ESI Preprints **Not Peer-reviewed**

Omnichannel Integration and Performance of Large-Scale Retail Stores in Nairobi City County, Kenya

Simon Kanoga
Maina Samuel
Njuguna Reuben
Department of Business Administration, School of Business, Economics and Tourism, Kenyatta University, Nairobi, Kenya

Doi: 10.19044/esipreprint.7.2025.p304

Approved: 15 July 2025
Posted: 17 July 2025

Cite As:
Kanoga, S., Samuel, M. & Reuben, N. (2025). *Omnichannel Integration and Performance of Large-Scale Retail Stores in Nairobi City County, Kenya.* ESI Preprints.
https://doi.org/10.19044/esipreprint.7.2025.p304

Abstract

The changes in the retailing industry have led to the emergence of omnichannel retailing, which has disrupted conventional retailing. The general objective was to determine the effects of omnichannel retailing on the performance of large-scale stores. The specific objective of the study was to investigate the impact of omnichannel integration on the performance of large-scale retail stores in Nairobi, Kenya. This study was anchored on the Resource-Based View theory and the Unified Theory of Acceptance and Use of Technology. The study used a cross-sectional design using descriptive and explanatory research designs. The large-scale retail stores served as the unit of analysis, while the heads of the marketing, IT, finance, and operations departments served as the units of observation. The pilot testing was conducted on questionnaires before data collection. The reliability of the questionnaire was assessed using Cronbach alpha, and 0.7 level was considered reliable, where the variables in the study were higher than the cut-off. The hypothesis was tested, and conclusions were drawn using multiple linear regression. Content analysis was used to extract meaning and make inferences from qualitative data. For hypothesis testing, the study used P-values and a 5% significance level to assess significance. The finding indicated ($p= 0.001 < 0.05$) a significance level and coefficient of 0.772, implying that an increase in omnichannel integration, holding all other

variables constant at zero, results in a 0.772 increase in the performance of large-scale retail stores. The results of this study showed that omnichannel integration significantly affects the performance of large retail stores.

Keywords: Omnichannel Retailing, Omnichannel Integration, Resource-Based View Theory, Unified Theory of Acceptance and Use of Technology, Performance

Introduction

The retail industry has developed into a highly competitive environment with evolving consumer behaviour (Griffith, Noble & Chen 2006). Thus, establishing a competitive advantage relies on the organization's competence to develop dynamic capabilities. The resource-based view theory proposes that organizational resources and capacities are linked to superior financial performance. This theory provides a guide on how an organization may attain superior performance by considering three fundamental elements of competitive advantage, sustainable competitive advantage, and firm resources (Ferreira & Ferreira,2024). The deployment and leveraging of a firm's resources and competencies provide a competitive edge that drives firm performance in the context of operational efficiency and growth in sales, market share, and profitability.

The changes in the retailing industry have led to the emergence of omnichannel retailing (Savisaari, 2016). The advancements in retail have facilitated consumer-brand engagement, brand image building and enhancement of customer overall experience (Bennett & Azhari, 2015). According to Iglesias-Pradas, Acquila-Natale and Del-Rio-Carazo (2022), technological advancement has given retailers a competitive advantage in the market. However, this has affected retailers' operations, performance and customer behaviors (Lynch & Barnes, 2020; Savastano, Dascenzo & Demarco, 2019). This study was conducted to understand the role of omnichannel integration on the performance of large-scale stores. The performance dimensions were sales growth, profitability growth, market share growth and operational efficiency. The study focused on 22 large-scale retail stores within Nairobi City County and respondents came from the heads of the department.

The Research Problem

In the third quarter of 2024, Kenya's GDP expanded by 4.0%, compared to 6.0% during the same time in 2023. The decline in most economic sectors was blamed for the slower growth. Although the GDP of the retail and wholesale sectors grew by 4.8%, the industry struggles with operational efficiency, sales growth, market share growth, and profitability

(KNBS, 2024). Furthermore, the profit margins of omnichannel retailers have declined due to challenges in order fulfilment (Eriksson, Norrman & Kembro, 2022; Riaz, Meidute-Kavaliauskiene, & Ahmed, 2021). Lee, Chan, Chong and Thadani (2019) indicate that the challenges of managing the expectations of shoppers across various channels affect sales. According to Akturk, Ketzenberg and Heim (2018) and Reguraman and Subbiah (2019), implementing omnichannel retailing information systems is challenging due to the complexity of integrating these systems and the high cost. Few research studies have been conducted on retail performance, as most have been conducted from a Western perspective and the viewpoint of the customers (Chen, Su, Lin, Xu, & Zheng, 2022; Gao & Huang, 2021; Lazaris, Sarantopoulos, & Doukidis, 2021). The study was contextualized from the Kenyan context and utilized performance dimensions using descriptive and explanatory research designs.

