

Empirical Investigation of Customers' Channel Extension Behavior: Moving from Offline Channel to Online Channel Under the Umbrella of Satisfaction

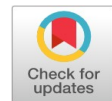
WASEEM AHMAD KHAN ¹, MUHAMMAD RIZWAN ^{2*},
MUHAMMAD SALMAN AZHAR ³, SHAKEEL SARWAR ⁴,

^{1, 2, 3, 4} Institute of Business Management & Administrative Sciences,
The Islamia University of Bahawalpur, Bahawalpur, Pakistan

Abstract: The phenomenon of online shopping experienced remarkable progress because of its unique benefits for customers. These benefits include time convenience, reduce travelling costs, low overhead expenditures, get rid of physical store visits, a wide range of products and services, and many others. The current study aimed to understand the customers repurchase behavior in a multichannel environment. The study contributes to provide guidelines to the firms and managers to understand how customers behave in multiple channels, how firms and customers better interact in a multichannel environment, and how these multichannel firms can enhance the online repurchase intentions among Pakistani fashion industry customers. The data was collected from various online customers of fashion related products. The techniques used to collect and analyzes data was PLS algorithm and bootstrapping. Further, online satisfaction is associated with online repurchase intentions. Therefore, the online satisfaction proved to be important attribute to convince the customers for repurchase. Based on these results, the assumption is intuitively strong that satisfaction is associated with customers' potential future decisions (repeat purchases and revisiting) and empirically verified by the current study. Hence, online satisfaction is an influential factor for customers' future decisions for buying again from the same channel.

Keywords: Offline channel, Online channel, Multichannel, Satisfaction, Online repurchase intentions, Fashion industry

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INTRODUCTION

According to Brown et al. (2003), the phenomenon of online shopping experienced remarkable progress because of its unique benefits for customers. These benefits include time convenience, reduce travelling costs, low overhead expenditures, get rid of physical store visits, a wide range of products and services, and many others. Besides many benefits attached to the online shopping, the growth in internet users over the past few years is another major factor for the success of online shopping (Santouridis et al., 2012; Xu et al., 2016). The population of internet users is increasing all over the world at a very faster rate. The number of internet users has been increased from 361 million (5.8% of world population) in 2000 to 4.536 billion in the mid of 2019, 58.8 percent of the population is online in the world and the percentage growth in internet users all over the world is 1256% during the last 20 years (Mkwizu, 2019).

Many online firms attract the customer attention towards the online fashion products and provide an alternative platform for purchasing these products and successfully moving these customers from offline channels to online channels (Gehrt et al., 2012). In recent times, the fashion industry related firms adopted the latest trend of building multiple channels and many international and local firms are managing their operations from both offline and online channel (Choi et al., 2019). Uniqlo, the Japanese based firm and the world largest fashion firm used offline to online strategy to support its quick expansion in the Chinese market, Sears (leading American fashion firm) spends heavily to build an information system to integrate its offline and online operations. Uniqlo, offline to online strategy helps them to manage the customer traffic to their offline channel by providing services and information from their online and mobile channel.

*Corresponding author: Muhammad Rizwan

†Email: rizwan.arshad@iub.edu.pk

Additionally, these channels have different characteristics and are not necessarily direct substitutes for one another and may be used by the customers in different ways. Customers search for ideas and information from an online channel, examine products in offline channel, purchase via their mobile phone, and return an unsuitable product at a drop-off point. While this diversity of multiple channels provides flexibility to the customers, however, adds complexity for researchers and firms to understand these customers' buying behaviour (Gehrt et al., 2012; Intan, 2016). Hence, with these recent developments in online business and ecommerce, the efforts of multichannel firms in developing customer repurchase intention becomes more difficult and critical for their success.

In addition, across all product categories, multichannel customers have been more attractive than the customers using single-channel because they spend more time and money compared with single-channel customers and they are more profitable (Kushwaha & Shankar, 2013; Montaguti et al., 2016). The overall customer satisfaction is influenced by the quality of both the online service and the service provided through alternative channels. Hence, both offline service quality and online service quality influence customer repurchase intention in a multichannel environment (Nam et al., 2011).

The contention that the repurchase intention should be considered as the most vital predictor for survival and success in the current competitive business world is not new (Liu & Tang, 2018; Sun, 2010). Additionally, a major part of the previous studies had been conducted in developed economies while exploring repurchase intention and there are rare contributions in online customer behavior from the Pakistani context specifically focusing on experienced online customers rather than concentrating on intentions of inexperienced online customers (Alcántara-Pilar et al., 2018; Liu & Tang, 2018; Montaguti et al., 2016). Therefore, the current study utilizes the strategic concept of repurchase intention to explore the important determinants that work well in both online and offline channel.

Research Questions

Based on the background of the study and the problem statement, the current study answers the following research questions.

