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The Influence of Store Atmosphere, Omnichannel Experience, and Product Variety on Customer Loyalty at FamilyMart Rungkut Madya, Surabaya

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ABSTRACT
The increasingly competitive convenience store business has encouraged FamilyMart to improve the shopping experience to maintain customer loyalty. This study aims to analyze the influence of store atmosphere, omnichannel experience, and product variety on customer loyalty among FamilyMart consumers at Rungkut Madya, Surabaya. A quantitative approach was employed using a survey method through questionnaires distributed to FamilyMart consumers. The study involved 112 respondents selected through purposive sampling. The data were analyzed using Partial Least Squares (PLS). The results indicate that store atmosphere, omnichannel experience, and product variety have a positive and significant effect on customer loyalty. The R-Square value of 0.603 demonstrates that the proposed model explains 60.3% of the variance in customer loyalty, while the remaining 39.7% is explained by other factors outside the research model. These findings indicate that the three factors contribute to strengthening customer loyalty among FamilyMart consumers. Theoretically, this study provides empirical evidence supporting the application of Stimulus-Organism-Response Theory, Seamless Customer Journey Theory, and Assortment Optimizing Theory in explaining customer loyalty in the convenience store sector. Practically, the findings provide valuable insights for FamilyMart Rungkut Madya in developing strategies to strengthen customer loyalty through creating a comfortable store atmosphere, integrating online and offline channels, and providing greater product variety.

Keywords: Store Atmosphere, Omnichannel Experience, Product Variety, Customer Loyalty, FamilyMart.

I. Introduction

The Indonesian retail industry continues to develop alongside changes in consumer behavior and increasing demand for convenience, efficiency, and enjoyable shopping experiences. Bank Indonesia data reported through Trading Economics (2026), which compiles the monthly year-on-year retail sales index published by Bank Indonesia, indicate that Indonesia's retail sales growth strengthened to approximately 6.5% in early 2026 after fluctuating throughout 2025. This development reflects the continued relevance of retail consumption while encouraging retailers to adapt their offerings to changing consumer expectations. Modern convenience stores have consequently evolved beyond transactional functions by incorporating dine-in facilities, digital payment methods, ready-to-eat products, and digital ordering services to provide greater convenience and enhance customer experience. These developments have also intensified

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competition among convenience-store retailers in Indonesia, as brands increasingly compete not only through product availability but also through the quality of the overall shopping experience.

The increasing competition among modern retail brands is reflected in their respective market and brand positions. Top Brand Award (2025) reported that Alfamart and Indomaret dominated the minimarket category with Top Brand Index scores of 45.10% and 43.40%, respectively, while Circle K, FamilyMart, and Lawson recorded 4.70%, 2.40%, and 2.20%. Among these brands, FamilyMart experienced a decline in its Top Brand Index, from 9.30% in 2023 to 3.00% in 2024 and 2.40% in 2025. This decline suggests that FamilyMart faces challenges in maintaining its relative brand position amid strong competition in the modern retail market. GoodStats data (Aberth, 2024) also showed that FamilyMart's brand awareness reached 48%, indicating that brand recognition alone may not necessarily translate into continued consumer preference and patronage. These conditions highlight the importance of examining factors that may contribute to customer loyalty in the increasingly competitive convenience-store retail environment.

FamilyMart originated in Japan and was established in 1973 as a convenience-store business. It entered the Indonesian market in 2012 through PT Fajar Mitra Indah and now operates outlets in major cities, including Surabaya, a large urban market supported by residential areas, educational institutions, and offices. FamilyMart's concept combines retail activities with food and beverage consumption through ready-to-eat meals, beverages, coffee, dine-in facilities, digital payment, and digital ordering services, making it a relevant context for examining consumer behavior in convenience-store retailing. FamilyMart Rungkut Madya Surabaya provides a relevant context for examining factors associated with customer loyalty. A preliminary survey involving 30 consumers identified several conditions related to the outlet's physical environment, service process, and product assortment. Regarding store atmosphere, consumers perceived the dine-in area as relatively narrow and less comfortable, suggesting room for improvement in the physical environment. In terms of omnichannel experience, consumers reported that cashier transaction speed required improvement, particularly during busy periods, highlighting the importance of a seamless experience across digital and physical touchpoints. Meanwhile, product variety was perceived as relatively limited, particularly for ready-to-eat products such as bento and desserts. These findings indicate that these three aspects warrant further examination in relation to customer loyalty at FamilyMart Rungkut Madya Surabaya.