Literature Review

Omnichannel integration, a construct under omnichannel retailing, refers to how well a retailer combines activities and processes in all channels in offering a seamless shopping experience to the customers (Le & Nguyen-Le, 2020; Li & Gong, 2022; Zhang, Wang & He, 2018). The tenets of channel integration are information technology infrastructure coupled with finance and human resources that necessitate the creation of seamless experience, behavioural responses, and retailer performance (Thaichon, Quach & Nguyen, 2023). This is accomplished through the alignment of retailers' objectives with channel design in delivering benefits to the retailer and its customers (Nguyen, 2021).

Omnichannel integration is regarded as the foundation of an effective omnichannel retailing strategy (Gao and Huang, 2021), and an important enabler of omnichannel retailing performance (Shen, Li, & Wang, 2018). It affects firm sales growth through increased sales conversion, cross-selling of products, customer satisfaction, brand engagement and confidence in purchasing (Nguyen, 2021; Cao & Li, 2015). Lee *et al.* (2019) posit that channel integration enhances customers' perception of omnichannel service quality, reducing their perceived risk that leads to increased desire to search, purchase and pay. According to Le and Nguyen-Le (2020), Nguyen (2021) and Shen *et al.* (2018), the level of shopping experience and customer satisfaction depend on channel integration quality (Le & Nguyen-Le, 2020; Nguyen,2021; Shen *et al.,* 2018).

Jiang, Xu and Bao (2015) conceptualized channel integration into three constructs, which are channel access, information, and customer service integration. Zhang, Ren and He (2015) conceptualized omnichannel integration constructs as the integration of product, price, promotion, and

customer service, fulfillment of order, information, transaction and access. Nguyen (2021) studied channel integration and patronage intention and utilized integration interactions and omnichannel service configuration constructs. Li and Gong (2022) conceptualized omnichannel integration with three dimensions: relational, informational and transactional integration. Shi et al. (2020) used constructs of connectivity, flexibility, personalization integration, and consistency. The study conceptualized omnichannel integration as consistency in customer service, content and process adopted by (Jiang *et al.,*2015; Nguyen, 2021; Shen et al., 2018; Shi *et al.,* 2020)

The extent of consistency in omnichannel retailing affects consumers' product quality perception, store trust and ability to channel switch (Gao & Huang, 2021). Enhancement of content and process consistency generates seamless customer experience, and channel synergies that increase the value perception, saving cost and time and reducing channel perceptional differences (Chen *et al.,* 2022). The studies on omnichannel integration have been conducted using different variables in omnichannel retailing. Nguyen (2021) examined customer patronage and experience; Zhang *et al.* (2018) examined consumer responses; Tyrvainen and Karjaluoto (2019) examined channel integration and omnichannel retailing; Gao and Huang (2021) examined loyalty of customers and Shen *et al.* (2018) studied perceived fluency and user experience.

Unified Theory of Acceptance and Use of Technology (UTAUT)

Venkatesh, Morris and Davis in 2003 developed the theory, and comprises four components: social influence, enabling condition, performance and effort expectancy (Misra, Mahajan & Singh, 2020). The model integrates key components from previously established theories related to technology acceptance and consumer behaviour (Gunasinghe, Hamid & Azam, 2020). UTAUT is a widely used model that effectively measures users' adoption and utilization of new technologies in individual and organizational settings (Sultana, Chowdhury and Hague, 2023). The model covers a wide range of applications, integrations, and extensions (Erjavec & Manfred, 2022).

This model provides theoretical context in explaining the adoption of omnichannel retailing, which is supported by information technology, and the interaction between retailers and customers (Singla, Tomas-Aguilar & Salazar-Gonzales, 2022). The theory is considered a robust model to explain the acceptance of new technology by users (Bellet & Banet, 2023). Thus, the usage and customer acceptance of omnichannel retailing have an impact on the performance of omnichannel retailers. The exogenous constructs of the theory are set as major antecedents of omnichannel retailing acceptance (Nguyen & Borusiak, 2021). The usage and adoption of new technology

depend on the user's intentions and exogenous constructs (Bellet & Banet, 2023).

