis testing for the structural model. IBM SPSS Statistics 25 is used for validity and reliability testing (CFA), while AMOS 22 is employed for structural model analysis and hypothesis testing.

Results and Discussion

The preliminary validity and reliability assessments for this study were carried out with data from 30 participants based in Surabaya. The outcomes confirmed that the measurement tools

were both valid and reliable. The subsequent phase involves analyzing the measurement model with AMOS 22 software. This analysis will employ Confirmatory Factor Analysis (CFA) to evaluate each indicator associated with the research variables, as outlined in **Table 1**

Table 1. Results of Measurement Model Fit Test

No.	*Index*	Kriteria		BOSD	BOPS	BSSD	Details
1	CMIN/DF	≤ 3		1,201	1,217	1,294	*Good Fit*
2	RMSEA	≤ 0,08		0,036	0,037	0,043	*Good Fit*
3	GFI	GFI	0,8-0,9	0,867	0,882	0,856	*Marginal*
		GFI ≥ 0,9					*Fit*
4	CFI	CFI ≥ 0,9		0,965	0,967	0,953	*Good Fit*
5	TLI	TFLI ≥ 0,9		0,960	0,961	0,945	*Good Fit*

The findings show that, in general, the structural model fit test satisfies the established criteria. Following this, the researcher proceeded with testing the fit of the structural model. The results of this structural model fit test are presented in **Table 2.**

Table 2. Results of Measurement Model Fit Test

No.	*Index*	Kriteria		BOSD	BOPS	BSSD	Ket.
1	CMIN/DF	≤ 3		1,201	1,217	1,294	*Good Fit*
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3	GFI	GFI	0,8-0,9	0,867	0,882	0,856	*Marginal*
		GFI ≥ 0,9					*Fit*
4	CFI	CFI ≥ 0,9		0,965	0,967	0,953	*Good Fit*
5	TLI	TFLI ≥ 0,9		0,960	0,961	0,945	*Good Fit*

The structural model fit test meets the established criteria. Subsequently, the researcher conducted hypothesis testing, as shown in **Table 3**.

Table 3. Results of Hypothesis Testing for the BOSD Scenario

Hypothesis	*Path*	S.E	C.R	*P-value*	Status
H1a (+)	BOSDT→CS	0,101	3,104	0,002	Supported Hypothesis
H1b (+)	BOSDA→CS	0,110	-0,513	0,608	Not Supported
H1c (+)	BOSDC→CS	0,138	0,602	0,547	Not Supported
H1d (+)	BOSDR→CS	0,163	2,949	0,003	Supported Hypothesis
H2a (+)	BOSDT→CL	0,087	0,418	0,676	Not Supported
H2b (+)	BOSDA→CL	0,093	-0,266	0,791	Not Supported

H2c (+)	BOSDC→CL	0,118	0,600	0,549	Not Supported
H2d (+)	BOSDR→CL	0,134	-0,193	0,847	Not Supported
H3 (+)	CS→CL	0,094	2,744	0,006	Supported Hypothesis

The results reveal that the structural model fit meets the established criteria overall. Following this, hypothesis testing was conducted. The findings from the hypothesis testing are summarized as follows:

➢ **H1a in the BOSD Scenario**: The analysis demonstrates a significant positive effect of timeliness on customer satisfaction. With a critical ratio (C.R) of 3.104, exceeding the threshold of 1.96, and a p-value of 0.002, which is below 0.05, H1a is supported. This result corroborates Cotarelo et al. (2020), who identified a significant positive relationship between timeliness and customer satisfaction.

➢ **H1b in the BOSD Scenario**: The variable availability does not significantly impact customer satisfaction. The C.R for H1b is -0.513, which is less than 1.96, and the p-value is 0.608, exceeding 0.05, suggesting that H1b is not supported. This is consistent with Cotarelo et al. (2020), who found no significant effect of availability on customer satisfaction.

➢ **H1c in the BOSD Scenario**: The condition variable also does not have a significant effect on customer satisfaction. The C.R for H1c is 0.602, below 1.96, and the p-value is 0.547, greater than 0.05, indicating no support for H1c. This aligns with the findings of Cotarelo et al. (2020), who reported that condition does not impact customer satisfaction.

➢ **H1d in the BOSD Scenario**: Return has a significant positive effect on customer satisfaction. With a C.R of 2.949, which is above 1.96, and a p-value of 0.003, below 0.05, H1d is supported. This finding is in line with Cotarelo et al. (2020), who observed a significant positive relationship between return and customer satisfaction.

➢ **H2a in the BOSD Scenario**: Timeliness does not significantly influence customer loyalty. The C.R for H2a is 0.418, which is less than 1.96, and the p-value is 0.676, greater than 0.05, indicating that H2a is not supported. This finding is consistent with Cotarelo et al. (2020), who found that timeliness does not affect customer loyalty.

➢ **H2b in the BOSD Scenario**: Availability also does not significantly impact customer loyalty. With a C.R of -0.266 and a p-value of 0.791, both below the significance threshold,

H2b is not supported. This result mirrors Cotarelo et al. (2020), who reported no effect of availability on customer loyalty.

➢ **H2c in the BOSD Scenario**: The condition variable does not significantly affect customer loyalty. The C.R for H2c is 0.600, below 1.96, and the p-value is 0.549, exceeding 0.05, suggesting no support for H2c. This finding is consistent with Cotarelo et al. (2020), who found that condition does not influence customer loyalty.

➢ **H2d in the BOSD Scenario**: Return does not significantly impact customer loyalty. The C.R for H2d is -0.193, and the p-value is 0.847, indicating that H2d is not supported. This result aligns with Cotarelo et al. (2020), who observed no effect of return on customer loyalty.