1. Are there significant relationships between offline satisfaction and online satisfaction?
2. Are there significant relationships between online satisfaction and online repurchase intention?

The study contributes to provide guidelines to the firms and managers to understand how customers behave in multiple channels. Multichannel customer behavior particularly in the Pakistan fashion industry is believed to be under-researched. The study also highlights the moderation of channel integration between the link of different offline and online constructs.

LITERATURE REVIEW

In the online environment, firms develop competitive advantage based on customer loyalty that signifies the repetition of purchase behavior. In online environment, the online firms can gain competitive advantage from customer loyalty and their motivation to repeat their purchases from the same firm. Hence, identifying the determinants of repurchase intention is critical for both academics and practitioners (Kim & Peterson, 2017). The online shopping behavior falls into two phases (Zhang et al.). At the initial first phase, the customer is worried about the negative effects of online purchasing like perceived risk that can be associated with the payment mechanism and potential quality of the product. The ORPI can be defined as "the customer's conclusions about purchasing again a selected product from the similar online firm based on the individual existing situation and the probable circumstances of the decision" (Hellier et al., 2003). Based on the past literature and studies, many of them considered ORPI is an indicator or manifestation of customer loyalty (Harris et al., 2018). While, customer loyalty is highly considered as an indicator or manifestation of firms' profit (Zhang et al.). Therefore, these two variables are critical for those firms that carry their operations online.

The literature of ORPI stressed that in the online channel it is more costly to attract new customers compared with the offline channel but when the customers become repeat purchasers of online channel they tend to spend more money compared to their initial spending (Badrinarayanan et al., 2014). Hence, if these online firms want to remain competitive in the online environment, they need to retain and influence their customers to stay connected (Rahi & Ghani, 2016). According to Bao et al. (2011), current customers' loyalty and efforts for retaining these customers are crucial for the success of these online firms. These current customers are needed to repeat their

purchases four times to compensate the cost invested by the online firms. Therefore, retaining old customers is considered to be very important in the online channel because retaining these customers cost much lower than to attain new customers (Frooghi et al., 2015).

The threat of low switching cost is present in online channel because less physical efforts are required to purchase a product from any alternative store. Lack of trust in a faceless firm and dissatisfaction with the firm online processes also make it difficult for the firm to harness loyalty (Das, 2016; Gehrt et al., 2012). These problems invite more research in this area as the findings from the offline studies cannot easily replicate for online problems (Chiou et al., 2017).

The current single-channel mindset restricted to understanding customer value assessments, which inherently does not consider cross-channel interactions of a firm's multiple channels that customer value with a multichannel firm and affect their repurchase intention from a specific channel. Hence, these customers' offline beliefs, attitudes, and behaviors also make a strong impact on online repurchase intentions (Frasquet et al., 2017). The multichannel firms need to emphasize the potential of the use spectrum available to the customers in a multichannel system rather than to concentrate on the benefit of separate channels' usage. Additionally, when these multichannel customers are dissatisfied with one channel, they may reject the firm completely rather than switching to firm's alternative channel (Wu et al., 2019).

In a multichannel context, the multichannel firms need to create synergy among various channels and expedite the complementary use of these channels for the customers (Wagner et al., 2013). Hence, the possibility of repurchasing in the online channel is reinforced by the mere presence of the offline channel; provide a source of information/experience for buying in the other channel. Giovannini et al. (2015) confirmed that the increase in probability of purchasing online in the long run is due to the offline presence of the firm. The existence of synergy effect showed that the offline presence of the multichannel firm usefully helpful for the customers to use the offline channel for pick-up or return point.

When customers visit multiple channels of a firm, they develop a total multichannel portfolio, which lowers their learning costs and increases their perceptions of stickiness to the firm, such that customer who searches for a specific product in one channel tend to purchase in an alternative channel of the same firm (Herhausen et al., 2015). Thus, the online channel still falls behind the offline channel in terms of service possibilities and the emotional competence of real sales agents (Kollmann et al., 2012). Offline channels can create a sense of friendship and community with salespeople that may impact the customer and firm relationship. Moreover, the possibility to touch and try out products before buying them is unique to offline channels especially for fashion related products (Hellier et al., 2003; Khan et al., 2019; Urban et al., 2009; Wu et al., 2019).

Offline Satisfaction

Previous literature has recommended that customer satisfaction is a key indicator for building customer loyalty (Kursunluoglu, 2014), having a capacity to produce positive word of mouth and potential for repurchase intention in the future (Khan et al., 2019), develop customer trust (Alsaif & Ghoneim, 2015), behavioral intentions (Wu, 2014) and customer retention (Eid & El-Gohary, 2015). Additionally, satisfaction was identified to encourage customer involvement in firm's processes (Eid & El-Gohary, 2015), increase brand equity (Urban et al., 2009) and shareholder value and influence brand loyalty (Nam et al., 2011).