Customer loyalty is reflected in consumers' willingness to revisit and recommend a retailer. At FamilyMart Rungkut Madya, preliminary survey results showed a relatively favorable tendency in these two aspects. The intention to revisit received a mean score of 4.15, while the intention to recommend FamilyMart to others reached 4.24. Nevertheless, the presence of different consumer evaluations and the decline in FamilyMart's national Top Brand Index indicate that loyalty should not be viewed solely from consumers' favorable responses at one outlet. Examining the factors that shape loyalty is therefore important, particularly those related to the overall retail experience. In this study, store atmosphere, omnichannel experience, and product variety are considered relevant dimensions because they represent three interconnected aspects of consumers' interactions with a modern convenience store. Store atmosphere is relevant to customer loyalty because the physical environment forms an important part of consumers' retail experience. Based on the Stimulus–Organism–Response framework developed by Mehrabian and Russell, environmental stimuli can influence consumers' internal evaluations and subsequent behavioral responses. Saricam (2023) explains that atmospheric elements can affect consumers' cognitive and affective responses, making the retail environment an important consideration in consumer behavior. At FamilyMart Rungkut Madya, these elements include lighting, temperature, store layout, cleanliness, and dining-area comfort. A preliminary survey of 30 consumers indicated relatively favorable perceptions, with lighting and room temperature receiving the highest mean score of 4.36, followed by dine-in comfort at 4.17, store layout at 4.15, and cleanliness at 4.05. These findings suggest that although the store atmosphere is generally favorable, its physical characteristics remain relevant to consumer experience and customer loyalty.

The integration of digital and physical retail channels has made omnichannel experience an increasingly important aspect of contemporary retailing. Verhoef (2021) explains that omnichannel retailing connects multiple customer touchpoints, enabling consumers to move between online and offline channels

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with greater continuity, convenience, and minimal friction. This integration allows retailers to provide a more connected customer journey by coordinating digital services with physical store interactions. FamilyMart implements this approach through the FamiGO! application, which supports digital ordering and in-store collection, complemented by digital payment options such as QRIS. However, consumer reviews on the Google Play Store and Google Maps (2026) indicate concerns regarding application performance and service efficiency, including slow service and long queues during busy periods. These conditions highlight the importance of consistency, integration, and convenience across digital and physical touchpoints, making omnichannel experience relevant to customer loyalty at FamilyMart Rungkut Madya Surabaya.

Product variety represents an important aspect of the retail experience because consumers expect retailers to provide alternatives that accommodate diverse needs within a single shopping occasion. Chernev (2012) explains product variety as the range of product categories, brands, variants, and items offered to consumers. From an assortment optimization perspective, retailers need to balance sufficient choice with an assortment that remains relevant and manageable for consumers. This consideration is particularly important in convenience stores, where consumers often seek to fulfill different needs within a limited shopping environment. At FamilyMart Rungkut Madya, preliminary survey results showed that snacks were the most frequently purchased category at 57.5%, followed by ready-to-drink beverages at 50% and ready-to-eat food at 42.5%. However, consumers also perceived the variety of available products and menus as relatively limited compared with competing modern retailers. This condition highlights the relevance of product variety in creating a convenient shopping experience and supporting customer loyalty. Previous studies have provided evidence regarding the relationships between store atmosphere, omnichannel experience, product variety, and customer loyalty, although their findings and research contexts vary. Research on store atmosphere has produced different findings across retail settings, as demonstrated by the insignificant relationship reported by Novitasari and Purwanto (2024). Meanwhile, research on omnichannel retailing emphasizes the importance of channel integration and customer experience (Gasparin et al., 2022), while Flacandji et al. (2024) provide evidence that retail-app use can contribute to loyalty intention through shopping well-being. Product variety is also supported by the broader assortment optimization literature, although much of this literature focuses on product-selection decisions and consumer choice rather than customer loyalty as a behavioral outcome (Heger & Klein, 2024).

Based on these findings, the research gap lies in the limited examination of store atmosphere, omnichannel experience, and product variety as simultaneous predictors of customer loyalty, particularly in Indonesian convenience-store retailing. Previous studies have generally examined these variables separately or in different combinations and retail contexts. This separation matters theoretically because each stream explains loyalty through a different part of the shopping experience: the physical store (Saricam, 2023), the connection between digital and physical touchpoints (Gasparin et al., 2022; Verhoef, 2021), and the choice set offered to the shopper (Heger & Klein, 2024). Tested in isolation, their relative contribution cannot be established once the others are controlled for. Therefore, this study addresses the gap by examining their simultaneous influence on customer loyalty at FamilyMart Rungkut Madya Surabaya, among consumers who use both the physical store and the FamiGO! application, so that the contribution lies in a test of the relative weight of physical, channel-related, and assortment-related stimuli rather than only in a new research setting. To integrate these perspectives, this study uses the Stimulus–Organism–Response (S-O-R) framework (Mehrabian & Russell, 1974) as its overarching lens. Store atmosphere, omnichannel experience, and product variety are treated as physical, channel-related, and assortment-related stimuli that shape consumers' evaluations of the shopping experience, which are then expressed as loyalty. The seamless customer journey, assortment optimization, and relationship marketing perspectives explain specific links within this sequence, as elaborated in Section 2.1.