➢ **H3 in the BOSD Scenario**: Customer satisfaction has a significant positive impact on customer loyalty. The C.R for H3 is 2.744, which is above 1.96, and the p-value is 0.006, below 0.05, supporting H3. This finding corroborates Cotarelo et al. (2020), who found a significant positive relationship between customer satisfaction and customer loyalty, as shown in **Table 4.**

Table 4: Results of Hypothesis Testing for the BOPS Scenario

Hypothesis	Path	S.E	C.R	P-value	Status
H1a (+)	BOPST→CS	0,097	2,785	0,005	Supported Hypothesis
H1b (+)	BOPSA→CS	0,105	-0,409	0,682	Not Supported
H1c (+)	BOPSC→CS	0,121	2,571	0,010	Supported Hypothesis
H1d (+)	BOPSR→CS	0,097	-0,024	0,981	Not Supported
H2a (+)	BOPST→CL	0,094	0,258	0,796	Not Supported
H2b (+)	BOPSA→CL	0,099	-0,132	0,895	Not Supported
H2c (+)	BOPSC→CL	0,114	0,350	0,726	Not Supported
H2d (+)	BOPSR→CL	0,092	0,282	0,778	Not Supported
H3 (+)	CS→CL	0,098	2,085	0,037	Supported Hypothesis
H1d (+)	BOPSR→CS	0,097	-0,024	0,981	Not Supported
H2a (+)	BOPST→CL	0,094	0,258	0,796	Not Supported

- **Testing H1a in the BOPS Scenario**: The results reveal a significant and positive effect of timeliness on customer satisfaction. The critical ratio (C.R) for H1a is 2.785, exceeding the

1.96 threshold, and the p-value is 0.005, which is below 0.05, thus supporting H1a in the BOPS scenario. This outcome is in line with the findings of Cotarelo et al. (2020) and Murfield et al. (2017), who reported that timeliness has a positive and significant impact on customer satisfaction.

- ➢ **Testing H1b in the BOPS Scenario**: The variable of availability does not significantly affect customer satisfaction. The C.R for H1b is -0.409, which is less than 1.96, and the p-value is 0.682, higher than 0.05, indicating that H1b is not supported in the BOPS scenario. This result is consistent with Murfield et al. (2017), who found that availability does not influence customer satisfaction.

- ➢ **Testing H1c in the BOPS Scenario**: The condition variable shows a significant positive effect on customer satisfaction. With a C.R of 2.571, surpassing the 1.96 benchmark, and a p-value of 0.010, which is less than 0.05, H1c is supported. This finding aligns with Murfield et al. (2017), who established that condition positively and significantly affects customer satisfaction.

- ➢ **Testing H1d in the BOPS Scenario**: The return variable does not have a significant effect on customer satisfaction. The C.R for H1d is -0.024, which is less than 1.96, and the p-value is 0.981, exceeding 0.05, indicating that H1d is not supported. This outcome aligns with Cotarelo et al. (2020), who found no impact of return on customer satisfaction.

- ➢ **Testing H2a in the BOPS Scenario**: Timeliness does not significantly affect customer loyalty. The C.R for H2a is 0.258, which is below 1.96, and the p-value is 0.796, which is greater than 0.05, indicating that H2a is not supported in this scenario. This is consistent with Murfield et al. (2017), who reported that timeliness does not impact customer loyalty.

- ➢ **Testing H2b in the BOPS Scenario**: The availability variable does not significantly influence customer loyalty. With a C.R of -0.132 and a p-value of 0.895, both indicators suggest that H2b is not supported. This result aligns with Murfield et al. (2017), who found that availability does not affect customer loyalty.

- ➢ **Testing H2c in the BOPS Scenario**: The condition variable does not significantly impact customer loyalty. The C.R for H2c is 0.350, which is less than 1.96, and the p-value is 0.726, above 0.05, indicating no support for H2c. This is in agreement with Murfield et al. (2017), who found that condition does not influence customer loyalty.

- ➢ **Testing H2d in the BOPS Scenario**: The return variable does not significantly affect customer loyalty. The C.R for H2d is 0.282, below 1.96, and the p-value is 0.778, greater than 0.05, indicating that H2d is not supported. This result is consistent with Murfield et al. (2017), who reported no effect of return on customer loyalty.
- ➢ **Testing H3 in the BOPS Scenario**: Customer satisfaction has a significant positive effect on customer loyalty. The C.R for H3 is 2.085, which is greater than 1.96, and the p-value is 0.037, below 0.05, supporting H3. This finding corresponds with Cotarelo et al. (2020) and Murfield et al. (2017), who found that customer satisfaction positively and significantly affects customer loyalty, as detailed in Table 5.
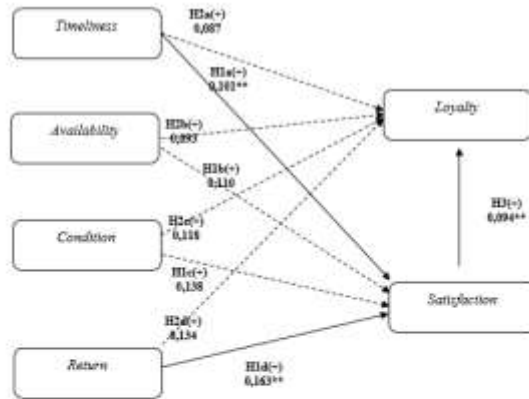
Table 5. Results of Hypothesis Testing for the BSSD Scenario

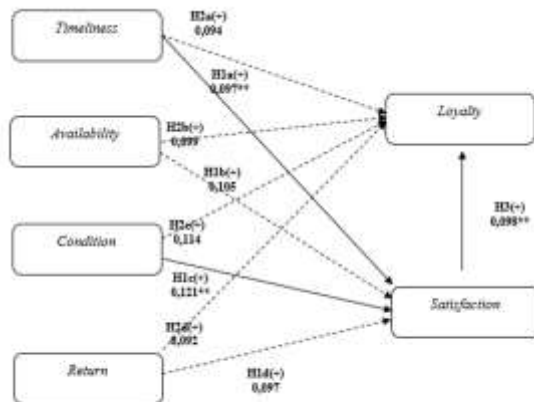| Hypothesis	*Path*	S.E	C.R	*P-value*	Status
H1a (+)	BSSDT→CS	0,095	2,171	0,030	Supported Hypothesis
H1b (+)	BSSDA→CS	0,087	-0,175	0,861	Not Supported
H1c (+)	BSSDC→CS	0,077	2,457	0,014	Supported Hypothesis
H1d (+)	BSSDR→CS	0,087	2,963	0,003	Supported Hypothesis
H2a (+)	BSSDT→CL	0,096	-0,437	0,662	Not Supported
H2b (+)	BSSDA→CL	0,088	-0,567	0,570	Not Supported
H2c (+)	BSSDC→CL	0,078	0,332	0,740	Not Supported
H2d (+)	BSSDR→CL	0,087	-0,132	0,895	Not Supported
H3 (+)	CS→CL	0,108	3,397	***	Supported Hypothesis