There are two general definitions of customer satisfaction in the previous literature. The first one describes satisfaction as an evaluation or assessment process by comparing the results of after consumption performance with before consumption anticipation or expectation (Harris et al., 2018). If the after-consumption performance judgment is greater than the before consumption anticipation, then the customer will be delighted or if the after-consumption performance judgment is less than the before consumption anticipation, then the customer will be dissatisfied. Yang et al. (2014) suggested that satisfaction of the customer is an accumulated result of customer perceptions, assessments, and mental reaction towards the before consumption expectations with the product.

The second definition interpreted customer satisfaction as a result of an experience or consumption endeavor (Chen & Cheng, 2013). Van Birgelen et al. (2006) has suggested that satisfaction is not a general phenomenon and among the customers having the same services the level of satisfaction is different. The customer satisfaction could be understood by identifying the various need fulfillments, prior experiences, and varying purposes that develop customer expectations.

The cumulative experience consumption is not only the encounter satisfaction, because it can be assessed by many other attributes like price, service features (Andaleeb & Conway, 2006), service value (Wagner et al., 2013) and quality features (Eid & El-Gohary, 2015). These authors further suggested that when cumulative satisfaction is high, customers do not use their last experience to develop repurchase intention. Specifically, a lower level of transaction specific satisfaction does not affect the repurchase intention as long as the cumulative satisfaction remains high. Therefore, it implies that customers are willing to provide another chance to business firms to enhance their level of services for future transactions.

On the other hand, another approach studied customer satisfaction as an outcome-based approach, this approach focused on the nature of satisfaction rather than focusing on the cause of satisfaction (Mansoor, et al. 2020; Parker & Mathews, 2001). Multiple emotional attributes exist during the consumption experience of products and services and these attributes help the occurrence of emotions regarding satisfaction (Xu et al., 2016). According to this conceptualization, the performance of the product and services has the main influence on satisfaction level and provides a better indicator for further customer behavioral intentions compared with expectancy confirmation theory to determine the future behavior.

Based on this concept, previous literature explores the idea of collective satisfaction that is also known as overall satisfaction. Through merging the attribute-based satisfaction and affect disconfirmation, the variation in satisfaction may be better explained compared with the expectation disconfirmation model (Yang et al., 2014), but many situational variables can influence the affective process like customer characteristics and the nature of the product (Zhang et al.). Following the above conceptualizations and arguments, Liu and Tang (2018) had suggested that various affective and cognitive attributes derived the concept of customer satisfaction by using multiple attributes in the process of evaluating the comparison between expectations and performance. However, if the actual performance exceeds customer expectations, the customer will be satisfied.

Online Satisfaction

Customer satisfaction represents the combined results of consumption experience that comprise the perception, assessment, and mental response regarding a product or service. Satisfaction is an individual's state of excitement or displeasure that result from matching the product performance relative to anticipation or before consumption expectation. Initial literature of satisfaction normally defined it as evaluative judgments regarding a buying decision after the final consumption (Liu et al., 2017; Zhang et al.). To establish and achieve customer satisfaction appears to be the strategic goal of the firms nowadays due to its relations with loyalty and profitability.

Fang et al. (2016) believed that online customers demand additional services in the online channel along with the basic services of traditional/offline channel. Despite the expectations of the customers in the online channel are supposed to be less important compared with the offline channel (Sun, 2010), however, customers used their past experience in the offline channel as an evaluation criterion for judging the online experience (Zhang et al.). Several prior researches provided a different conceptualization of customer satisfaction. The most frequently used and accepted customer satisfaction's conceptualization is attributed to expectancy confirmation theory (McKnight et al., 2002).

Various researches have been done in the previous online satisfaction literature to explore the predictors and antecedents of customer satisfaction in the online channel (Vasić et al., 2019). However, the previous literature proposed a wide range of factors that can create customer satisfaction in the online channel. Identification of the variables that influence customer satisfaction is important because this could be a benchmark for firm performance and a guideline for further development (Wei & Chou, 2020). The influence of service quality leads towards customer satisfaction (Kim & Peterson, 2017), online brand equity, purchase intentions, and online loyalty (Gehrt et al., 2012; Kim & Peterson, 2017; Liu & Tang, 2018; Montaguti et al., 2016; Urban et al., 2009; Wei & Chou, 2020).

Other features related to the transaction itself are important and customer satisfaction is increased with the ease and comfortability of the entire transaction process. Alcántara-Pilar et al. (2018) conducted a study to check the adoption of tourists for purchasing online travel products and for their travel decision making. Another study investigated the influence of online satisfaction, online trust, and online service quality determinants on customer loyalty in the online channel. Data was collected from the University of Jordan and the results confirmed the influence of these variables on customer loyalty (i.e., behavioral and attitudinal loyalty). Additionally, online satisfaction was confirmed to mediate the relationship between online service quality and both types of loyalty

(Zhao et al., 2019).