Performance expectancy within the framework of omnichannel retailing is customers' perceptions of the benefits of using mobile apps, online channels and physical channels along their shopping journey. Retailers can leverage technology to ensure seamless integration across channels which optimizes customers' shopping experience. The performance expectancy of the model helps to illustrate how the system component of omnichannel retailing improves the efficiency of customers, leading to increased purchases and sales (Singh, Kumar & Mahlawat, 2023). Performance expectancy positively influences the usage of omnichannel retailing platforms (Nguyen & Borusiak, 2021).

The effort expectancy component of the UTAUT model can be contextualized in omnichannel retailing as customer perception of ease and convenience (Singh *et al.,* 2023). This necessitates the development of an integrated and user-friendly omnichannel retailing system that guarantees seamless operation across all channels. Facilitating conditions imply the resources and technical support that enable shoppers to use omnichannel retailing. The social influence component illustrates how peer pressure and social proof shape attitudes and behaviour about omnichannel retailing (Nguyen & Borusiak, 2021).

The model has been used in different contexts in omnichannel retailing. Nguyen and Borusiak (2021) examined omnichannel technology acceptance. Kopot and Cude (2021) examined channel depth. Matlala, Shumba and Shambare (2022) studied consumers' intention to use omnichannel. Kazancoglu and Aydin (2018) investigated consumers' purchases. Singla, Mukthar and Salazar-Gonzales (2022) examined purchase intention. Erjavec and Manfreda (2022) studied extending the UTAUT model. Misra, Mahajan and Singh (2020) examined the adoption of an electronic marketplace and Juaneda-Ayensa *et al*. (2016) examined customer behaviour in omnichannel retailing. The theory demonstrates a variation of 70% in usage intention and 50% in usage of technology (Sultana, Chowdhury & Haque, 2023). The model has been criticized in various studies. According to Alkhwaldi (2023), the UTAUT model may not be universally applicable, particularly in explaining technology adoption in developing countries, causing a problem of limited generalizability.

Resource-based view Theory (RBV)

The theory was developed by Wernerfelt in 1984. It posits that organizations are collections of resources that are tangible and intangible assets (D'Oria, Crook & Wright, 2021). According to the theory, superior financial performance is linked to organization resources and capabilities.

According to Ferreira and Ferreira (2024), the theory offers a framework for achieving better performance by taking into account three essential components: firm resources, competitive advantage, and sustainable competitive advantage. Moderno, Braz, and Nascimento (2024), show how a company can improve resource bundle management and show a strong correlation between information systems capabilities, decision-making, and performance. The theory emphasizes that firms with efficient resource utilization are more likely to attain improved performance.

This theory provides a theoretical foundation for examining performance in an omnichannel retailing context. It describes how a firm can achieve and maintain firm performance, making it the most suitable for anchoring firm performance (Helfat et al., 2023). The relationship between organizational capabilities and performance is widely understood through the application of the RBV theory (Dutta, Narashiman & Nath, 2014). However, the critics of the theory argue that the main focus is on internal factors, and inadequacy in explaining the causality effects of resources and performance (D'Oria et al., 2021 & Ferreira & Ferreira, 2024).

Omnichannel Integration and Firm Performance

Lazaris *et al*. (2021) investigated omnichannel integration effects. The study intended to establish how the integration of retail channels impacts performance outcomes in the UK. The study conducted laboratory and experimental tests on 223 mechanical Turk workers who were feigning to buy a 65-inch smart TV model from three top brands. According to the results, omnichannel integration was mediated by low experience that depends on the perception of channel complementarity by consumers. According to the study, an increase in omnichannel integration leads to channel synergies with favourable effects on loyalty intention and customer satisfaction. This study shows that examining flow experiences in physical and online stores within an omnichannel retail environment can improve understanding and knowledge of consumer behaviour. The study had a methodological gap in conducting experiments and laboratory studies only with expensive electronic products. The current study used various product categories available in different stores. They used both explanatory and descriptive research designs to overcome the inherent limitations of laboratory and experimental designs, including the artificiality of a controlled environment.