- ➢ **Testing H1a in the BSSD Scenario**: The timeliness variable demonstrated a positive and significant effect on customer satisfaction. The critical ratio (C.R) for H1a is 2.171, which is above the threshold of 1.96, and the p-value is 0.030, which is below 0.05. Therefore, H1a is supported in the BSSD scenario. These results are in agreement with the findings of Cotarelo et al. (2020) and Murfield et al. (2017), which suggest that timeliness significantly enhances customer satisfaction.
- ➢ **Testing H1b in the BSSD Scenario**: The availability variable did not show an effect on customer satisfaction. The C.R for H1b is -0.175, which is below 1.96, and the p-value is 0.861, indicating it is above 0.05. Consequently, H1b is not supported in the BSSD scenario.

This outcome is consistent with the research of Cotarelo et al. (2020) and Murfield et al. (2017), which found that availability does not influence customer satisfaction.

➢ **Testing H1c in the BSSD Scenario**: The condition variable had a positive and significant effect on customer satisfaction. With a C.R of 2.457, surpassing the 1.96 benchmark, and a p-value of 0.014, which is below 0.05, H1c is supported. These findings align with Uvet (2020), which indicates that condition positively and significantly affects customer satisfaction.

Figure 4.1 Hypothesis Testing Results Model for the BOSD Scenario.

Figure 4.2 Hypothesis Testing Results Model for the BOPS Scenario.

Figure 4.3 Hypothesis Testing Results Model for the BSSD Scenario.

Dashed lines indicate unsupported hypotheses.

*P-value <0.01; ** p-value <0.05; ***p-value <0.001

➢ **Testing H1d in the BSSD Scenario**: The analysis revealed a positive and significant influence of the return variable on customer satisfaction. The critical ratio (C.R) for H1d is 2.963, exceeding the threshold of 1.96, and the p-value is 0.003, which is below 0.05. Therefore, H1d is supported in the BSSD scenario. This result is consistent with Cotarelo et al. (2020), which demonstrates that return has a positive and substantial effect on customer satisfaction.

➢ **Testing H2a in the BSSD Scenario**: The timeliness variable does not impact customer loyalty. The C.R value for H2a is -0.437, which is below 1.96, and the p-value is 0.662, indicating that it exceeds 0.05. Thus, H2a is not supported in the BSSD scenario. These findings are aligned with Cotarelo et al. (2020) and Murfield et al. (2017), which suggest that timeliness does not affect customer loyalty.

➢ **Testing H2b in the BSSD Scenario**: The availability variable has no effect on customer loyalty. The C.R for H2b is -0.567, which is less than 1.96, and the p-value is 0.570, which is above 0.05. Consequently, H2b is not supported in the BSSD scenario. This result is consistent with the studies by Cotarelo et al. (2020) and Murfield et al. (2017), indicating that availability does not influence customer loyalty.

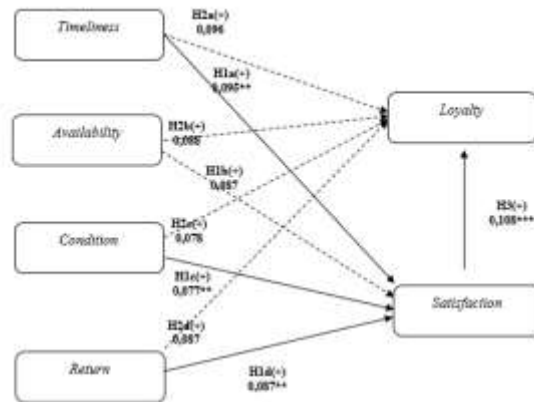➢ **Testing H2c in the BSSD Scenario**: The condition variable does not affect customer loyalty. The C.R value for H2c is 0.332, which is below 1.96, and the p-value is 0.740, which is greater

than 0.05. Thus, H2c is not supported in the BSSD scenario. These findings are in agreement with Cotarelo et al. (2020), which suggests that condition does not impact customer loyalty.

➤ **Testing H2d in the BSSD Scenario**: The return variable does not influence customer loyalty. The C.R value for H2d is -0.132, which is less than 1.96, and the p-value is 0.895, indicating it is above 0.05. Therefore, H2d is not supported in the BSSD scenario. These results are consistent with Cotarelo et al. (2020), which shows that return does not affect customer loyalty.

➤ **Testing H3 in the BSSD Scenario**: Customer satisfaction has a positive and significant effect on customer loyalty. The C.R value for H3 is 3.397, surpassing the 1.96 threshold, and the p-value is less than 0.001 (***), indicating it is below 0.05. Therefore, H3 is supported in the BSSD scenario. These findings align with Cotarelo et al. (2020) and Murfield et al. (2017), which highlight that customer satisfaction positively and significantly influences customer loyalty.

