

Role of Product Quality, Need for Variety, Customer Satisfaction, and Switching Cost on Switching Behavior on Male Skincare Product

Suluk Waseso Segoro¹, Yudie Haryanto², Gilang Widya Pramana³ & Evelyn Hendriana⁴
^{1,2,3&4}Departement of Management, Binus Business School Master Program, Universitas Bina Nusantara, Indonesia.

A
B
S
T
R
A
C
T

This study aims to examine and analyze the influence of product quality, need for variety, customer satisfaction, and switching costs on customer switching intention in the men's skincare industry. Descriptive associative research was utilized to test the hypotheses. Data were collected via an online survey, where samples were chosen using a purposive technique by involving customers of male skincare and grooming products in various major cities in Indonesia. A valid 418 responses were analyzed using PLS-SEM. This study validated the significant effect of the need for variety, product quality, and customer satisfaction on customers switching intention. However, switching costs failed to moderate the relationship between customer satisfaction and switching intention. Producers of men's skincare products must satisfy their target customers by producing more product variety, ensuring their products meet customers' requirements, and maintaining their product quality. They must keep innovating to produce new products as customers tend to switch to other brands offering a new variety of products. It is one of a few studies focusing on the purchasing behavior of men, particularly in emerging economies, despite the growing concerns of men about their appearance.

Keywords: Customer Satisfaction, Male Skincare Products, Product Quality, Switching Cost, Switching Intention.

1. Introduction

These days, the world of beauty and personal care is no longer just associated with women. Face and body care products have become more open to men (Kestenbaum, 2022), including in emerging countries. A survey by Jakpat in (2022) shows that 64% of male respondents said they use skincare products, and 94% consider it an investment in skin care. There are differences between men and women in choosing skincare; men prefer to choose the type of product based on its function, such as reducing acne and cleaning the skin, and practical products. In contrast, women tend to have more complex preferences in skincare use, which also emphasizes the use experience (Sanny et al., 2020).

The growing interest in men's appearance attracts more skincare brands to produce products for this segment and triggers research on influential factors of men's purchase intentions of skin care products (Ho et al., 2020). Increasingly fierce business competition makes retaining existing customers vital because the cost of getting new customers is five times greater than maintaining existing customers (Mosavi et al., 2018), but there are only a few studies on consumers' switching behavior related to skin care products, which indicates a research gap.

The large number of choices of similar products in the market makes consumers free to choose, including men's skincare products. The company's failure to satisfy its customers will direct them to switch to other brands (Campos et al., 2022). Studies have identified the determinants of customer switching behavior to other products (Quoquab et al., 2018) which include customer satisfaction with product quality (Hwang et al., 2021; Xu, 2017). Customers' needs for variety may also determine their level of satisfaction as they may feel disappointed if the product or service they are using needs to live up to their expectations (Caracciolo et al., 2022). Even if customers are satisfied, they may switch to competing brands if the switching cost is relatively low (Chen et al., 2018), which makes switching costs a mooring factor in the relationship between customer satisfaction and switching intention (Chang et al., 2017).

A few studies have been conducted to identify the factors that influence consumers in their

intentions to purchase skincare products (Lee et al., 2019), such as customer-related antecedents (Revilla et al., 2017), perceived value and brand image (Al Banna & Jannah, 2023), as well as social media and advertisement (Abarna et al., 2022). However, there are only limited studies that examine the influential factors of consumers' switching intentions for male skincare products. This study aims to fill this gap by examining the influencing factors that will lead switching intention using the Push-Pull-Mooring (PPM) model and testing the ability of switching cost to moderate the relationship between customer satisfaction and customer switching intention in the context of men's skincare and grooming products.

The remaining paper is organized as follows. First, we present the literature review leading up to a research framework and hypotheses. Then, it is followed by the methodology and discussion of the empirical study's findings. To conclude, we discuss the limitations and directions for future research.

