ESJ Social Sciences 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/esj.2025.v21n22p10

Submitted: 03 July 2025
Accepted: 06 August 2025
Published: 31 August 2025

Copyright 2025 Author(s)
Under Creative Commons CC-BY 4.0
OPEN ACCESS

Cite As:
Kanoga, S., Samuel, M. & Reuben, N. (2025). *Omnichannel Integration and Performance of Large-Scale Retail Stores in Nairobi City County, Kenya.* European Scientific Journal, ESJ, 21 (22), 10. https://doi.org/10.19044/esj.2025.v21n22p10

Abstract

The changes in the retailing industry have led to the emergence of omnichannel retailing, which has disrupted conventional retailing. The primary objective was to investigate the impact of omnichannel retailing on the performance of large-scale stores. The specific objective of the study was to examine the effects 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 employed a cross-sectional design using descriptive and explanatory research designs. The large-scale retail stores were the unit of analysis, while the heads of the marketing, IT, finance, and operations departments served as the units of observation. The questionnaires were distributed through drop-and-pick and online circulation. The pilot testing was conducted on questionnaires before data collection. The reliability of the questionnaire was assessed using Cronbach's alpha, and a 0.7 level was considered reliable, where the variables in the study were higher than the cut-off. The correlation analysis was determined using Pearson's correlation coefficients. The study analyzed the impact of omnichannel integration on the performance of large-scale retail stores through Ordinary Least Squares (OLS) regression. Content analysis was used to extract meaning and make inferences from qualitative data. For hypothesis testing, the study used P-values and a

 ISSN: 1857-7881 (Print) e - ISSN 1857-7431

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 behaviours (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 departments.

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

 ISSN: 1857-7881 (Print) e - ISSN 1857-7431

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. Omnichannel integration is key to addressing retailing challenges by creating a seamless and consistent customer experience across multiple sales channels. It enhances retail performance by improving sales conversions, enabling cross-selling, increasing customer satisfaction, and building stronger brand engagement (Nguyen, 2021). 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 a descriptive and explanatory research design

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 a 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, which leads to increased desire to search, purchase and pay. According to Le and Nguyen-Le (2020), Nguyen

 ISSN: 1857-7881 (Print) e - ISSN 1857-7431

(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, customer service, fulfilment 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 content, process and customer service consistency as 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 and found channel integration significantly improves the customer shopping experience in omnichannel retailing; Zhang et al. (2018) examined consumer responses and found that omnichannel integration promotes consumer empowerment, which boosts consumer satisfaction, trust, and increased consumer intentions to patronage; Li and Gong (2022) studied omnichannel integration in perceived fluency and flow found that Customer engagement was facilitated by perceived flow that was positively correlated with transactional and relational integration variables. Gao and Huang (2021) examined the loyalty of customers; the results indicated that omnichannel integration quality positively impacted receptiveness to the relationship program and engagement of customers, which had an overall impact on customer loyalty.

Unified Theory of Acceptance and Use of Technology (UTAUT)

Venkatesh, Morris and Davis in 2003 developed the theory, which 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 &

 ISSN: 1857-7881 (Print) e - ISSN 1857-7431

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).

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 organizational 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

 ISSN: 1857-7881 (Print) e - ISSN 1857-7431

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 pretending 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 design, of 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

 ISSN: 1857-7881 (Print) e - ISSN 1857-7431

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 patronage. 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 towards the customer shopping experience. The content consistency dimension had the greatest impact on customer service. 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.

 ISSN: 1857-7881 (Print) e - ISSN 1857-7431

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, trust, and increases consumer intentions to patronage. 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; thus, 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 Methodology

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). The study focused on all 22 large-scale retail stores in Nairobi City County, Kenya, using a census survey. These stores were categorized into hypermarkets, food retail, and speciality stores. Data was collected from the heads of departments in finance, marketing, information technology, and operations, who were specifically chosen for their in-depth knowledge of omnichannel integration and performance.

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.