Conclusion

The analysis of how timeliness, availability, condition, and return affect customer satisfaction and loyalty at IKEA Ciputra World Surabaya, conducted using AMOS 22 software, led to the following conclusions:

1. **Buy Online Ship Direct (BOSD) Scenario:**
    1. Timeliness significantly and positively influences customer satisfaction at IKEA Ciputra World Surabaya.
    2. Availability does not affect customer satisfaction at IKEA Ciputra World Surabaya.
    3. Condition has no impact on customer satisfaction at IKEA Ciputra World Surabaya.
    4. Return positively and significantly affects customer satisfaction at IKEA Ciputra World Surabaya.
    5. Timeliness does not influence customer loyalty at IKEA Ciputra World Surabaya.
    6. Availability has no effect on customer loyalty at IKEA Ciputra World Surabaya.
    7. Condition does not impact customer loyalty at IKEA Ciputra World Surabaya.
    8. Return does not affect customer loyalty at IKEA Ciputra World Surabaya.
    9. Customer satisfaction significantly and positively impacts customer loyalty at IKEA Ciputra World Surabaya.
2. **Buy Online Pick Up in Store (BOPS) Scenario:**

1. Timeliness has a significant and positive effect on customer satisfaction at IKEA Ciputra World Surabaya.
2. Availability does not influence customer satisfaction at IKEA Ciputra World Surabaya.
3. Condition positively and significantly impacts customer satisfaction at IKEA Ciputra World Surabaya.
4. Return does not affect customer satisfaction at IKEA Ciputra World Surabaya.
5. Timeliness does not impact customer loyalty at IKEA Ciputra World Surabaya.
6. Availability has no effect on customer loyalty at IKEA Ciputra World Surabaya.
7. Condition does not impact customer loyalty at IKEA Ciputra World Surabaya.
8. Return does not influence customer loyalty at IKEA Ciputra World Surabaya.
9. Customer satisfaction significantly and positively affects customer loyalty at IKEA Ciputra World Surabaya.

3. **Buy in Store Ship Direct (BSSD) Scenario:**
    1. Timeliness positively and significantly impacts customer satisfaction at IKEA Ciputra World Surabaya.
    2. Availability does not influence customer satisfaction at IKEA Ciputra World Surabaya.
    3. Condition has a significant and positive effect on customer satisfaction at IKEA Ciputra World Surabaya.
    4. Return positively and significantly affects customer satisfaction at IKEA Ciputra World Surabaya.
    5. Timeliness does not impact customer loyalty at IKEA Ciputra World Surabaya.
    6. Availability does not affect customer loyalty at IKEA Ciputra World Surabaya.
    7. Condition has no effect on customer loyalty at IKEA Ciputra World Surabaya.
    8. Return does not impact customer loyalty at IKEA Ciputra World Surabaya.
    9. Customer satisfaction positively and significantly influences customer loyalty at IKEA Ciputra World Surabaya.

The analysis reveals that the most significant effect on customer satisfaction in the BOSD scenario is attributed to return services. This indicates that high-quality return services are crucial for customer satisfaction at this location.

While timeliness is a key factor in customer satisfaction at IKEA Ciputra World Surabaya, the company should not overlook other aspects like availability, condition, and return. IKEA should ensure precise delivery estimates and keep customers informed to enhance satisfaction with timely updates. Improving delivery speed and ensuring product conditions meet customer expectations are essential. For availability, enhancing information accuracy and synchronization between online and in-store inventories, as well as providing updates on out-of-stock items, can boost customer satisfaction. Regarding condition, IKEA must maintain product quality through proper packaging and handling. For returns, simplifying the return process, including offering in-store returns, pick-up points, and home pick-up services, is crucial.

This study has limitations, including its focus on respondents from Surabaya. Future research could expand geographically to include respondents from other regions and examine other retail companies within Surabaya or Indonesia. The lack of direct impact on customer loyalty from timeliness, availability, condition, and return opens opportunities for exploring alternative methods to measure loyalty in omnichannel contexts or identifying new logistics quality factors affecting customer loyalty.

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The Impact of Timeliness, Availability, Condition, and Return on Customer Satisfaction and Customer Loyalty at IKEA Ciputra World Surabaya

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The Impact of Timeliness, Availability, Condition, and Return on Customer Satisfaction and Customer Loyalty at IKEA Ciputra World Surabaya

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Abstract

This research investigates the effects of timeliness, availability, condition, and return policies on both customer satisfaction and loyalty within three distinct omnichannel purchasing scenarios at IKEA Ciputra World Surabaya. The analysis was carried out using Structural Equation Modeling (SEM) with IBM SPSS Statistics 25 and AMOS 22. Primary data were gathered through questionnaires, involving 480 respondents selected via a non-probability sampling method. The results for the BOSD scenario reveal a significant positive effect of timeliness and return on customer satisfaction, which also positively impacts customer loyalty. Conversely, availability and condition do not influence customer satisfaction, and none of the variables affect customer loyalty. In the BOPS scenario, timeliness and condition positively impact customer satisfaction, which subsequently influences customer loyalty, while availability and return do not affect customer satisfaction, nor do any variables affect customer loyalty. For the BSSD scenario, timeliness, condition, and return positively influence customer satisfaction, which then affects customer loyalty. Availability, however, does not impact customer satisfaction, and timeliness, availability, condition, and return do not influence customer loyalty.

Keywords: logistics service quality, omnichannel purchasing, customer satisfaction, customer loyalty

Introduction

The logistics sector is experiencing rapid expansion, driven by advancements in communication and information technology. This growth underscores logistics as a crucial component for various economic sectors, with increasing demand for logistics services.

Effective logistics are essential for smooth company operations. The competitive business environment compels companies to provide top-notch logistics services to satisfy customer needs and boost customer satisfaction. To address these needs, companies focus on enhancing logistics service quality through optimized management of goods and services, supported by current

technological advancements. Technological progress now allows consumers to shop online anytime and from anywhere, eliminating the need for physical store visits.

As technology evolves, consumers expect that their basic needs will be met efficiently. Retail companies have emerged to meet these demands, focusing on logistics service quality to remain competitive. A key strategy for these companies is adopting an omnichannel approach, which integrates multiple shopping channels to enhance customer satisfaction. Omnichannel retail strategies enable customers to use both offline and online channels seamlessly during their shopping experience (Bell, 2014).