Gao and Huang (2021) examined channel integration quality. The aim was to determine the effects of channel integration on the loyalty of customers through engagement of customers and receptiveness to relationship programs. The other objective was to validate the existence of the relationship in omnichannel retailing between receptiveness to

relationship programs and customer engagement. The questionnaires were used in data collection and 378 respondents used Hema's offline and online platforms in China. The PLS-SEM model was utilized in assessing the structural model. The results indicated that omnichannel integration quality positively impacted receptiveness to relationship programs and engagement of customers, which had an overall impact on customer loyalty. The study was limited to fresh food supermarkets in China which would restrict generalization to other product categories, retail formats and nations. This study used different product categories in the performance measurement of retail stores.

Nguyen (2021) examined channel integration quality in Vietnam. The objective was to examine channel integration effects on customer experience and intentions to patronize. The researcher employed a sample size of 351 participants from four major omnichannel retailers in Vietnam. The hypothesis testing was done using the PLS-SEM model. The research findings revealed that the quality of channel integration dimensions contributed greatly to the customer shopping experience. The content consistency dimension had the greatest impact on customer service and channel service choice breadth. These findings indicated that channel selection freedom and content delivery consistency across all channels are essential for optimizing omnichannel retailing. The study had a contextual gap and limited generalizability as it focused on Vietnam. The study utilized a quantitative survey method with self-administered questionnaires. To overcome the methodological gap, qualitative research was used, where questionnaires were explained before administering them to the respondents. The study measured the retail performance from the managers' perspective.

Li and Gong (2022) studied omnichannel integration in perceived fluency and flow. The objective was to investigate how omnichannel integration boosts customer engagement through perception enhancement of flow and fluency during the customer purchasing journey. The sample of 227 was collected from online survey data through a crowdsourcing platform. The study used 25 famous brands in the apparel and technology sectors that provide omnichannel services. The hypotheses were tested using the PLS-SEM model. The study conceptualized omnichannel integration into three levels: transactional, informational and relational integration. The findings indicate that all these levels positively influenced perceived fluency, which in turn generated customer engagement in terms of purchase, repurchase, referral and knowledge in omnichannel retailing. Customer engagement was facilitated by perceived flow that was positively correlated with transactional and relational integration variables. However, there was no significant relation between informational integration and the relationship between perceived flow and informational integration; this may be explained

by the mediation effects of perceived fluency. The study's limitation of using famous brands may have led to low construct variance due to respondents' tendency to bias in scoring due to high brand affinity for omnichannel brands. This research overcame the conceptual gap by using different categories of retail stores with various brands.

Zhang et al. (2018) examined the relationship between consumer responses and omnichannel integration. The focus was to analyze the responses of consumers by incorporating the empowerment of consumers as a mediator in omnichannel integration. The study used the stimulus-organism-response framework. A survey was done on 12 major omnichannel retailers in Beijing and Tianjin, China and a sample of 155 was used. The study used the PLS-SEM method in testing the hypothesis and the model supported all proposed hypotheses. The study revealed that omnichannel integration promotes consumer empowerment, which boosts consumer satisfaction, and trust, and increases consumer intentions to patronize. The study had limited generalizability as it focused on omnichannel stores in China dealing with consumer electronic products, which significantly influence omnichannel behaviour. Finally, culture influences omnichannel retailing behaviour, as China exhibits a unique culture from other nations, the generalizability of our research findings would be challenging. To overcome the conceptual gap of the study, the current research used various theories like the resource-based view and the Unified Theory of Acceptance and Use of Technology (UTAUT) instead of the stimulus-organism response framework. The limitation of using consumer perception was overcome by the use of retail managers in demonstrating the channel integration on firm performance.

Research Design

The study blended descriptive and explanatory research to enhance the validity by allowing the triangulation of the results designs as recommended. According to Saunders et al. (2009), descriptive research provides reliable relationships between research variables without inferring causality (Saunders et al., 2009). The explanatory research design was utilized to explain research variables and analyze their causal relationships, making it an ideal method for testing cause-and-effect relationships (Mugenda & Mugenda, 2008).