Relationship between Offline Satisfaction and Online Satisfaction

Although there is a growing body of literature on technology-oriented services, an understanding of interactional relationships among multichannel performance factors like satisfaction is quite an inattentive issue (Vasić et al., 2019). The current focus of the research is to evaluate the channels separately rather than understanding the cross-over effects in these multichannel. The customers are likely to develop an overall assessment by combining these channels determinants. The direct effects of offline and online channel determinants on cumulative satisfaction had been examined by (Chen et al., 2019).

The previous literature greatly dependent on particular online features and neglected the impact of customers' offline experience in recognizing the performance of multichannel firms. The customers' previous offline experience can be considered as a halo effect (Jin et al., 2010). Halo effect represents the "global evaluation of a person that influences the reaction to other attributes or the impression of an independent element can be affected by the impression of another element" (Jin et al., 2010). However, considering the other side, experiencing an unsatisfactory performance in one channel can also impact the evaluation and expectation towards another channel (Aghekyan-Simonian et al., 2012). This results in creating a conflict between the offline and online channels. The valence of the customers may turn out to be negative and resultantly, the lower customer satisfaction in offline channel will cease their intentions to use online channel (Verhagen et al., 2019). However, some studies empirically examined that the satisfaction of multichannel customers from offline channel is probably transferred to satisfaction with online channel based on the attribution principle (Jin et al., 2010).

Therefore, the interaction between performance of different channels and customer satisfaction is an important tool for developing favorable behavioral intentions, however, these effects can be different in different service types (Van Birgelen et al., 2006). Particularly, the online channel is supposed to be more important to complement the offline channel in complex services where the customer needs more attention. Hence, customer satisfaction with employee performance in offline channel improves the satisfaction expectation with the functioning of the online channel.

Usually, the firm's online channel use the similar brand name and customers with the existing offline channel, these customers tend to extend their assessment from offline to online channel (Yang et al., 2014). A study by Frooghi et al. (2015) confirms the significant impact of offline satisfaction on online satisfaction in the newspaper industry. Based on these results, the authors claimed that loyalty transfer could be possible when customers are satisfied with both channels.

The physical quality provided in the offline channel influence the customer offline satisfaction that further influence the online satisfaction. When the multichannel firms fully integrated their channel and performance is better than expectations the satisfaction migration from one channel to another is possible (Badrinarayanan et al., 2014; Chen & Cheng, 2013). Therefore, in a multichannel context, customers' beliefs and attitudes are transfer from one channel to another and the customers develop a firm image based on their satisfaction in the firm's all channels not only from a single channel.

Expectation Confirmation Theory

Currently, in the marketing literature, the concept of "Post Adoption" or "Continuance use" or "Repurchase Intention" has been much popular rather than the simple concept of "Purchase Intention" or "Acceptance" as described by the Technology Acceptance Model (Aghekyan-Simonian et al., 2012; Chen et al., 2019; Xu et al., 2016). Recently, repurchase or reuse intention in IT related usage has been more accepted area of research. Hence, to acquire a superior understanding regarding the conception of repurchase intention, Expectation Confirmation Theory (ECT) is provided here to evaluate the phenomenon of repurchase intention. The ECT has been developed based on Cognitive Dissonance Theory (CDT) given by Frascquet et al. (2017) and also named as disconfirmation of expectation theory or the Expectation Disconfirmation Theory (EDT).

The ECT is frequently used to determine the post purchase behavior and considered a paramount approach to study these relationships. Specifically, in the customer related past literature, ECT has been applied to explore the phenomenon of repurchase intention in several areas of product and services. These areas include various types of durable and nondurable products, restaurant and food related products, repurchases in auto-mobile, electronics

repurchase, photographic related product and business services (Bao et al., 2011; Choi et al., 2019; Frasquet et al., 2017; Kursunluoglu, 2014; Montaguti et al., 2016).

The reason for using ECT in the current study is due to the fact that it is frequently utilized in the area of marketing specially to understand the mechanism of customer behavior regarding the post-purchase issues that includes the concept of satisfaction, repurchase intention and additionally another important area of marketing that is complaining behavior (Bao et al., 2011; Choi et al., 2019; Frasquet et al., 2017; Kursunluoglu, 2014; Montaguti et al., 2016).