Therefore, this study aims to examine the influence of store atmosphere, omnichannel experience, and product variety on customer loyalty among consumers of FamilyMart Rungkut Madya Surabaya. Using a quantitative approach and Partial Least Squares Structural Equation Modeling (PLS-SEM), this study examines the proposed relationships based on consumer responses collected at the research location. Theoretically, the

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study is expected to contribute empirical evidence from an Indonesian convenience-store setting and extend the discussion of customer loyalty through an integrated retail-experience perspective that positions the three predictors as distinct stimuli within the S-O-R framework. Practically, the findings may provide insight for retail managers in evaluating store environment, digital–physical customer journeys, and product assortment as important aspects of the consumer experience, and in prioritizing improvement efforts according to the relative strength of each predictor.

II. Literature Review and Hypothesis Development

2.1. Theoretical Framework

The S-O-R framework proposes that environmental stimuli influence individuals' internal states, which subsequently drive approach or avoidance behaviors (Mehrabian & Russell, 1974). Retail studies have extended it to cognitive and affective evaluations of the store (Saricam, 2023), and research on retail applications shows that digital touchpoints also shape shopping evaluations and loyalty intention (Flacandji et al., 2024). The framework therefore suits this study, because the three predictors are stimuli experienced at different points of one shopping episode: in the store, across the store and the application, and at the shelf. Two mid-range perspectives specify how particular stimuli operate. The seamless customer journey perspective holds that consumers evaluate retailers by how smoothly they can move between channels during search, purchase, and collection (Verhoef, 2021; Verhoef et al., 2015). The assortment optimization perspective holds that retailers should offer enough variety to meet heterogeneous preferences without creating choice difficulty (Chernev, 2012; Heger & Klein, 2024). Relationship marketing theory explains why positive evaluations accumulate into commitment and repeat patronage (Morgan & Hunt, 1994; Oliver, 1999). Together, the three predictors act as stimuli, the consumer's evaluation of the shopping experience represents the organism, and customer loyalty is the response.

2.2. Store Atmosphere

Store atmosphere refers to the design and arrangement of a retail environment intended to create specific emotional effects and influence consumers' shopping behavior. A comfortable and attractive store atmosphere can provide a positive shopping experience and encourage consumers to spend more time in the store (Calvin et al., 2025). This relationship can be explained through the Stimulus-Organism-Response (S-O-R) Theory, which states that external environmental stimuli influence consumers' internal states and subsequently generate behavioral responses (Mehrabian & Russell, 1974). Empirical evidence on its link with loyalty is not uniform: significant effects were found in a Samsung Store (Calvin et al., 2025) and a Bandung supermarket (Kuswandana & Tjiptodjojo, 2025), but not at FamiCafé Tenggilis Surabaya, where service quality and experiential marketing were modeled alongside atmosphere (Novitasari & Purwanto, 2024). The role of atmosphere thus appears to depend on whether consumers visit mainly to shop or to spend time, and on the competing predictors modeled. Store atmosphere is operationalized through exterior, general interior, store layout, and interior display (Berman et al., 2022).

2.3. Omnichannel Experience

Omnichannel experience refers to the integrated experience consumers obtain when interacting with a store through multiple online and offline channels throughout the customer journey. It emphasizes the integration of different channels and customer touchpoints to provide a consistent and convenient shopping experience (Thaichon et al., 2024). This concept is supported by the Seamless Customer Journey Theory, which emphasizes the integration of online and offline touchpoints to create a seamless and efficient customer experience (Bahri et al., 2023; Verhoef, 2021). Integration, however, does not automatically produce loyalty. Its effect often runs through satisfaction, engagement, or brand love (Cuesta-Valiño et al., 2023; Mukhsin &

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Kustiawan, 2026), and consumers may value integration only when it fits their own channel use (Gasparin et al., 2022). Omnichannel experience is operationalized through channel integration, information consistency, transaction flexibility, and customer convenience (Verhoef, 2021; Verhoef et al., 2015).

2.4. Product Variety

Product variety refers to the range and completeness of products offered by a retailer, including differences in product types, sizes, brands, quality, designs, and other characteristics that provide consumers with alternative choices (Kotler et al., 2023). A broader and more complete product assortment can help retailers meet diverse consumer needs and preferences, which may encourage a more positive shopping experience and repeat patronage. This concept is supported by Assortment Optimization Theory, which explains that retailers need to provide an optimal level of product variety, neither too limited nor excessive (Chernev, 2012; Heger & Klein, 2024). Empirical findings diverge: positive effects on loyalty were reported in wallpaper, health-and-beauty, and fashion retail (Jefri et al., 2024; Mursalin et al., 2026; Ribek et al., 2024), but not among hand-drawn batik consumers (Hadita & Navanti, 2024). Variety appears to matter most when consumers expect to meet several needs in one trip, as in convenience stores. Product variety is operationalized through category diversity, brand variety, variant availability, and product availability (Kotler et al., 2022).

2.5. Customer Loyalty

Customer loyalty refers to a customer's strong commitment to consistently repurchase or repatronize a preferred product or service in the future despite situational influences or marketing efforts that may encourage switching (Oliver, 1999). Customer loyalty is reflected not only in repeated purchases but also in customers' willingness to recommend the company and maintain their relationship with the company rather than switching to competitors. Positive shopping experiences, quality service, and products that meet customer needs can contribute to the development of customer loyalty (Rather et al., 2022). This concept is supported by Relationship Marketing Theory (Morgan & Hunt, 1994). Because convenience stores compete in close proximity with similar products, loyalty is measured as both behavioral and attitudinal commitment: repeat purchase, retention, referrals, and resistance to switching (Oliver, 1999).