Target Population

The target population was large-scale retail stores based in Nairobi City County, Kenya. The stores were stratified into hypermarkets, food retail and specialty stores. The study used a census survey where all 22 large-scale retail stores were used in data collection. The unit of observation was heads

of departments selected from the finance, marketing, information technology, and operations departments. The heads of departments were purposely selected because they were considered to have an in-depth knowledge of omnichannel integration and performance.

Data Collection

The research questionnaire underwent a reliability and validity test before the collection of data. A Confirmatory Factor Analysis (CFA) with Varimax rotation was undertaken to measure the construct's level of validity to be considered in the final variables model. Any variables loaded above 0.40 were considered for further analysis and those below 0.40 were dropped from the model as they were determined to lack validity (Taherdoost, 2016). The validity of the indicators informing each variable was measured using CFA. Omnichannel integration variable: 70.1% of the variability in channel integration is explained by three indicators. These indicators include integrated mobile, online and physical channels (43.5%); improved operational efficiency by integrating various channels (14.3%); and consistent product information across channels (12.3%). The remaining variability is explained by three factors: processes to ensure customer service consistency across channels (10.7%); transition between physical store visits and online interactions to ensure a unified experience (9.3%); and consistent pricing information across channels (9.9%). The principal component analysis (PCA) for all these factors loaded was observed to be higher than 0.40 (PCA ranges from 0.819 to 0.648), with no significant cross-loading reported.

The reliability of the questionnaire was tested by Cronbach Alpha and a coefficient of 0.7 or more was considered adequate (Hair, Anderson and Black, 2012). The Cronbach alpha ofthe variables of omnichannel Integration ($\alpha = 0.874$). The pilot study was conducted before actual data collection. The research instruments for data collection were distributed to the departmental heads in finance, marketing, operations, and information technology through drop-and-pick and online distribution. Before the data collection procedure, the researcher explained the study objective and the data collection procedure complied with ethical guidelines.

Data Analysis

The data was screened post-collection to ensure that the responses were accurately coded. To ensure accurate results and eliminate errors from the initial data collection, the survey was subjected to data coding, cleaning, editing, and imputation (Hair, Black, and Anderson, 2014). The study interpreted and analyzed the data gathered using both descriptive and inferential statistics. Descriptive statistics provided a profile of respondents

and variables, while multiple linear regression analysis was employed to test hypotheses and explain correlations among variables.

Results Analysis and Discussion

The total response rate realized was 94.3% after acquiring 83 responses out of the 88 responses from the studied retail stores. The stratification was in the three levels of specialty stores, with the highest response rate of 96.9%; the hypermarkets indicated a 94.4% response rate and food retail stores with a 90% response rate. The study was therefore able to realize an adequate response rate from three strata. The survey included 53% females and 47% males, with the majority aged 20-30 years (47.0%). Education levels varied, with 67.5% having a bachelor's degree, 31.3% having a diploma, and 1.2% having a certificate. Most respondents worked in large-scale retail stores, with a majority having over 15 years of experience. The study found that large-scale retail stores use both physical and online channels, with 83.1% using third-party mobile apps. In-store technology is widely used, including point-of-sale systems, inventory management systems, payment gateways, order management systems, customer relationship management systems, and supply chain and logistics platforms.

Omnichannel Integration

To measure the effect of omnichannel integration, retail managers were presented with a list of statements on integration constructs. The statements were measured using a Likert scale ranging from 1- 5, where (1 = strongly disagree, 2 = disagree, 3 = moderately agree, 4 = agree, and 5 = strongly agree). The mean scores and standard deviation were used in analyzing the response.

Table I: Omnichannel Integration

Statements	**N**	**Mean**	**S.D.**
The retail store has integrated mobile, online and physical channels	83	4.12	.705
The retail store has improved operational efficiency by integrating various channels	83	4.27	.734
The retail store has processes to ensures customer service consistency across channels	83	4.34	.630
The retail store manages transition between physical store visits and online interactions to ensure a unified experience	83	4.29	.725
The retail store maintains consistent product information across channels	83	4.36	.655
The retail store provides consistent pricing information across channels	83	4.64	.554
Aggregate Mean score & Standard deviation	**83**	**4.335**	**.488**

The assessment of the mean aggregate of 4.335 confirmed that most managers agreed to the omnichannel integration constructs. The mean assessment indicates a high adoption of omnichannel integration in large-scale retail stores. The aggregate standard deviation of 0.488 reveals minimal deviation from the mean, implying a low variation in the retail managers' observations. These findings indicated that a majority of the studied stores have adopted omnichannel integration.