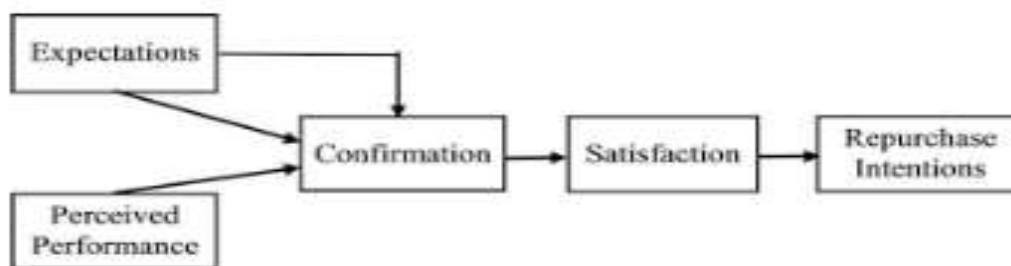


Figure 1: Expectation Confirmation Theory (Source: Oliver (1980))

Initially, the customers develop a degree of expectation regarding a particular product before the consumption or purchase of that product. Secondly, the customer makes his/her mind and prepare to use that specific product. After a reasonable time of the product consumption, the customer develops a schema of perceptions regarding the performance of the product on important attributes. Third, the customer compares the performance of the product with previously developed expectation and evaluate the degree to which the previously developed perceptions are confirmed. At the fourth stage, the customers establish an impression of satisfaction or dissatisfaction which depends upon the prior comparison stage. At the fifth stage, the satisfied customers decided to continue the use of that particular product and services, however, the second group of dissatisfied customers plan to drop the idea of reusing the product in future.

Previous studies have started to incorporate certain additional variables into ECM in order to increase the explanatory power of this model. These studies provided various arguments for the inclusion of additional variables and these arguments falls into three different categories. According to the first type of arguments believe that perceived usefulness is theoretically insufficient to be included in ECM to predict the individual’s continuance intention of system use. Replacing the variable with perceived value could be useful because perceived value determines the cost benefit analysis and reflect the impact of intrinsic and extrinsic advantages on behavioral intention, while, perceived usefulness only represents the extrinsic benefits, perceived ease of use can be added as well (Chen et al., 2019; Khan et al., 2019; Liu & Tang, 2018). The second type of arguments suggested that ECM should include the individuals’ perceptions about the IS quality features to investigate the connection between quality features of technology and individual continuance intention (Hsu, Chang, & Chuang, 2015). The third type of arguments suggested to include relational capital in ECM as relational capital is significant predictor of IS usage. Therefore, an empirical study in the context of online communities includes commitment, trust and satisfaction to predict customer participation (Alcántara-Pilar et al., 2018). In order to better understand the impact of different quality features on customer repurchase intention, the current study includes service quality features in ECM to examine the influence on customer usage behavior.

Relationship between Online Satisfaction and Online Repurchase Intention

The previous literature highly recognized and acknowledged the significance of customer retention in online channels (Fang et al., 2016; Yang et al., 2014). Acquiring new customers incur more costs and efforts compared with retaining the old ones. Retaining old customers is an indicator of success and enhance profitability due to customer referrals and reduced sensitivity to price fluctuation (Vasić et al., 2019; Zhao et al., 2019). However, retaining customers in online channels is a bit more difficult than offline channels due to various complexities linked with shopping in the online channel. Availability of untrustworthy information and lack of face to face interaction

in the online channel, it faces many challenges including lack of trust, decreased switching cost, ambiguity, and easy spread of word of mouth (Zhang et al.). In this situation, retaining customers and motivating them to continue their purchases from a similar firm is quite difficult.

The customer satisfaction increases the customer intentions to keep the relationship with online firms (Liu et al., 2017). Therefore, in technology-enabled environments, the customer satisfaction plays a central role in determining repurchase intention. Satisfaction with a firm's product and services has developed a favorable attitude towards the online channel and more likely to enhance their repurchase intention (Choi et al., 2019; Wei & Chou, 2020). Therefore, the customers who have experienced buying products or services from an online channel and gained pleasure from their experience, they developed a judgment of enjoyment while doing online purchasing and they believed that purchasing online is a wise decision (Mkwizu, 2019).

A study by Chen and Cheng (2013) examined the link between satisfaction and repurchase by dividing the satisfaction into two components i.e., transaction-based satisfaction and experience-based satisfaction. According to the results of a study, satisfaction influences the repurchase intention of the customer and a strong predictor of repurchase intention compared with trust (Das, 2016). Similar results were reported by another study that satisfaction is more important in developing online repurchase intention than trust (Fang et al., 2014). Additionally, satisfaction also influences customer's online repurchase intentions indirectly through trust. (Dimoka et al., 2012) compared the impact of satisfaction and regret on online repurchase intention. Satisfaction describes as the contentment of the customer in choosing one alternative while regret represents the comparison between different alternatives. They both significantly influence the customer online repurchase intention, however, the direction of impact is opposite, and the impact of satisfaction is stronger than regret.

Hypotheses

H1: There is a positive relationship between Offline Satisfaction and Online Satisfaction

H2: There is a positive relationship between Online Satisfaction and Online Repurchase Intention.