2. Literature Review

The Push-Pull-Mooring (PPM)

The foundation of PPM theory can be traced back to the "Laws of Migration", which see migration as the result of interactions between pushing and pulling effects from a place of origin to a destination (Chang et al., 2017). Push factors are negative effects that force an individual to leave, whereas pull factors are positive effects that attract an individual to a destination (Jung et al., 2017). Later, the mooring effect was integrated into the push-pull model to cover all personal, social, and cultural variables that moderate the migratory decision, and the PPM model was thus proposed to explain the migration phenomenon more thoroughly (Chang et al., 2017).

The concept of labor migration behavior is later adopted in marketing to explain consumer switching behavior from one product or service to another. The PPM model examines the different aspects of users' switching intention, including the push factors that encourage users to leave existing products or services, the pull factors that attract users to choose an alternative product or service, and the mooring factor that hinders or facilitates the migration decision (Lin & Wu, 2021). This model has been applied to explain switching behavior in various contexts, such as mobile cloud storage services (Cheng et al., 2019), e-commerce (Ye et al., 2022), online learning platforms (Xu et al., 2021), smartphone brands (Jin et al., 2021), and green products (Firdausi & Dharmmesta, 2023). Therefore, the PPM model of migration theory is used as the main theory to develop the research framework and discuss the factors that affect male customer switching intention from one skincare brand to another.

Customer Switching Intention

As customers nowadays have easy access to market information and knowledge about the latest products, they can easily compare different products across different brands which affects their purchase decision (Jin et al., 2021), including their intention to switch to other brands. Switching behavior is defined as consumers' choices from one provider to an alternative (Xu et al., 2021), which is usually associated with users' dissatisfaction with the incumbent product or service and their perceptions of the relative advantage of substitutes. In this regard, Jin et al. (2021) highlighted that brand switching can be temporary or permanent, depending upon the type and nature of the product and the difficulty of switching to another brand. Switching behavior is often preceded by switching intention which refers to the possibility of exchanging a service with another service provider (Lin & Huang, 2023).

Several factors motivate consumers to switch, such as the level of consumer satisfaction with the current service provider or product, the perceived benefits of switching, and the perceived costs or barriers to switching (Ye et al., 2022). The main factor is customer dissatisfaction due to the actual product performance that is below his/her expectation (Lin & Wu, 2020). Customers are also more likely to switch if they receive more benefits which could be in the form of faster service times or cost savings (Diana & Ceccato, 2022). The consumer's consideration when switching to another product is the implication of the cost or risk that will be received. The higher the switching cost that customers have to bear, the lower the likelihood of customers switching to a different brand (Lee & Ko, 2018).

Relationship between Need for Variety, Customer Satisfaction, and Switching Intention

The need for variety refers to consumers' inclination towards trying different brands or variations of skincare products (Sulistiobudi & Ramadhani, 2023). Consumer needs in seeking different or new experiences, products, or information can be controlled by various factors, such as the desire to seek experiences for new and unique products (W. Kim et al., 2020). The need for variety also makes consumers highly curious about the influence of the attractiveness of other brands. To meet the ongoing needs of consumers and companies, it is essential for company management to make strategic decisions in making product variations by analyzing market situation conditions, government policies, and the environment (He et al., 2022).

Customer satisfaction is defined as a customer's overall judgment after consuming a product or service, reflecting pleasure or disappointment based on individual expectations (Riak & Bil, 2022). Customer satisfaction is a crucial factor influencing customer loyalty, as higher satisfaction levels lead to increased loyalty, ultimately impacting a company's future and profitability (Singh, 2019).

New experiences and availability of product variety are expected to influence consumer behavior and customer satisfaction. Some consumers are more satisfied with brands offering a complete variety of products as these may fulfill their variety-seeking needs, which sequentially drives them to repurchase and share their experience with other potential customers (Workman et al., 2022). On the other side, when consumers have more product alternatives offering similar benefits, they can easily compare between products and tend to hold higher expectations. Consequently, it is more difficult to please individuals having a higher need for variety as they have many options for similar products and are likely to value and be attracted to alternative products (Vazques-Carrasco & Foxall, 2006). Variety-seeking consumers are trying other products or brands due to their curiosity and boredom, even though they are satisfied with the currently used brands (Sang et al., 2018).