2.6. Hypothesis Development

Store atmosphere reflects the physical environment that shapes consumers' shopping experiences. According to S-O-R Theory, store atmosphere acts as a stimulus influencing consumers' perceptions and behavioral responses. Novitasari and Purwanto (2024) found no significant effect of store atmosphere on customer loyalty, while Kuswandana and Tjiptodjojo (2025) and Calvin et al. (2025) reported a positive relationship. Unlike a café, a convenience store is visited for quick and frequent purchases, so a clear layout, an organized display, and a comfortable interior directly reduce shopping effort. Therefore, a comfortable and attractive atmosphere at FamilyMart Rungkut Madya Surabaya is expected to encourage repeat purchases and strengthen customer loyalty.

H1: Store atmosphere has a positive and significant effect on customer loyalty.

Omnichannel experience refers to consumers' interactions with retailers through integrated online and offline channels. Previous studies by Cuesta-Valiño et al. (2023), Flacandji et al. (2024), and Mukhsin and Kustiawan (2026) highlight the relationship between integrated retail experiences and loyalty. In contrast, Yunita et al. (2025) found a negative and non-significant direct effect of multichannel integration on loyalty among Indonesian department-store customers, and Gasparin et al. (2022) cautioned that integration is

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valued only when it fits consumers' channel use. Because all respondents in this study used both the FamiGO! application and the store, integration is expected to be experienced directly, for example as reduced queuing. Therefore, convenient and consistent interactions through FamilyMart's digital services and physical store are expected to strengthen customer loyalty.

H2: Omnichannel experience has a positive and significant effect on customer loyalty.

Product variety reflects the range of product categories, brands, and variants available to meet consumers' diverse needs and preferences. Previous studies by Mursalin et al. (2026), Jefri et al. (2024), and Ribek et al. (2024) found that product assortment and product diversity have a significant positive effect on customer loyalty in retail settings. Hadita and Navanti (2024), however, found no significant direct effect, indicating that the influence of variety depends on the purchase context. In convenience stores, where consumers expect to obtain snacks, beverages, ready-to-eat meals, and daily necessities in one short visit, sufficient variety reduces the need to visit another outlet. Thus, diverse product choices at FamilyMart Rungkut Madya Surabaya are expected to encourage repeat purchases and strengthen customer loyalty.

H3: Product variety has a positive and significant effect on customer loyalty.

2.7. Conceptual Framework

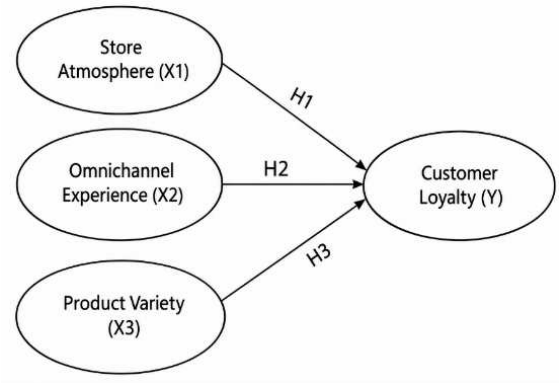


Figure 1. Conceptual Framework

III. Research Method

This study employed a quantitative approach using a survey method with an explanatory research design to examine the effects of store atmosphere, omnichannel experience, and product variety on customer loyalty among consumers of FamilyMart Rungkut Madya Surabaya. Data were collected through a questionnaire and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4.0. The population of this study consisted of consumers who had purchased products at FamilyMart Rungkut Madya Surabaya. The sample was selected using a non-probability sampling technique with a purposive sampling method, because no sampling frame of customers was available and the omnichannel construct could only be evaluated by consumers who had used both the FamiGO! application and the physical store. The criteria included: (1) being at least 17 years old; (2) having purchased products at FamilyMart Rungkut Madya at least twice; (3) having made purchases through both offline and online channels using the FamiGO! application; and (4) having used the facilities or services provided by the store. The study employed 16 indicators across four variables. Following Hair, Black, et al. (2019), who recommend five to ten observations per indicator, the sample size was determined using seven times the number of indicators, resulting in 112 respondents. This figure exceeds the minimum of 77 respondents obtained from an a priori G*Power analysis

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(three predictors, $f^2 = 0.15$, $\alpha = 0.05$, power = 0.80; Faul et al., 2009), with an achieved power of about 0.94, and the minimum of 60 respondents obtained from the inverse square root method using the smallest path coefficient of 0.321 (Kock & Hadaya, 2018). Because the sample was drawn purposively from one outlet, the findings allow analytical rather than statistical generalization.