METHODOLOGY

The main purpose of the current study was to explore the relationships between the different constructs of the offline channel and constructs of the online channel. The current study utilizes a quantitative approach to collect data through a structured survey and empirical testing of the data collected. A cross-sectional method was used to collect data from the targeted population regarding the various constructs of the current study.

For survey purpose, a structured questionnaire was used for the current study. The questionnaire technique provides certain benefits like easy for group administration and maintains the secrecy of respondents. Therefore, self-administered questionnaires are more effective since they acquire the required information in less period of time, high response rate, and low cost to researchers (Rahi & Ghani, 2016).

Population of Current Study

As the prime attention of the study is to examines the behavior of customers/online shoppers regarding their potential of repurchase from the online channel. Hence, the target population of the current research is constrained to customers who purchase at least once from the online channel and these online shoppers are supposed to buy again from the similar firm. Online shoppers have been proposed to examine in the current study for their repurchase behavior similar to the behavior of the rest of the online shoppers' population (Bilgihan, 2016). According to the 2017 Annual Report released by the Pakistan Telecommunication Authority, e-commerce is one of the most important drivers of a digital Pakistan. That same report stated that there were 5 million online shoppers in the country in 2017 (Sun, 2010). Hence, the total number of possible respondents for the current study was estimated to 5 million.

Sample Size

Stewart (2003) also suggested the given formula for calculating the desired sample sizes:

$$N_s = \frac{(N_p)(P)(1-P)}{(N_p-1)\left(\frac{E}{C}\right)^2 + (P)(1-P)}$$

The population of the current study is online shoppers who at least once purchase a product over the internet. According to the 2017 Annual Report released by the Pakistan Telecommunication Authority, there were 5 million

online shoppers in the country in 2017 (Nam et al., 2011). Hence, the total number of possible respondents for the current study was estimated to 5 million. By solving the above formula for the current study:

$$N_s = \frac{(5000000)(0.5)(1-0.5)}{(11500000-1)\left(\frac{0.05}{1.96}\right)^2 + (0.5)(1-0.5)} N_s = 384$$

As per the sample size formula provided above, the number of samples required for the population of 100000 is 384 and this is the maximum number of samples required for any population above 100000. A sample of 384 respondents is supposed to be appropriate for testing the study hypotheses at a 95% confidence level and a 5% margin of error (Pavlou et al., 2007). Hence, a minimum number of 384 participants of online shoppers are required to participate in the current study.

Sampling Design

The sampling design provides relevant information regarding the population of the current study, sample size determination, sampling technique, and procedure for data collection. For data collection, two main sampling techniques can be used namely probability sampling and non-probability sampling. Probability sampling allows the possibility of every individual of the population to be selected in the sample. However, the absence of a sampling frame restricts the use of probability sampling. Similarly, in the current study, the non-availability of the sampling frame restricts to use probability sampling. Therefore, the current study utilizes a non-probability sampling technique i.e. purposive sampling.

The respondents of the current study were experienced online shoppers. To approach these respondents, the current study used purposive sampling as a sampling method. Four main cities of Pakistan were selected to approach these respondents. These four cities are selected from each province/state of the country that are Karachi, Lahore, Peshawar, and Quetta and these cities are also the capital of their province. By selecting respondents from these cities ensure the inclusion of various respondents from all over the country and the results can be generalized for Pakistan.

The top ten fashion brands of Pakistan have been selected for the data collection (Xu et al., 2016). All these brands were multichannel brands hence, they were selling their products from offline and online stores as well. These brands were selling a variety of fashion products through their offline and online stores comprising unstitched and stitched women and men garments, makeup collection, and makeup accessories, jewelry, shoes, kids wear, bags, clutches, fragrance/perfumes, and other fashion accessories. These multichannel brands have online presence and stores all over the country.

The current study used a purposive sampling method to collect data through a self-administered questionnaire in several areas. To avoid the bias responses, the technique for distributing the questionnaire was looking for shoppers who want to leave the mall or have finished shopping. It took a sample every tenth shopper who left the shopping mall. If the 10th shopper is not a multichannel customer or Pakistani national, the very next shopper was approached for data collection. In this case, the distribution of the questionnaires determines three times a day; morning, lunchtime, and afternoon. This way helps to reduce the respondents' bias on the data (Hair et al., 2019).