A study by Carrasco and Foxall (2006) confirmed the negative relationship between the need for variety and customer satisfaction with current products or brands. In the context of new restaurants, Lee et al. (2020) found that the need for variety had a significant effect on customer satisfaction with the new product as the product fulfilled their need to try something new. This study proposes the following hypotheses:

H1: The need for variety has a negative effect on customer satisfaction.

Consumers with a high need for variety could be easily bored with the currently used products and are curious to try products from different brands. The need for variety would make them have high curiosity, which is greatly influenced by the enticements that other brands provide. Switching intention due to consumer need for variety can be very detrimental to the company in terms of reducing the number of customers and company profits because customers easily switch to other products (Lee. et al., 2021). Sang et al. (2018) reported that the need for variety significantly influenced consumers' switching intention from previously used products and services. Sulistiobudi and Ramadhani (2023) identified a positive correlation between need for variation and switching intention on specific consumers, indicating higher variety needs may lead to increased switching intentions. Research by Menidjel et al. (2023) showed that customer variety-seeking positively influences service switching intention through customer engagement. Therefore, this study hypothesizes that:

H2: The need for variety has a positive effect on switching intention.

Relationship between Product Quality and Customer Satisfaction

Product quality is an essential factor in increasing business profitability; elevate success, and the success of new products in the market. Trentin et al. (2012) defines product quality as the ability of a product to perform its function; it includes the products of overall durability, reliability, precision, ease of operational, repair and other valued attributes. In addition, Sun (2011) and Grace et al. (2021) stated that product quality is the characteristic of a product or service that bear on its ability to satisfy stator implied customer needs.

Several studies about the influence of product quality and customer satisfaction show a positive relationship. Customer's satisfaction is linked to a product's quality which has a significant impact towards service performance or the product. Customers will be highly happy and consider that a product is of higher quality and is acceptable when a product meets their expectations. To strengthen

this research, the results of research (Waluya et al., 2019) show that product quality has a positive and significant effect on customer satisfaction. According to Grace et al (2021) showed the influence of product quality variables has a positive and significant effect on consumer loyalty and consumer satisfaction. This shows that when product quality is getting better, and satisfaction is achieved, loyalty will persist. So, companies must ensure that their products are high quality to increase customer satisfaction (Wantara & Tambrin, 2019). Based on the premise above, it is believed that high quality products will enhance customer satisfaction that presents in the following hypothesis:

H3: Product quality has a positive effect on customer satisfaction.

Relationship between Customer Satisfaction and Switching Intention

Customer satisfaction is a strong determinant for retaining customers to not switch (Sang et al., 2018). Companies will always try to increase customer satisfaction because, in addition to increasing profitability, having consumers who are satisfied with the products they consume means that the company has created consumer retention (Almohaimmeed, 2019). Consumer satisfaction is used in research because it is considered to have more significant results for consumers who already have experience with the product compared to new customers (Suchanek & Kralova, 2018). Customer satisfaction can influence the intention to switch to products that consumers have used (Quoquab et al., 2018). A customer's decision to change from one brand to another may be influenced by various factors like price, core service failure, and customer satisfaction, impacting loyalty and retention (Rizwan et al., 2013; Usade & Permadi, 2022).

Companies will quickly lose consumers if consumers feel that a brand's satisfaction could be better (Al-Slehat, 2021). Therefore, it is crucial to know how to maintain customer satisfaction so that consumers can continue to use the products a brand offers to avoid switching intentions to other brands (Liang et al., 2018). Sang et al (2018) reported that customer satisfaction significantly negatively affects switching intention. A study by Kim and Co (2015) revealed that customer satisfaction had a negative effect on switching intention in department store customers, Mahmoud et al. (2015) found similar finding in the Saudi Arabian mobile-service market. Therefore, the hypothesis of the study is developed as follows: H4 : Customer satisfaction has a negative effect on switching intention.