3.1. Data Collection Procedure

Primary data were collected through a structured questionnaire distributed online using Google Forms between Jule–August 2026. The questionnaire link was shared with consumers at FamilyMart Rungkut Madya and through WhatsApp groups. The questionnaire contained statements related to store atmosphere, omnichannel experience, product variety, and customer loyalty. Before completing the questionnaire, respondents were required to meet the predetermined criteria, including being at least 17 years old, having purchased products at FamilyMart Rungkut Madya at least twice, having made purchases through both offline and online channels using the FamiGO! application, and having used the facilities or services provided by the store. These criteria were applied as mandatory screening questions at the beginning of the form, and respondents who did not meet any criterion could not proceed. A total of 143 responses were received; 31 were excluded because they failed the screening questions or were incomplete, leaving 112 valid responses for analysis. The questionnaire employed a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), with 3 representing a neutral response. After the data collection process, the responses were collected and prepared for further analysis. The study was also supported by a preliminary survey of 30 consumers conducted to identify initial phenomena and problems related to the research object; these preliminary respondents were not included in the main sample.

3.2. Research Variables and Measurement Instruments

The questionnaire instrument was developed based on established concepts and indicators from previous literature to ensure content relevance and measurement consistency. Each indicator was measured with one statement adapted to the FamilyMart Rungkut Madya context, including concrete examples of product categories, brands, and the FamiGO! application so that respondents could relate each statement to their own experience. Store atmosphere was measured using four indicators adapted from Berman et al. (2022): Exterior, General Interior, Store Layout, and Interior Display. These indicators capture consumers' perceptions of the physical appearance, internal environment, spatial arrangement, and visual presentation of FamilyMart Rungkut Madya. Omnichannel experience was measured using four indicators based on Verhoef (2021) and Verhoef et al. (2015): Channel Integration, Information Consistency, Transaction Flexibility, and Customer Convenience. These indicators reflect the extent to which consumers perceive the integration, consistency, flexibility, and convenience of FamilyMart's physical and digital channels. Product variety was measured using four indicators adapted from the product-variety framework presented by Kotler et al. (2022): Product Category Diversity, Brand Variety, Product Variant Availability, and Product Availability. These indicators represent the diversity of product categories, brands, product variants, and the availability of products offered to consumers. Customer loyalty was measured using four indicators based on Oliver (1999): Repeat Purchase, Retention, Referrals, and Resistance to Switching. These indicators capture consumers' willingness to repurchase, maintain their relationship with FamilyMart, recommend the retailer to others, and remain committed despite alternative offers from competitors. The complete measurement items are presented in Table 1. Before conducting hypothesis testing, the measurement instruments were evaluated through validity and reliability assessments using PLS-SEM procedures. This evaluation ensured that the questionnaire items accurately measured their intended constructs and consistently represented the variables under investigation.

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Table 1. Measurement Items

Construct	Code	Indicator and Statement
Store Atmosphere (Berman et al., 2022)	X1.1	Exterior: The outside area of the store, such as the parking area and store entrance, provides comfort for consumers.
	X1.2	General interior: The music, aroma, lighting, and room temperature inside the store create a comfortable atmosphere.
	X1.3	Store layout: The layout of products in the store makes it easy for me to find the items I need.
	X1.4	Interior display: The arrangement and display of products in the store look attractive.
Omnichannel Experience (Verhoef, 2021; Verhoef et al., 2015)	X2.1	Channel integration: Online services (FamiGO! application) and offline services (physical store) can be used in a well-connected manner.
	X2.2	Information consistency: Information on products, prices, and promotions obtained through the FamiGO! application matches the information available in the physical store.
	X2.3	Transaction flexibility: FamilyMart makes it easy for me to complete transactions through online and offline channels.
	X2.4	Customer convenience: The combination of online services and the physical store makes my shopping experience more comfortable.
Product Variety (Kotler et al., 2022)	X3.1	Product category diversity: Various product categories that match my needs are available (e.g., coffee, milk, bread, snacks).
	X3.2	Brand variety: Various brand choices that match my needs are available (e.g., in the tea category: Teh Botol Sosro, Teh Kotak).
	X3.3	Product variant availability: Product variants are sufficiently complete (e.g., Cimory variants: fresh milk, yogurt squeeze).
	X3.4	Product availability: The products I look for are generally available in the store.
Customer Loyalty (Oliver, 1999)	Y.1	Repeat purchase: I intend to make repeat purchases at FamilyMart Rungkut Madya.
	Y.2	Retention: I continue to choose FamilyMart Rungkut Madya over other convenience stores.
	Y.3	Referrals: I am willing to recommend FamilyMart Rungkut Madya to others.
	Y.4	Resistance to switching: I do not easily switch to other convenience stores even though many alternatives are available.