 ISSN: 1857-7881 (Print) e - ISSN 1857-7431

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's Alpha, and a coefficient of 0.7 or more was considered adequate (Hair, Anderson and Black, 2012). The Cronbach alpha of the 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 that the data collection procedure complied with ethical guidelines. 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.

Research Findings 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 speciality 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.

 ISSN: 1857-7881 (Print) e - ISSN 1857-7431

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 to 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 1: 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 integration and the performance of large-scale retail stores.

 ISSN: 1857-7881 (Print) e - ISSN 1857-7431

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 2: 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 fulfilment, and omnichannel services configuration, account for 29.8% of the variation in the performance of large-scale retail outlets, according to the coefficient of determination (adjusted R2 =.298).

Table 3: ANOVA

ANOVA[a]					
Model	Sum of Squares	Df	Mean Square	F	Sig.
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 3 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.

 ISSN: 1857-7881 (Print) e - ISSN 1857-7431

Table 4: Empirical Model Coefficients

Coefficients							
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95% Confidence Interval	
	B	Std. Error	Beta			Lower	Upper
(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 4 indicates that omnichannel integration has ($\beta = 0.772$; $p = 0.001$).

This suggests that for every one-unit increase in omnichannel integration, the performance of the large-scale retail stores is expected to increase by 0.772 units, assuming all else is constant. The p-value (0.001) associated with the t-test is less than 0.05; this result is statistically significant, implying that omnichannel integration has a positive effect on performance. The intercept of the regression equation (constant = -0.221) represents the estimated value of performance (FP) when OCI = 0. However, this value is not statistically significant ($p = 0.727$). Standardized Coefficient (Beta) for omnichannel integration at 0.568, which indicates a moderately strong positive effect. 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.

Conclusion

The objective of the study was to determine the effect of omnichannel integration on the performance of large-scale retail stores. In the operationalization of the variable, content, process and customer service consistency were used. The study rejected the null hypothesis, concluding that omnichannel integration has a significant effect on the performance of large-scale retail stores. The findings are consistent with studies of Le & Nguyen-Le, (2020) and Li & Gong (2022), which state that omnichannel integration is key to a seamless shopping experience and positively influences the retail stores' performance. The findings highlight the importance of omnichannel integration in enhancing customer satisfaction, operational efficiency, and overall performance. 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

 ISSN: 1857-7881 (Print) e - ISSN 1857-7431

findings, retail store management should leverage omnichannel integration and continuously invest in retailing infrastructure. The large-scale retail managers emphasized that coordinated and convenient channels significantly improved customer experience through personalization and accessibility, often enabled by mobile apps. Moreover, cost reduction and productivity gains were cited as key outcomes of integrating multiple retail functions into unified platforms. Retail technology emerged as a critical enabler, facilitating flexibility, adaptability, and digital transformation. Finally, omnichannel integration offers retailers a competitive and sustainable solution in a dynamic retail environment.

Recommendations for Further Research

The researchers recommend that future studies on omnichannel retailing include other medium-scale retail stores in Kenya, as the current study focused only on large-scale retailers. Expanding the geographical scope to encompass other counties in Kenya could provide comparative insights and enhance the generalizability of findings. Additionally, similar research could be undertaken in other sectors, like banking, where omnichannel integration is evolving. The study recommends more studies on other omnichannel integration constructs and exploring their distinct contributions to retail performance and customer satisfaction.

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.

Declaration for Human Participants: The study adhered to Kenyatta University's ethical guidelines. Researchers secured informed consent from all participants, ensuring their anonymity, voluntary involvement, and the freedom to withdraw at any point. Official authorization for the research was obtained from Kenyatta University on September 27th, 2024, and from the National Commission for Science, Technology and Innovation (NACOSTI), under license number NACOSTI/P/24/41854.

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.