Correlation Analysis

In the determination of the degree and direction of the relationship between the variables, the study employed correlation analysis, as suggested by (Cooper and Schindler, 2013). Schober, Boer and Schwarte (2018) stated that a correlation between 0.9 and 1 is very strong, 0.7 to 0.89 is strong, and 0.4 to 0.69 is moderate. The findings revealed moderate positive correlation coefficients that are all statistically significant between retail stores performance and omnichannel integration (r=.699; p=.00). This reveals the presence of a linear relationship between omnichannel retailing and the performance of large-scale retail stores.

Hypothesis Testing

The assumption of this study was that the performance of large-scale retail stores in Nairobi City County, Kenya, was significantly impacted by omnichannel integration. The multiple regression analysis examined the hypothesis through the use of adjusted R^2 and P-values.

Test of Direct Relationship

The study analyzed the impact of omnichannel retailing on the performance of large-scale retail stores through an OLS regression, as demonstrated in the table below. The findings are shown in the table below

Table II: Empirical Model Summary

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.569	.324	.298	.55572	2.067

The results of the study showed a positive correlation between the performance of large-scale retail stores and omnichannel retailing, with a correlation coefficient (R) of 0.569. The three components of omnichannel retailing i.e. omnichannel integration, omnichannel order fulfillment, and omnichannel services configuration—accounting for 29.8% of the variation in the performance of large-scale retail outlets, according to the coefficient of determination (adjusted R^2 =.298).

Table III: Empirical Model ANOVA

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.696	3	3.899	12.625	.000[b]
	Residual	24.397	79	.309		
	Total	36.094	82			

a. Dependent Variable: Performance of Large Scale Retail Stores
b. Predictors: (Constant)

At a 95% confidence level, the results in Table V show that the F statistic value = 12.625, (P = 0.000), is a good fit for predicting the relationship between the performance of large-scale retail stores and omnichannel integration. This supports omnichannel integration capacity to significantly affect the performance of the retail stores under study, as indicated by the goodness of fit model.

Table IV: Empirical Model Coefficients

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95% Confidence Interval	
		B	Std. Error	Beta			Lower	Upper
1	(Constant)	-.221	.632		-.350	.727	-1.479	1.037
	Omnichannel Integration(OCI)	.772	.221	.568	3.498	.001	.333	1.211

a. *Dependent Variable: Performance of Large Scale Retail Stores(FP)*

The regression model demonstrated in Table VI indicates that omnichannel integration (β = 0.772; p= 0.001). These results lead to the rejection of two null hypotheses testing for these effects. The research rejected the null hypothesis: *H0: Omnichannel integration has no significant effects on the performance of large-scale retail stores in Nairobi City County, Kenya.* Thus confirming the significant effect of omnichannel integration on the performance of large-scale retail stores.

Qualitative Data Analysis

The study integrated qualitative statistics to further inform the study variables. The open-ended questions were added to the data collection tools, which allowed retail managers to openly express their position on omnichannel retailing in the studied stores. The retail managers interviewed revealed how crucial omnichannel integration is to raising customer satisfaction, increasing operational effectiveness, and boosting overall store

performance. The analysis highlights the importance of omnichannel integration in retail stores, with a strong emphasis on customer experience, digital transformation, and operational efficiency. The store's managers mentioned customer experience and personalization as key motivations for omnichannel integration in the retail stores. Further, the retail managers revealed that their omnichannel integration rose from the desire to have coordination and convenience. The managers stressed the value of well-coordinated channels that provide the stores with ease and variety, greatly improving the entire customer experience.

The cost reduction and operational efficiency were highlighted as key motivators for omnichannel integration. They revealed that omnichannel integration, above improving service delivery, is crucial in lowering operating expenses. One of the managers observed that his store has greatly increased productivity and removed redundancies by simplifying procedures and combining activities into a single platform. They revealed that technology is an important facilitator in this process, making processes run more smoothly and improving customer service. A respondent revealed that managing several channels makes their business model more flexible and adaptable, which benefits their merchants and clients. Many stores highlighted their reliance on mobile apps in the provision of improved accessibility.