Research Instrument

Online satisfaction was measured through the scale adapted from (Chen et al., 2019) and the scale has been comprised of 3 items. These items were slightly modified to better fit in the context of a multichannel shopping environment. A seven-point Likert scale was used having values from 1 to 7 where 1 represents strongly disagree and 7 represents strongly agree. The reliability coefficient/Cronbach alpha value for the given scale obtained from the study was 0.85(Chen et al., 2019). For the current study, the scale for Offline satisfaction was adapted from (Chen et al., 2019). The scale consists of 4 items to measure the level of satisfaction of the respondent from the offline channel of a firm. A seven-point Likert scale ranging from (1) "strongly disagree" to (7) "strongly agree" was used. The Cronbach Alpha value for the scale from the previous study was 0.93 (Chen et al., 2019). Online repurchase intention was measure by 3 items scale adapted from the study of. The scale aims to me (Kim & Peterson, 2017) assure the future intention of a respondent to purchase from the online store of a multichannel firm. A seven-point Likert scale ranging from (1) "strongly disagree" to (7) "strongly agree" was used. The Reliability value for the scale from the previous study was 0.95.

RESULTS AND ANALYSIS

Demographic Profile of the Participants

Table 1 describes the profile of the participants of the current study. Results were presented in frequency and percentage numbers to demonstrate demographical data. The total frequency is 358 respondents in this study. The major portion of the participants was female (57%) compared with male (43%). The reason for more females in the sample was due to the selected brands for the current research. All of the selected brands are mostly female focused and selling fashion products mostly related to females. Although these brands provide fashion products for male and kids as well, however, the majority of the products are related to females. From these fashion brands only Junaid Jamshed sell majority fashion products related to males. The previous literature on multichannel also suggested that mostly the multichannel customers are females. The majority of the participants (Kim & Peterson, 2017) fell within the age of 26-30 years (31%) and 31-35 years (31.6%), about 1% fell within the age of 21-25 years, 22.1% were between 36-40 years and the remaining 14.5% were above 40 years old. All of these participants were experienced online shoppers and they purchased at least one product from online stores. 48.3% of these participants belong to Lahore, 28.2% were from Karachi, 16.5% were from Peshawar and 7% were from Quetta.

Table 1: Summary of respondents' background

Demographic Variable	Category	Frequency	%age
Gender	Male	154	43%
	Female	204	57%
Age	21-25 Years	3	0.8%
	26-30 Years	111	31%
	31-35 Years	113	31.6%
	36-40 Years	79	22.1%
	Above 40 Years	52	14.5%
Income (Rs)	Below 15000	4	1.1%
	15000-30000	11	3.1%
	30000-45000	44	12.3%
	45000-60000	76	21.2%
	60000-75000	111	31%
	Above 75000	112	31.3%
Education	Intermediate	18	5%
	Bachelor	102	28.5%
	Master	155	43.3%
	MS/MPhil	72	20.1%
	PhD	11	3.1%
Occupation	Student	31	8.7%
	Unemployed	11	3.1%
	Employed	127	35.5%
	Business owner	78	21.8%
	Housewife	111	31%
Frequency of Internet use	Less than 1 hour	5	1.4%
	1 hour	99	27.7%
	2 hours	102	28.5%
	3 hours	91	25.4%
	4 hours	61	17%
	More than 4 hours	0	0%

Table 1: Continue.....

Demographic Variable	Category	Frequency	%age
Main reason for internet use	Information search	23	6.4%
	Work	8	2.2%
	Entertainment	47	13.1%
	Study	66	18.4%
	Purchasing	132	36.9%
	Banking	49	13.7%
	Social Communication	33	9.2%
Previous purchase	Yes	358	100%
	No	0	0%
Location/City	Lahore	173	48.3%
	Karachi	101	28.2%
	Peshawar	59	16.5%
	Quetta	25	7%

Reliability

Reliability is to check the internal consistency and stability of the instrument used. For the study, the inter-item consistency of all factors under study were examined. The reliability coefficient of Cronbach's alpha was used in this study, specifically to assess the consistency of the scale.

Table 2: Constructs' cronbach's alpha values

Constructs	Total Items in Construct	Cronbach Alpha
Offline Satisfaction	4	0.852
Online Satisfaction	3	0.867
Online Repurchase Intention	3	0.793

Direct Relationship between Latent Constructs

H1: Offline satisfaction is positively related to online satisfaction.

The result from the output of the PLS algorithm and bootstrapping showed a positive and significant effect of offline satisfaction on online satisfaction ($\beta = 0.167$, $t = 2.117$). Therefore, H1 was supported.

H2: Online satisfaction is positively related to online repurchase intention.

A positive and significant effect of online satisfaction on online repurchase intention ($\beta = 0.300$, $t = 5.973$) was found. Hence, H2 was supported.

Table 3: Opinion of students of Matric/F.Sc (Age: 14-18 Years)

Hyp	Structural Path	Beta ()	S.E	t-value	P-value	Decision
H1	OFSAT -> ONSAT	0.167	0.079	2.117	0.035	Supported
H2	ONSAT -> ORPI	0.300	0.050	5.973	0.000	Supported

DISCUSSION

For this study, offline satisfaction emerges as a significant element to develop a favorable perception of online satisfaction, which indicates the customer's evaluation of firm's offline channel satisfaction significantly affects their perception of the firm's online channel satisfaction. However, these results are contrary to a study Herhausen et al. (2015) that found an insignificant relationship between offline satisfaction and online satisfaction. The authors attributed these results due to non-transaction based online channel, hence, the firm lacks the level of channel integration among its multiple channels.