IKEA, a leading global retailer, embraces technological advancements through its omnichannel shopping system. Customers can purchase IKEA products through both physical stores and the online platform at www.ikea.co.id. IKEA offers three omnichannel purchasing options: BOSD (Buy Online Ship Direct), which allows customers to order online and have products shipped directly to their homes; BSSD (Buy In Store Ship Direct), where customers buy in-store and have items shipped to their homes; and BOPS (Buy Online Pick Up In Store), which lets customers buy online and pick up their orders at a physical store or designated pickup points. Pickup points are available at 99 Indomaret outlets across various locations.

Timeliness refers to the punctual delivery of products or services ordered by customers (Koufteros et al., 2014). Availability pertains to whether a product is in stock or when it will be available, including potential substitutes (Xing and Grant, 2016, as cited in Cotarelo et al., 2020). Condition involves the state of the product upon receipt, ensuring it meets expectations (Koufteros et al., 2014). Return describes the process of returning a product to the retailer or supplier for various purposes (Tarn et al., 2003, as cited in Xing et al., 2010). Customer satisfaction is the assessment of how well a product meets customer expectations before and after purchase (Eggert and Ulaga, 2002). Customer loyalty reflects the commitment to repeatedly purchase a preferred product or service (Oliver, 2010, as cited in Jin et al., 2012).

This research investigates the effects of timeliness, availability, condition, and return on customer satisfaction and loyalty across three omnichannel scenarios at IKEA Ciputra World Surabaya. The study employs the research model from Cotarelo et al. (2020) in "A Further Approach in Omnichannel LSQ, Satisfaction, and Customer Loyalty." The hypotheses are:

H1. Factors of logistics service quality—timeliness, availability, condition, and return—positively influence customer satisfaction in all three omnichannel scenarios.

H2. Factors of logistics service quality—timeliness, availability, condition, and return—positively influence customer loyalty in all three omnichannel scenarios.

H3. Customer satisfaction positively affects customer loyalty.

Research Methodology

The study titled "The Impact of Timeliness, Availability, Condition, and Return on Customer Satisfaction and Customer Loyalty at IKEA Ciputra World Surabaya" is classified as basic research due to its focus on expanding existing knowledge rather than making specific decisions. It is categorized as causal research for exploring cause-and-effect relationships among variables (Zikmund, 2009:57). A quantitative approach is used, emphasizing hypothesis testing and theoretical understanding through statistical analysis of primary data. A questionnaire, distributed via online platforms, was developed for data collection.

The study involves endogenous variables (customer satisfaction and customer loyalty) and exogenous variables (timeliness, availability, condition, and return). The research includes six constructs, requiring a sample of 450 respondents, with 150 per purchasing scenario. This sample size follows Hair et al. (2014:21) guidelines, which recommend a minimum of 150 respondents for studies involving up to seven constructs.

Data analysis utilizes IBM SPSS Statistics 25 and AMOS 22 for Structural Equation Modeling (SEM). SEM analysis involves two stages: Confirmatory Factor Analysis (CFA) for the measurement model and hypothesis testing for the structural model. IBM SPSS Statistics 25 is used for validity and reliability testing (CFA), while AMOS 22 is employed for structural model analysis and hypothesis testing.

Results and Discussion

The preliminary validity and reliability assessments for this study were carried out with data from 30 participants based in Surabaya. The outcomes confirmed that the measurement tools were both valid and reliable. The subsequent phase involves analyzing the measurement model with AMOS 22 software. This analysis will employ Confirmatory Factor Analysis (CFA) to evaluate each indicator associated with the research variables, as outlined in **Table 1**

Table 1. Results of Measurement Model Fit Test

No.	Index	Kriteria		BOSD	BOPS	BSSD	Details
1	CMIN/DF	≤ 3		1,201	1,217	1,294	Good Fit
2	RMSEA	$\leq 0,08$		0,036	0,037	0,043	Good Fit
3	GFI	GFI 0,8-0,9 GFI $\geq 0,9$		0,867	0,882	0,856	Marginal Fit
4	CFI	CFI $\geq 0,9$		0,965	0,967	0,953	Good Fit
5	TLI	TFLI $\geq 0,9$		0,960	0,961	0,945	Good Fit

The findings show that, in general, the structural model fit test satisfies the established criteria. Following this, the researcher proceeded with testing the fit of the structural model. The results of this structural model fit test are presented in **Table 2.**

Table 2. Results of Measurement Model Fit Test

No.	Index	Kriteria		BOSD	BOPS	BSSD	Ket.
1	CMIN/DF	≤ 3		1,201	1,217	1,294	Good Fit
2	RMSEA	$\leq 0,08$		0,036	0,037	0,043	Good Fit
3	GFI	GFI 0,8-0,9 GFI $\geq 0,9$		0,867	0,882	0,856	Marginal Fit
4	CFI	CFI $\geq 0,9$		0,965	0,967	0,953	Good Fit
5	TLI	TFLI $\geq 0,9$		0,960	0,961	0,945	Good Fit

The structural model fit test meets the established criteria. Subsequently, the researcher conducted hypothesis testing, as shown in **Table 3**.

Table 3. Results of Hypothesis Testing for the BOSD Scenario

Hypothesis	Path	S.E	C.R	P-value	Status
H1a (+)	BOSDT→CS	0,101	3,104	0,002	Supported Hypothesis
H1b (+)	BOSDA→CS	0,110	-0,513	0,608	Not Supported
H1c (+)	BOSDC→CS	0,138	0,602	0,547	Not Supported
H1d (+)	BOSDR→CS	0,163	2,949	0,003	Supported Hypothesis
H2a (+)	BOSDT→CL	0,087	0,418	0,676	Not Supported
H2b (+)	BOSDA→CL	0,093	-0,266	0,791	Not Supported

H2c (+)	BOSDC→CL	0,118	0,600	0,549	Not Supported
H2d (+)	BOSDR→CL	0,134	-0,193	0,847	Not Supported
H3 (+)	CS→CL	0,094	2,744	0,006	Supported Hypothesis

The results reveal that the structural model fit meets the established criteria overall. Following this, hypothesis testing was conducted. The findings from the hypothesis testing are summarized as follows:

- ➢ **H1a in the BOSD Scenario**: The analysis demonstrates a significant positive effect of timeliness on customer satisfaction. With a critical ratio (C.R) of 3.104, exceeding the threshold of 1.96, and a p-value of 0.002, which is below 0.05, H1a is supported. This result corroborates Cotarelo et al. (2020), who identified a significant positive relationship between timeliness and customer satisfaction.