The study revealed that digital transformation is also seen as a key component of contemporary retail strategy. The study observed that managers understand how critical it is for their strategy to continuously evolve. Omnichannel integration allows for the continuous enhancements and system simplifications needed to change as per consumer preferences. This iterative process guarantees that customers remain responsive and agile, enabling them to satisfy the demands of a varied and changing clientele. This leads to the observation that retail stores benefit from a more dynamic, effective, and customer-friendly retail environment through the strategic integration of various channels and the utilization of digital tools. This strategy not only fits in with contemporary expectations and shopping habits but also sets up retail stores for sustained success in a competitive industry.

Marketing Implications

The study found that among the studied retail stores, omnichannel integration is widely undertaken, with greater effects on performance. The results indicate that omnichannel integration improved the performance of big-box retailers. This study highlights policy impact on decision-making in the retail sector, emphasizing the role of large-scale stores' performance in economic development. The findings would help policymakers in evaluating the value of omnichannel integration in performance enhancement. From the

findings, retail store management should leverage omnichannel integration and continuously invest in retailing infrastructure.

Limitations and Future Research

The main limitation was the sensitive nature of performance-related data from large-scale retail stores, leading managers to be reluctant to share it without explicit assurances of data privacy. This was mitigated by the provision of a research permit from NACOSTI. The other challenge was in the acquisition of the intended literature on omnichannel integration in developing nations, particularly from the Kenyan context. The study recommends more studies on other omnichannel retailing constructs in other sectors.

Conflict of Interest: The authors reported no conflict of interest.

Data Availability: All data are included in the content of the paper.

Funding Statement: The authors did not obtain any funding for this research.

References:

1. Akturk, M. S., Ketzenberg, M., & Heim, G. R. (2018). Assessing impacts of introducing ship-to-store service on sales and returns in omnichannel retailing: A data analytics study. *Journal of Operations Management*, *61*, 15-45.
2. Bennett, D. R., & El Azhari, J. (2015). Omni-channel customer experience: An investigation into the use of digital technology in physical stores and its impact on the consumer's decision-making process. In *XXIV AEDEM International Conference*. European Academy of Management and Business Economics (AEDEM).
3. Chen, T. Y., Yeh, T. L., Wu, H. L., & Deng, S. (2023). Effect of channel integration quality on consumer responses within omnichannel retailing. *Asia Pacific Journal of Marketing and Logistics*, 35(1), 149-173.
4. Chen, X., Su, X., Lin, W., Xu, A., Chen, J., & Zheng, Q. (2022). The Effect of Omni-channel Integration on Fresh Food Customer Engagement from the Viewpoint of Flow Experience. *Sustainability*, *14*(21), 13914.
5. D'Oria, L., Crook, T. R., Ketchen Jr, D. J., Sirmon, D. G., & Wright, M. (2021). The evolution of resource-based inquiry: A review and meta-analytic integration of the strategic resources–

actions–performance pathway. *Journal of Management*, *47*(6), 1383-1429.
6. Eriksson, E., Norrman, A., & Kembro, J. (2022). Understanding the transformation toward omnichannel logistics in grocery retail: a dynamic capabilities perspective. *International Journal of Retail & Distribution Management*, *50*(8/9), 1095-1128.
7. Ferreira, N. C., & Ferreira, J. J. (2024). The field of resource-based view research: mapping past, present and future trends. *Management Decision*.
8. Gao, M., & Huang, L. (2021). Quality of channel integration and customer loyalty in omni-channel retailing: The mediating role of customer engagement and relationship program receptiveness. *Journal of Retailing and Consumer Services*, *63*, 102688.
9. Gao, W., Li, W., Fan, H., & Jia, X. (2021). How customer experience incongruence affects omni-channel customer retention: The moderating role of channel characteristics. *Journal of Retailing and Consumer Services*, *60*, 102487.
10. Griffith, D. A., Noble, S. M., & Chen, Q. (2006). The performance implications of entrepreneurial proclivity: A dynamic capabilties approach. *Journal of Retailing*, *82*(1), 51-62.
11. Helfat, C. E., Kaul, A., Ketchen Jr, D. J., Barney, J. B., Chatain, O., & Singh, H. (2023). Renewing the resource-based view: New contexts, new concepts, and new methods. *Strategic Management Journal*, *44*(6), 1357-1390.
12. Iglesias-Pradas, S., Acquila-Natale, E., & Del-Rio-Carazo, L. (2022). Omnichannel retailing: a tale of three sectors. *Economic research-Ekonomska istrazivanja 35*(1), 3305-3336.
13. Kopot, C., & Cude, B. J. (2021). Channel Depth or Consistency? A Study on Establishing a Sustainable Omni-channel Strategy for Fashion Department Store Retailers. Sustainability 2021, 13, 6993.
14. Lazaris, C., Sarantopoulos, P., Vrechopoulos, A., & Doukidis, G. (2021). Effects of increased omnichannel integration on customer satisfaction and loyalty intentions. *International Journal of Electronic Commerce*, *25*(4), 440-468.
15. Lee, Z. W., Chan, T. K., Chong, A. Y. L., & Thadani, D. R. (2019). Customer engagement through omni-channel retailing: The effects of channel integration quality. *Industrial Marketing Management*, *77*, 90-101.
16. Li, Y., & Gong, X. (2022). What drives customer engagement in omnichannel retailing? The role of omni-channel integration,