3.3. Data Analysis Technique

The collected data were analyzed using Structural Equation Modeling–Partial Least Squares (PLS-SEM) with the assistance of SmartPLS 4.0 software. PLS-SEM was selected because it is suitable for analyzing predictive relationships among latent variables and allows multiple relationships to be examined simultaneously; it also suits the explanatory and predictive objective, the moderate sample of 112, and Likert-scale data that rarely meet multivariate normality (Hair et al., 2022; Hair, Risher, et al., 2019). The outer model evaluation assessed convergent validity using factor loadings (>0.70) and Average Variance Extracted (AVE >0.50), discriminant validity using the Heterotrait–Monotrait (HTMT) ratio (< 0.85) and cross-loadings, and reliability using Cronbach's Alpha and Composite Reliability (>0.70). The inner model evaluation included the coefficient of determination (R^2), effect size (F^2), predictive relevance (Q^2), path coefficients, t-statistics, and p-values obtained through bootstrapping procedures. R^2 values of 0.25, 0.50, and 0.75 were interpreted as weak, moderate, and substantial, and f^2 values of 0.02, 0.15, and 0.35 as small, medium, and large (Hair et al., 2022). Predictive relevance was assessed with PLSpredict, where Q^2predict above zero indicates that the model outperforms a naïve mean benchmark (Shmueli et al., 2019). Bootstrapping used 5.000 subsamples; because all hypotheses are directional, a one-tailed test was applied, and hypotheses were supported when $t > 1.645$ and $p < 0.05$.

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Before the measurement and structural models were evaluated, the characteristics of the respondents, including gender, age, purchase frequency, and monthly income, were examined to confirm that the sample matched the target population; they are presented in Table 2.

Table 2. Respondent Characteristics (N = 112)

Measurement	N	%
Gender		
Male	46	41.1
Female	66	58.9
Age (years-old)		
17-22	38	33.9
23-28	29	25.9
29-34	28	25.0
>35	17	15.2
Frequency of Purchase (per month)		
1-2 times	12	10.7
3-5 times	50	44.6
6-8 times	39	34.8
>8 times	11	9.8
Monthly Income		
< IDR 2,000,000	43	38.4
IDR 2,000,000 – IDR 3,999,999	22	19.6
IDR 4,000,000 – IDR 5,999,999	35	31.3
>IDR 6,000,000	12	10.7

Most respondents were female (58.9%), aged 17–22 years (33.9%), purchased three to five times per month (44.6%), and earned less than IDR 2,000,000 per month (38.4%), indicating a young and relatively price-conscious customer base with a regular purchasing pattern.

IV. Results and Discussion

4.1. Analysis Results

a. Outer Model

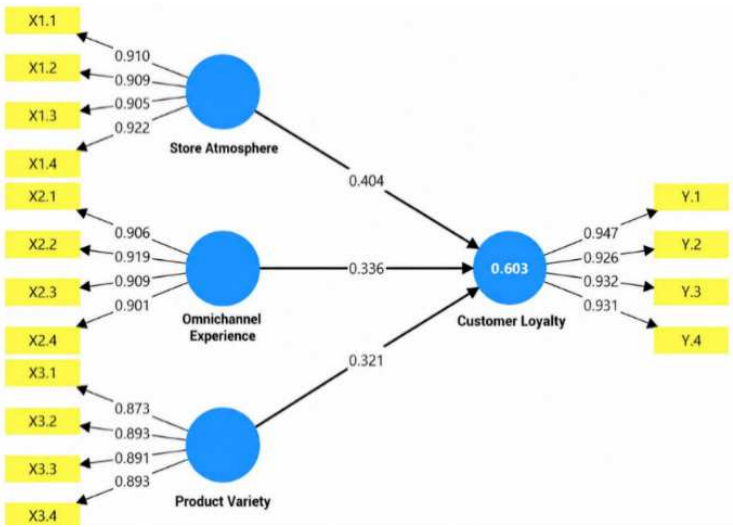


Figure 2. Outer Model with Factor Loading, Path Coefficient, and R-Square

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Indicator validity testing was conducted using outer loading values with a minimum criterion of > 0.70. All 16 indicators loaded between 0.873 (X3.1) and 0.947 (Y.1) on their intended constructs, so convergent validity at the indicator level was satisfied. In addition, validity was supported by the crossloading results, which showed that each indicator had the highest loading value on its respective construct compared to other constructs.

Table 3. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
(X1) Store Atmosphere	0.831
(X2) Omnichannel Experience	0.826
(X3) Product Variety	0.788
(Y) Customer Loyalty	0.873

All AVE values exceed the 0.50 threshold, ranging from 0.788 for product variety to 0.873 for customer loyalty. Each construct therefore explains more than three-quarters of the variance of its indicators, which confirms convergent validity at the construct level.

Table 4. Heterotrait–Monotrait Ratio (HTMT)

Construct	Store Atmosphere	Omnichannel Experience	Product Variety
Omnichannel Experience	0.413		
Product Variety	0.310	0.221	
Customer Loyalty	0.661	0.591	0.543

Discriminant validity was evaluated with the HTMT ratio. All values were below the conservative threshold of 0.85, with the highest value (0.661) observed between store atmosphere and customer loyalty. The cross-loading results led to the same conclusion, as every indicator loaded more strongly on its own construct than on any other construct. The four constructs are therefore empirically distinct.