- ➢ **H1b in the BOSD Scenario**: The variable availability does not significantly impact customer satisfaction. The C.R for H1b is -0.513, which is less than 1.96, and the p-value is 0.608, exceeding 0.05, suggesting that H1b is not supported. This is consistent with Cotarelo et al. (2020), who found no significant effect of availability on customer satisfaction.

- ➢ **H1c in the BOSD Scenario**: The condition variable also does not have a significant effect on customer satisfaction. The C.R for H1c is 0.602, below 1.96, and the p-value is 0.547, greater than 0.05, indicating no support for H1c. This aligns with the findings of Cotarelo et al. (2020), who reported that condition does not impact customer satisfaction.

- ➢ **H1d in the BOSD Scenario**: Return has a significant positive effect on customer satisfaction. With a C.R of 2.949, which is above 1.96, and a p-value of 0.003, below 0.05, H1d is supported. This finding is in line with Cotarelo et al. (2020), who observed a significant positive relationship between return and customer satisfaction.

- ➢ **H2a in the BOSD Scenario**: Timeliness does not significantly influence customer loyalty. The C.R for H2a is 0.418, which is less than 1.96, and the p-value is 0.676, greater than 0.05, indicating that H2a is not supported. This finding is consistent with Cotarelo et al. (2020), who found that timeliness does not affect customer loyalty.

- ➢ **H2b in the BOSD Scenario**: Availability also does not significantly impact customer loyalty. With a C.R of -0.266 and a p-value of 0.791, both below the significance threshold,

H2b is not supported. This result mirrors Cotarelo et al. (2020), who reported no effect of availability on customer loyalty.

➢ **H2c in the BOSD Scenario**: The condition variable does not significantly affect customer loyalty. The C.R for H2c is 0.600, below 1.96, and the p-value is 0.549, exceeding 0.05, suggesting no support for H2c. This finding is consistent with Cotarelo et al. (2020), who found that condition does not influence customer loyalty.

➢ **H2d in the BOSD Scenario**: Return does not significantly impact customer loyalty. The C.R for H2d is -0.193, and the p-value is 0.847, indicating that H2d is not supported. This result aligns with Cotarelo et al. (2020), who observed no effect of return on customer loyalty.

➢ **H3 in the BOSD Scenario**: Customer satisfaction has a significant positive impact on customer loyalty. The C.R for H3 is 2.744, which is above 1.96, and the p-value is 0.006, below 0.05, supporting H3. This finding corroborates Cotarelo et al. (2020), who found a significant positive relationship between customer satisfaction and customer loyalty, as shown in **Table 4.**

Table 4: Results of Hypothesis Testing for the BOPS Scenario

Hypothesis	Path	S.E	C.R	P-value	Status
H1a (+)	BOPST→CS	0,097	2,785	0,005	Supported Hypothesis
H1b (+)	BOPSA→CS	0,105	-0,409	0,682	Not Supported
H1c (+)	BOPSC→CS	0,121	2,571	0,010	Supported Hypothesis
H1d (+)	BOPSR→CS	0,097	-0,024	0,981	Not Supported
H2a (+)	BOPST→CL	0,094	0,258	0,796	Not Supported
H2b (+)	BOPSA→CL	0,099	-0,132	0,895	Not Supported
H2c (+)	BOPSC→CL	0,114	0,350	0,726	Not Supported
H2d (+)	BOPSR→CL	0,092	0,282	0,778	Not Supported
H3 (+)	CS→CL	0,098	2,085	0,037	Supported Hypothesis
H1d (+)	BOPSR→CS	0,097	-0,024	0,981	Not Supported
H2a (+)	BOPST→CL	0,094	0,258	0,796	Not Supported

- **Testing H1a in the BOPS Scenario**: The results reveal a significant and positive effect of timeliness on customer satisfaction. The critical ratio (C.R) for H1a is 2.785, exceeding the

1.96 threshold, and the p-value is 0.005, which is below 0.05, thus supporting H1a in the BOPS scenario. This outcome is in line with the findings of Cotarelo et al. (2020) and Murfield et al. (2017), who reported that timeliness has a positive and significant impact on customer satisfaction.

➢ **Testing H1b in the BOPS Scenario**: The variable of availability does not significantly affect customer satisfaction. The C.R for H1b is -0.409, which is less than 1.96, and the p-value is 0.682, higher than 0.05, indicating that H1b is not supported in the BOPS scenario. This result is consistent with Murfield et al. (2017), who found that availability does not influence customer satisfaction.

➢ **Testing H1c in the BOPS Scenario**: The condition variable shows a significant positive effect on customer satisfaction. With a C.R of 2.571, surpassing the 1.96 benchmark, and a p-value of 0.010, which is less than 0.05, H1c is supported. This finding aligns with Murfield et al. (2017), who established that condition positively and significantly affects customer satisfaction.

➢ **Testing H1d in the BOPS Scenario**: The return variable does not have a significant effect on customer satisfaction. The C.R for H1d is -0.024, which is less than 1.96, and the p-value is 0.981, exceeding 0.05, indicating that H1d is not supported. This outcome aligns with Cotarelo et al. (2020), who found no impact of return on customer satisfaction.

➢ **Testing H2a in the BOPS Scenario**: Timeliness does not significantly affect customer loyalty. The C.R for H2a is 0.258, which is below 1.96, and the p-value is 0.796, which is greater than 0.05, indicating that H2a is not supported in this scenario. This is consistent with Murfield et al. (2017), who reported that timeliness does not impact customer loyalty.