perceived fluency, and perceived flow. IEEE Transactions on Engineering Management.
17. Li, Y., Tan, R., & Gong, X. (2023). How omnichannel integration promotes customer word-of-mouth behaviors: the mediating roles of perceived personal preference fit and perceived social relatedness. *Information Technology & People*, *36*(4), 1726-1753.
18. Lynch, S., & Barnes, L. (2020). Omnichannel fashion retailing: examining the customer decision-making journey. *Journal of Fashion Marketing and Management: An International Journal*, *24*(3), 471-493.
19. Moderno, O. B. D. S., Braz, A. C., & Nascimento, P. T. D. S. (2024). Robotic process automation and artificial intelligence capabilities driving digital strategy: a resource-based view. *Business Process Management Journal*, *30*(1), 105-134.
20. Mugenda, O. & Mugenda, A. (2003). Readings in research methods. Quantitative and Qualitative Approaches. (2nd ed.) Nairobi: Africa Centre for Technology Studies Press.
21. Mugenda, O. & Mugenda, A. (2008). Research methods: Quantitative and Qualitative Approaches. Nairobi: Africa Centre for Technology Studies Press.
22. Nguyen, H. N. (2021). Channel Integration Quality, Customer Experience and Patronage in Omni-channel Retailing. *(JDS)*, *19*, 23-32.
23. Nguyen, N. M. H., & Borusiak, B. (2021). Using utaut2 model to examine the determinants of omnichannel technology acceptance by consumers. *LogForum*, *17*(2), 231-241.
24. Reguraman, M., & Subbiah, G. (2019). Omni-channel e-tailing: Dynamics of consumer purchase decision behaviour. Pacific Business Review International, 11(7), 7-14.
25. Ren, X., Windle, R. J., & Evers, P. T. (2023). Channel transparency and omnichannel retailing: The impact of sharing retail store product availability information. *Journal of Operations Management*, *69*(2), 217-245.
26. Riaz, H., Baig, U., Meidute-Kavaliauskiene, I., & Ahmed, H. (2021). Factors effecting omni-channel customer experience: evidence from fashion retail. *Information*, *13*(1), 12.
27. Savastano, M., Bellini, F., D'Ascenzo, F., & De Marco, M. (2019). Technology adoption for the integration of online–offline purchasing: Omnichannel strategies in the retail environment. *International Journal of Retail & Distribution Management*, *47*(5), 474-492.

28. Savisaari, A. (2016). Supply chain effects in creation of omnichannel customer experience in grocery retail.
29. Schober, P., Boer, C., & Schwarte, L. A. (2018). Correlation coefficients: appropriate use and interpretation. Anesthesia & Analgesia, 126(5), 1763-1768.
30. Shen, X. L., Li, Y. J., Sun, Y., & Wang, N. (2018). Channel integration quality, perceived fluency and omni-channel service usage: The moderating roles of internal and external usage experience. *Decision Support Systems*, *109*, 61-73.
31. Taherdoost, H. (2016). Sampling methods in research methodology; how to choose a sampling technique for research. International journal of academic research in management (IJARM), 5.
32. Wollenburg, J., Holzapfel, A., Hübner, A., & Kuhn, H. (2018). Configuring retail fulfillment processes for omni-channel customer steering. *International Journal of Electronic Commerce*, *22*(4), 540-575.