Table 5. Cronbach's Alpha and Composite Reliability

Construct	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
(X1) Store Atmosphere	0.932	0.937	0.952
(X2) Omnichannel Experience	0.930	0.932	0.950
(X3) Product Variety	0.910	0.914	0.937
(Y) Customer Loyalty	0.951	0.952	0.965

Cronbach's Alpha (0.910–0.951) and composite reliability (0.937–0.965) all exceed 0.70, indicating high internal consistency. Values slightly above 0.95 for customer loyalty and store atmosphere (rho_c) may reflect similar item wording (Hair et al., 2022), which is acknowledged as a limitation.

b. Inner Model

Table 6. R-Square

	R- Square
(Y) Customer Loyalty	0.603

The R-Square value of 0.603 indicates that Store Atmosphere, Omnichannel Experience, and Product Variety simultaneously explain 60.3% of the variance in Customer Loyalty, which represents moderate explanatory power (Hair et al., 2022). Predictive relevance was assessed with PLSpredict rather than derived

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from R^2, because the expression $1 - (1 - R^2)$ merely reproduces R^2. The Q^2predict value for customer loyalty was 0.603, which is above zero and indicates predictive relevance (Shmueli et al., 2019).

Table 7. Effect Size (f^2)

Path	f^2	Effect Size
(X1) Store Atmosphere → (Y) Customer Loyalty	0.331	Medium
(X2) Omnichannel Experience → (Y) Customer Loyalty	0.241	Medium
(X3) Product Variety → (Y) Customer Loyalty	0.234	Medium

All three predictors have medium effects (Table 7). Store atmosphere has the largest effect ($f^2 = 0.331$), close to the threshold for a large effect, while omnichannel experience (0.241) and product variety (0.234) are of comparable practical importance.

c. Hypothesis Testing

Table 8. Path Coefficients and Bootstrapping Results (One-Tailed)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
(X1) Store Atmosphere -> (Y) Customer Loyalty	0.404	0.405	0.066	6.122	< .001	Accepted
(X2) Omnichannel Experience-> (Y) Customer Loyalty	0.336	0.336	0.062	5.408	< .001	Accepted
(X3) Product Variety -> (Y) Customer Loyalty	0.321	0.323	0.063	5.118	< .001	Accepted

Table 8 shows that all three hypotheses are supported ($t > 1.645$; $p < .001$).

H1 is accepted: store atmosphere has a positive and significant effect on customer loyalty ($\beta = 0.404$; $t = 6.122$; $f^2 = 0.331$).
H2 is accepted: omnichannel experience has a positive and significant effect on customer loyalty ($\beta = 0.336$; $t = 5.408$; $f^2 = 0.241$).
H3 is accepted: product variety has a positive and significant effect on customer loyalty ($\beta = 0.321$; $t = 5.118$; $f^2 = 0.234$). All three effects are of medium practical magnitude.

4.2. Discussion

a. Effect of Store Atmosphere (X1) on Customer Loyalty (Y)

Store atmosphere has a positive and significant effect on customer loyalty, so H1 is accepted. Interior display has the highest loading (0.922), although the four indicators differ only slightly (0.905–0.922), suggesting that attractive and well-organized displays help consumers find products more easily. Item means were neutral (3.00–3.05); consumers who rate the atmosphere more favorably are nevertheless systematically more loyal, which shows that the store has not yet fully exploited this lever. These findings are consistent with the S-O-R Theory of Mehrabian and Russell (1974), which explains that the store environment acts as a stimulus that influences consumers' internal responses and subsequently encourages repeat purchases and recommendations. The findings are also consistent with Kuswandana and Tjiptodjojo (2025) and Calvin et al. (2025), but differ from Novitasari and Purwanto (2024), who found no significant effect at FamiCafé Tenggilis Surabaya. Three differences may explain this contrast. First, FamiCafé is a café where consumers mainly evaluate beverages, staff, and the experience of staying, whereas FamilyMart Rungkut Madya is visited for

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quick purchases, where layout and display reduce search effort. Second, their model included service quality and experiential marketing, which also capture in-store experience and may have absorbed shared variance. Third, all respondents in this study were dual-channel repeat customers, 89.2% of whom purchase at least three times a month. The effect of store atmosphere thus appears stronger in purchase-oriented than in stay-oriented formats.

b. Effect of Omnichannel Experience (X2) on Customer Loyalty (Y)

Omnichannel experience has a positive and significant effect on customer loyalty, so H2 is accepted. Information consistency has the highest loading (0.919), indicating that consistent information on products, prices, and promotions across channels facilitates information search and purchase decisions. Item means (2.79–2.90) were the lowest among the four constructs, with information consistency the lowest, so omnichannel experience shows the largest gap between its importance for loyalty and its current performance. These findings are consistent with Seamless Customer Journey Theory (Verhoef, 2021; Verhoef et al., 2015), which explains that consumers expect an integrated and consistent experience when moving between channels. The findings are also consistent with Flacandji et al. (2024) and Rosita (2024), who found that retail applications and omnichannel integration quality strengthen loyalty. The direct effect, however, contrasts with Yunita et al. (2025), who found no significant direct effect of multichannel integration among 471 department-store customers, and with Mukhsin and Kustiawan (2026), who found only an indirect effect through brand love. Yunita et al. (2025) measured integration as a channel attribute in a format with less frequent purchases, whereas this study measured the experience of moving between the FamiGO! application and a store that respondents visit several times a month, where benefits such as ordering ahead to avoid queues are felt directly. This is in line with Gasparin et al. (2022), who argued that integration builds loyalty only when it fits consumers' own channel use.