➢ **Testing H2b in the BOPS Scenario**: The availability variable does not significantly influence customer loyalty. With a C.R of -0.132 and a p-value of 0.895, both indicators suggest that H2b is not supported. This result aligns with Murfield et al. (2017), who found that availability does not affect customer loyalty.

➢ **Testing H2c in the BOPS Scenario**: The condition variable does not significantly impact customer loyalty. The C.R for H2c is 0.350, which is less than 1.96, and the p-value is 0.726, above 0.05, indicating no support for H2c. This is in agreement with Murfield et al. (2017), who found that condition does not influence customer loyalty.

➢ **Testing H2d in the BOPS Scenario**: The return variable does not significantly affect customer loyalty. The C.R for H2d is 0.282, below 1.96, and the p-value is 0.778, greater than 0.05, indicating that H2d is not supported. This result is consistent with Murfield et al. (2017), who reported no effect of return on customer loyalty.

➢ **Testing H3 in the BOPS Scenario**: Customer satisfaction has a significant positive effect on customer loyalty. The C.R for H3 is 2.085, which is greater than 1.96, and the p-value is 0.037, below 0.05, supporting H3. This finding corresponds with Cotarelo et al. (2020) and Murfield et al. (2017), who found that customer satisfaction positively and significantly affects customer loyalty, as detailed in Table 5.

Table 5. Results of Hypothesis Testing for the BSSD Scenario

Hypothesis	Path	S.E	C.R	P-value	Status
H1a (+)	BSSDT→CS	0,095	2,171	0,030	Supported Hypothesis
H1b (+)	BSSDA→CS	0,087	-0,175	0,861	Not Supported
H1c (+)	BSSDC→CS	0,077	2,457	0,014	Supported Hypothesis
H1d (+)	BSSDR→CS	0,087	2,963	0,003	Supported Hypothesis
H2a (+)	BSSDT→CL	0,096	-0,437	0,662	Not Supported
H2b (+)	BSSDA→CL	0,088	-0,567	0,570	Not Supported
H2c (+)	BSSDC→CL	0,078	0,332	0,740	Not Supported
H2d (+)	BSSDR→CL	0,087	-0,132	0,895	Not Supported
H3 (+)	CS→CL	0,108	3,397	***	Supported Hypothesis

➢ **Testing H1a in the BSSD Scenario**: The timeliness variable demonstrated a positive and significant effect on customer satisfaction. The critical ratio (C.R) for H1a is 2.171, which is above the threshold of 1.96, and the p-value is 0.030, which is below 0.05. Therefore, H1a is supported in the BSSD scenario. These results are in agreement with the findings of Cotarelo et al. (2020) and Murfield et al. (2017), which suggest that timeliness significantly enhances customer satisfaction.

➢ **Testing H1b in the BSSD Scenario**: The availability variable did not show an effect on customer satisfaction. The C.R for H1b is -0.175, which is below 1.96, and the p-value is 0.861, indicating it is above 0.05. Consequently, H1b is not supported in the BSSD scenario.

This outcome is consistent with the research of Cotarelo et al. (2020) and Murfield et al. (2017), which found that availability does not influence customer satisfaction.

➢ **Testing H1c in the BSSD Scenario**: The condition variable had a positive and significant effect on customer satisfaction. With a C.R of 2.457, surpassing the 1.96 benchmark, and a p-value of 0.014, which is below 0.05, H1c is supported. These findings align with Uvet (2020), which indicates that condition positively and significantly affects customer satisfaction.
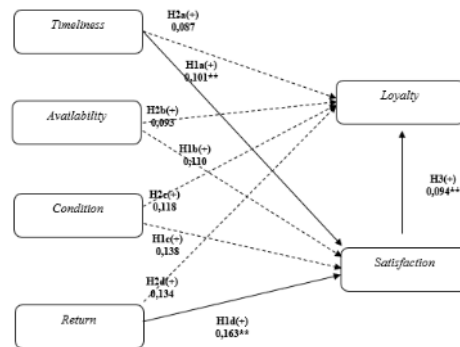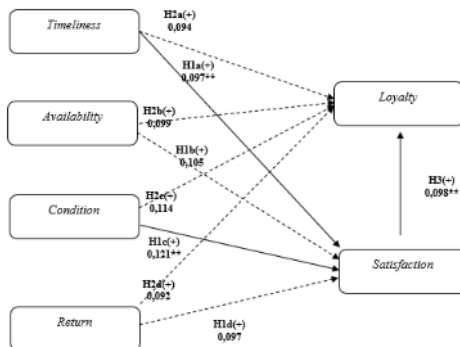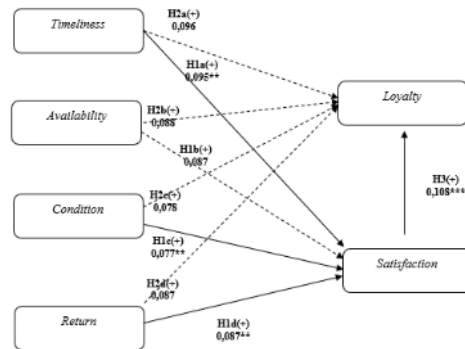

Figure 4.1 Hypothesis Testing Results Model for the BOSD Scenario.

Figure 4.2 Hypothesis Testing Results Model for the BOPS Scenario.

Figure 4.3 Hypothesis Testing Results Model for the BSSD Scenario.

Dashed lines indicate unsupported hypotheses.

*P-value <0.01; ** p-value <0.05; ***p-value <0.001

- **Testing H1d in the BSSD Scenario**: The analysis revealed a positive and significant influence of the return variable on customer satisfaction. The critical ratio (C.R) for H1d is 2.963, exceeding the threshold of 1.96, and the p-value is 0.003, which is below 0.05. Therefore, H1d is supported in the BSSD scenario. This result is consistent with Cotarelo et al. (2020), which demonstrates that return has a positive and substantial effect on customer satisfaction.