 ISSN: 1857-7881 (Print) e - ISSN 1857-7431

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. Bellet, T., & Banet, A. (2023). UTAUT4-AV: An extension of the UTAUT model to study intention to use automated shuttles and the societal acceptance of different types of automated vehicles. Transportation research part F: traffic psychology and behaviour, 99, 239-261.
4. 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.
5. 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.
6. 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.
7. 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.
8. Erjavec, J., & Manfreda, A. (2022). Online shopping adoption during COVID-19 and social isolation: Extending the UTAUT model with herd behavior. Journal of Retailing and Consumer Services, 65, 102867
9. Ferreira, N. C., & Ferreira, J. J. (2024). The field of resource-based view research: mapping past, present and future trends. *Management Decision*. *63*(4), 1124-1153.
10. 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.
11. 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.

 ISSN: 1857-7881 (Print) e - ISSN 1857-7431

12. Gunasinghe, A., Hamid, J. A., Khatibi, A., & Azam, S. F. (2020). The adequacy of UTAUT-3 in interpreting academician's adoption to e-Learning in higher education environments. Interactive Technology and Smart Education, 17(1), 86-106.
13. 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.
14. 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.
15. 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.
16. 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.
17. Le, A. N. H., & Nguyen-Le, X. D. (2020). A moderated mediating mechanism of omnichannel customer experiences. *International Journal of Retail & Distribution Management*, *49*(5), 595-615.
18. 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.
19. 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.
20. 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.
21. 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.
22. Misra, R., Mahajan, R., & Singh, N. (2020). Understanding factors affecting receptivity towards adopting electronic marketplace: A merchant perspective. E-service journal, 12(1), 1-41.
23. Moderno, O. B. D. S., Braz, A. C., & Nascimento, P. T. D. S. (2024). Robotic process automation and artificial intelligence capabilities

 ISSN: 1857-7881 (Print) e - ISSN 1857-7431

driving digital strategy: a resource-based view. *Business Process Management Journal*, *30*(1), 105-134.

24. Mugenda, O. & Mugenda, A. (2003). Readings in research methods. Quantitative and Qualitative Approaches. (2nd ed.) Nairobi: Africa Centre for Technology Studies Press.
25. Mugenda, O. & Mugenda, A. (2008). Research methods: Quantitative and Qualitative Approaches. Nairobi: Africa Centre for Technology Studies Press.
26. Nguyen, H. N. (2021). Channel Integration Quality, Customer Experience and Patronage in Omni-channel Retailing. *(JDS)*, *19*, 23-32.
27. 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.
28. Reguraman, M., & Subbiah, G. (2019). Omni-channel e-tailing: Dynamics of consumer purchase decision behaviour. Pacific Business Review International, 11(7), 7-14.
29. 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.
30. Riaz, H., Baig, U., Meidute-Kavaliauskiene, I., & Ahmed, H. (2021). Factors effecting omni-channel customer experience: evidence from fashion retail. *Information*, *13*(1), 12.
31. 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.
32. Savisaari, A. (2016). Supply chain effects in creation of omnichannel customer experience in grocery retail.
33. Schober, P., Boer, C., & Schwarte, L. A. (2018). Correlation coefficients: appropriate use and interpretation. Anesthesia & Analgesia, 126(5), 1763-1768.
34. 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.
35. Singh, S., Kumar, V., Paliwal, M., Singh, S. V. P., & Mahlawat, S. (2023). Explaining the linkage between antecedents' factors of adopting online classes and perceived learning outcome using extended UTAUT model. Data and Information Management, 7(4), 100052.

 ISSN: 1857-7881 (Print) e - ISSN 1857-7431

36. Singla, B., Mukthar, K. J., Huerta-Soto, R., Medina-Gutierrez, M., Tomas-Aguilar, S., & Salazar-Gonzales, F. (2022). Purchase Intention of Indian Customers in Omnichannel Retail: Development of Conceptual Framework and Empirical Analysis. Webology, 19(1), 3697-3708.
37. Sultana, N., Chowdhury, R. S., & Haque, A. (2023). Gravitating towards Fintech: A study on Undergraduates using extended UTAUT model. Heliyon, 9(10).
38. 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.
39. 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.