c. Effect of Product Variety (X3) on Customer Loyalty (Y)

Product variety has a positive and significant effect on customer loyalty, so H3 is accepted. Brand variety and product availability share the highest loading (0.893), indicating that the availability of various brands and of the products consumers look for gives consumers flexibility to choose according to their needs. Item means were neutral (2.82–2.90), leaving room for improvement. These findings are consistent with Assortment Optimizing Theory from Chernev (2012), which explains that providing product variety according to consumer needs can increase perceived value by offering more alternatives. They also support Jefri et al. (2024), Mursalin et al. (2026), and Ribek et al. (2024), but contrast with Hadita and Navanti (2024), who found no direct effect among batik consumers. This difference is consistent with the view that the value of variety depends on the purchase task: batik purchases are infrequent and design-driven, whereas convenience-store purchases are frequent and aimed at fulfilling several daily needs in one visit, so a lack of variety pushes consumers to another outlet.

V. Conclusion

This study examined the influence of store atmosphere, omnichannel experience, and product variety on customer loyalty among consumers of FamilyMart Rungkut Madya Surabaya. The findings indicate that store atmosphere, omnichannel experience, and product variety each have a direct contribution to customer loyalty. Among the three independent variables, store atmosphere has the greatest influence within the research model, indicating that a comfortable and supportive store environment plays an important role in encouraging consumers to maintain their loyalty toward FamilyMart Rungkut Madya Surabaya. In addition, the findings show that an integrated shopping experience across different channels and the availability of diverse product choices also contribute to the development of customer loyalty. This study makes three theoretical contributions. First, it extends the S-O-R framework by showing that physical, channel-related, and assortment-related stimuli each retain a significant, medium-sized effect on loyalty when estimated together,

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indicating that they are complementary parts of the retail experience. Second, it shows that store atmosphere predicts loyalty in a purchase-oriented convenience store, which helps reconcile inconsistent findings from café settings. Third, it shows that omnichannel experience can affect loyalty directly when integration reduces effort in frequent, routine purchases.

Managerial implications are prioritized by path coefficient and effect size. First, store atmosphere ($\beta = 0.404$; $f^2 = 0.331$): maintain clear displays and category grouping, improve the exterior and dine-in area, and monitor customer ratings of store comfort and the time needed to find products. Second, omnichannel experience ($\beta = 0.336$; $f^2 = 0.241$), which combines a strong effect with the lowest average ratings: align product, price, and promotion information between the FamiGO! application and the store, provide a separate pick-up point during peak hours, and track pick-up waiting time and reported mismatches. Third, product variety ($\beta = 0.321$; $f^2 = 0.234$): broaden the ready-to-eat range, particularly bento and desserts, and monitor stock-out rates of fast-moving items. This study has several limitations. Data came from one outlet through purposive sampling, so the findings cannot be statistically generalized. The cross-sectional, self-reported design does not allow causal conclusions and may be affected by common method variance. Each indicator was measured with one item, and no mediating mechanism, such as satisfaction, was modeled. Future studies are encouraged to (1) compare several FamilyMart outlets and competing brands such as Indomaret, Alfamart, and Lawson; (2) model customer satisfaction or shopping well-being as the organism component of the S-O-R framework; (3) add predictors such as service quality, price perception, and brand image to test whether store atmosphere remains significant when in-store service is modeled; and (4) use multi-item scales and longitudinal or mixed-method designs.

AI Disclosure

The authors acknowledge the use of ChatGPT as an AI-assisted tool to support the manuscript preparation process. Its use was limited to improving English language quality, correcting grammatical errors, refining sentence structure, enhancing readability, and assisting with paraphrasing to improve clarity and academic presentation. AI was not used to fabricate or generate research data, create questionnaire responses, conduct statistical analyses, or independently determine the research findings. The use of AI was limited to writing assistance and did not replace the authors' role in developing the research design, collecting data, conducting statistical analyses, interpreting the results, or formulating the conclusions. All AI-assisted text was reviewed and verified by the authors, who take full responsibility for the accuracy, integrity, and originality of the manuscript.

Authorship Contribution

Muhammad Salas Mahya contributed to conceptualization, research design, methodology, data collection, formal analysis, and the preparation of the original manuscript. He was also responsible for organizing the research data and interpreting the results in accordance with the research objectives. Sugeng Purwanto contributed to supervision, validation, and critical review of the manuscript. He provided academic guidance throughout the research process and contributed to revising the manuscript to improve its quality and clarity. Both authors reviewed and approved the final version of the manuscript for publication.

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