- **Testing H2a in the BSSD Scenario**: The timeliness variable does not impact customer loyalty. The C.R value for H2a is -0.437, which is below 1.96, and the p-value is 0.662, indicating that it exceeds 0.05. Thus, H2a is not supported in the BSSD scenario. These findings are aligned with Cotarelo et al. (2020) and Murfield et al. (2017), which suggest that timeliness does not affect customer loyalty.

- **Testing H2b in the BSSD Scenario**: The availability variable has no effect on customer loyalty. The C.R for H2b is -0.567, which is less than 1.96, and the p-value is 0.570, which is above 0.05. Consequently, H2b is not supported in the BSSD scenario. This result is consistent with the studies by Cotarelo et al. (2020) and Murfield et al. (2017), indicating that availability does not influence customer loyalty.

- **Testing H2c in the BSSD Scenario**: The condition variable does not affect customer loyalty. The C.R value for H2c is 0.332, which is below 1.96, and the p-value is 0.740, which is greater

than 0.05. Thus, H2c is not supported in the BSSD scenario. These findings are in agreement with Cotarelo et al. (2020), which suggests that condition does not impact customer loyalty.

➤ **Testing H2d in the BSSD Scenario**: The return variable does not influence customer loyalty. The C.R value for H2d is -0.132, which is less than 1.96, and the p-value is 0.895, indicating it is above 0.05. Therefore, H2d is not supported in the BSSD scenario. These results are consistent with Cotarelo et al. (2020), which shows that return does not affect customer loyalty.

➤ **Testing H3 in the BSSD Scenario**: Customer satisfaction has a positive and significant effect on customer loyalty. The C.R value for H3 is 3.397, surpassing the 1.96 threshold, and the p-value is less than 0.001 (***), indicating it is below 0.05. Therefore, H3 is supported in the BSSD scenario. These findings align with Cotarelo et al. (2020) and Murfield et al. (2017), which highlight that customer satisfaction positively and significantly influences customer loyalty.

Conclusion

The analysis of how timeliness, availability, condition, and return affect customer satisfaction and loyalty at IKEA Ciputra World Surabaya, conducted using AMOS 22 software, led to the following conclusions:

1. **Buy Online Ship Direct (BOSD) Scenario:**
   1. Timeliness significantly and positively influences customer satisfaction at IKEA Ciputra World Surabaya.
   2. Availability does not affect customer satisfaction at IKEA Ciputra World Surabaya.
   3. Condition has no impact on customer satisfaction at IKEA Ciputra World Surabaya.
   4. Return positively and significantly affects customer satisfaction at IKEA Ciputra World Surabaya.
   5. Timeliness does not influence customer loyalty at IKEA Ciputra World Surabaya.
   6. Availability has no effect on customer loyalty at IKEA Ciputra World Surabaya.
   7. Condition does not impact customer loyalty at IKEA Ciputra World Surabaya.
   8. Return does not affect customer loyalty at IKEA Ciputra World Surabaya.
   9. Customer satisfaction significantly and positively impacts customer loyalty at IKEA Ciputra World Surabaya.
2. **Buy Online Pick Up in Store (BOPS) Scenario:**

1. Timeliness has a significant and positive effect on customer satisfaction at IKEA Ciputra World Surabaya.
2. Availability does not influence customer satisfaction at IKEA Ciputra World Surabaya.
3. Condition positively and significantly impacts customer satisfaction at IKEA Ciputra World Surabaya.
4. Return does not affect customer satisfaction at IKEA Ciputra World Surabaya.
5. Timeliness does not impact customer loyalty at IKEA Ciputra World Surabaya.
6. Availability has no effect on customer loyalty at IKEA Ciputra World Surabaya.
7. Condition does not impact customer loyalty at IKEA Ciputra World Surabaya.
8. Return does not influence customer loyalty at IKEA Ciputra World Surabaya.
9. Customer satisfaction significantly and positively affects customer loyalty at IKEA Ciputra World Surabaya.

3. **Buy in Store Ship Direct (BSSD) Scenario:**
   1. Timeliness positively and significantly impacts customer satisfaction at IKEA Ciputra World Surabaya.
   2. Availability does not influence customer satisfaction at IKEA Ciputra World Surabaya.
   3. Condition has a significant and positive effect on customer satisfaction at IKEA Ciputra World Surabaya.
   4. Return positively and significantly affects customer satisfaction at IKEA Ciputra World Surabaya.
   5. Timeliness does not impact customer loyalty at IKEA Ciputra World Surabaya.
   6. Availability does not affect customer loyalty at IKEA Ciputra World Surabaya.
   7. Condition has no effect on customer loyalty at IKEA Ciputra World Surabaya.
   8. Return does not impact customer loyalty at IKEA Ciputra World Surabaya.
   9. Customer satisfaction positively and significantly influences customer loyalty at IKEA Ciputra World Surabaya.

The analysis reveals that the most significant effect on customer satisfaction in the BOSD scenario is attributed to return services. This indicates that high-quality return services are crucial for customer satisfaction at this location.

While timeliness is a key factor in customer satisfaction at IKEA Ciputra World Surabaya, the company should not overlook other aspects like availability, condition, and return. IKEA should ensure precise delivery estimates and keep customers informed to enhance satisfaction with timely updates. Improving delivery speed and ensuring product conditions meet customer expectations are essential. For availability, enhancing information accuracy and synchronization between online and in-store inventories, as well as providing updates on out-of-stock items, can boost customer satisfaction. Regarding condition, IKEA must maintain product quality through proper packaging and handling. For returns, simplifying the return process, including offering in-store returns, pick-up points, and home pick-up services, is crucial.

This study has limitations, including its focus on respondents from Surabaya. Future research could expand geographically to include respondents from other regions and examine other retail companies within Surabaya or Indonesia. The lack of direct impact on customer loyalty from timeliness, availability, condition, and return opens opportunities for exploring alternative methods to measure loyalty in omnichannel contexts or identifying new logistics quality factors affecting customer loyalty.

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