The customer satisfaction refers to the positive confirmation of customers' expectations and performance regarding their experience with the firm's offline and online channel. Several elements are related to customer

satisfaction with the channels like performance of the channel, interaction quality, services provided by the channel and fulfilment of the customers' expectation with the channels. The firms operating in multiple channels realized the extreme pressure to provide an excellent level of customer satisfaction in different channels they are offering rather than focusing on a single channel (Harris et al., 2018). The complementary effect of these channels suggests that degree of satisfaction provided to customers in one channel ultimately increases their intentions to try another channel. The complementary effect across channels acknowledged that customer's intention to use a different channel has been affected by their satisfaction in the firm's alternative channel. Hence, different levels of services provided by firms to motivate customer traffic towards a specific direction must be considered against customer satisfaction in multiple channels.

Hence in a multichannel environment, customers do not buy a product from an offline channel rather they purchase it from a multichannel firm also having an online channel because they can get additional information, more value, low price, and more satisfaction (Choi et al., 2019). Designing a superior online channel that provides benefits to customers is not the only reason for the success of online channels rather the firms put their efforts to maintain customer satisfaction in their offline channel as well. Therefore, channels with little added value regarding customer satisfaction should be prevented (Wu et al., 2019).

Customer satisfaction also considered a key to success for any firm and when it comes to the online environment its significance increases many folds (Altinay et al., 2014). Satisfied customers in the online environment remain loyal with the company and make repurchases. Applying the same theory in online shopping context, discovered that satisfaction with past experience of online shopping is the major antecedent of customer repurchase intention.

These results are also confirmed by some recent studies describing a strong relationship between online satisfaction and online repurchase intentions (Lee et al., 2016). Customers are more likely to plan their repurchase from the same online channel given that the online channel is able to keep customers highly satisfied (Brown et al., 2003). Considering the online context, customer satisfaction is an important determinant to enhance customer retention, boost profitability, and maintain long-term growth of the online channel.

Based on these results, the assumption is intuitively strong that satisfaction is associated with customers' potential future decisions (repeat purchases and revisiting) and also empirically verified by many studies to approve a causal nexus between these two constructs. Hence, online satisfaction is an influential factor for customers' future decisions for buying again from the same channel.

MANAGERIAL CONTRIBUTIONS

In summary, the current customers hold a plethora of channels for their purchasing decisions, the multichannel firms are required to manage favorable perceptions towards their offline channel, facilitate the transfer of perceptions from offline channel to its counterpart online channel and effectively build and execute strategies to develop synergies among multiple channels.

These strategies would help these multichannel firms to better compete against other firms, enhance repurchase intentions in the online channel, and outperform in global markets (Badrinarayanan et al., 2014). To mitigate the high risk associated with the online channel, the offline channel can allay customers' fears for selecting the best channel for their purchasing needs (Bock et al., 2012). Hence, regarding the online repurchase intention, the online channel may employ better strategies to increase customers' online satisfaction. For achieving these objectives, the multichannel firm needs to use corporate resources to improve its online channel performance. Additionally, the existing offline customers' perceptions can be leveraged to build similar favorable perceptions for the online channel.

LIMITATIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH

The study has several limitations that warrant future investigations to develop further insights for the multichannel environment. First, the hypothesized relationships in the developed model have been validated based on the data collected from customers of Pakistan-based multichannel fashion industry firms that limit the generalizability of the results. Future studies should explore the relationships studied here from other firms comprising different retail contexts like electronics firms, mobile phone industry, tourism and hospitality industry, banking and insurance firms, retail stores, and sports firm to overcome this limitation. Further, the findings may be verified in other cultural settings to assess their generalizability. Replication of the current study in different sectors, countries, and cultures

is necessary for future research.

Second, the current study examines the cross-channel customers' movement from offline to online channels, however, the customer can select multiple other channels for their purchase decisions. In the future, the study model can be tested to understand the customer cross channel movement in mobile and social media channels as well. In addition, the study checks the customer movement from offline to online, however, the reverse can be possible, and require investigating in future studies.

CONCLUSION

This study established an evaluation approach that incorporates the customers' channel extension behavior: moving from offline channel to online channel under the umbrella of satisfaction. The researchers compared and analyzed the customers' channel extension behavior: moving from offline channel to online channel under the umbrella of satisfaction industry firms in Pakistan, and then found several difficulties that require future research and improvement. The relationship between Offline and online satisfaction and majority of customers are females. The results of the study indicate the significant association between offline and online satisfaction. There are some limitations in this study, other researcher's future research on it and use mediating and moderating variables to see the effect on model.

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