Switching Cost in Relation to Switching Intention

In an increasingly competitive business environment, competition between companies is getting tougher, and customers have many alternative product choices available. However, customers can still switch to competing companies if the switching cost or the cost required to switch to another company is relatively low. Therefore, switching cost is essential in retaining customers and reducing customer switching intention (Chen et al., 2018; Lee & Park, 2021). Switching costs must be borne by consumers during the process of moving from one product/service to another product/service, which is the sum of economic, psychological, and physical costs (AlMashraie et al., 2020). The consumer's consideration when switching to another product is the implication of the cost or risk that will be received (Temerak & El- Manstrly, 2019).

Switching costs have a negative influence on consumer behavior regarding switching intentions (Zeng et al., 2021). Higher switching costs lead to increased customer loyalty, as customers are less likely to switch to competitors when the cost of switching is high (Willys, 2018). Nonetheless, Chang et al. (2017) and Park and Yun (2023) explain that switching cost can also be the most significant mooring factor in the relationship between satisfaction and switching intention. In the context of the hotel industry, customer satisfaction significantly influences loyalty, but this influence weakens as switching costs decrease (Han et al, 2011). In Islamic banking, switching costs moderate the effect of service quality on switching intention, emphasizing their importance in retaining customers (Zakiy, 2019). Lee and Koo (2018) found that switching costs could moderate the relationship between customer satisfaction and switching intention, indicating that the higher the switching cost that customers have to bear, the lower the likelihood of customers switching to a different brand even though they are not fully satisfied with the product or service they are using. In this context, switching costs can be seen as a significant barrier for customers who want to switch to another brand. This study proposes the following hypothesis:

H5: Switching cost moderates the relationship between customer satisfaction and customer switching intention.

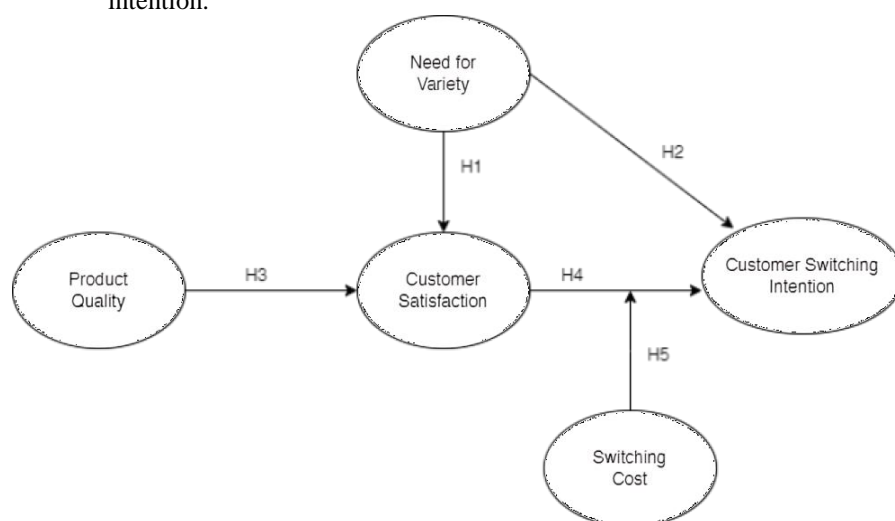


Figure 1. Conceptual Framework

3. Methodology

To test the hypothesis, this study applied survey design by collecting data from adult male customers of skin care products in major cities in Java Island, Indonesia, such as Greater Jakarta, Surabaya, and Malang. A purposive sampling technique was used by selecting customers who have experience in using a particular skincare brand for at least one month and have the intention to switch to other brands (Jaini et al., 2020). The minimum sample size was 250 (25 x 10 items) based on the sample-to-item ratio.

An online questionnaire was distributed via social media apps. The questionnaire consisted of filtering questions, respondents' profiles, and questions on the variables of interest. Product quality was measured by 4 items taken from Uzir et al. (2020), the need for variety was measured by 6 items from Sang et al. (2018), customer satisfaction was measured by 5 items adapted from Kim et al. (2021), switching costs adapted from 5 items according to Wong et al. (2019), and switching intention was measured by 5 items from Yuen et al. (2023). All items were measured by a 5-point Likert scale. Data were analyzed using PLS-SEM which enables the examination of sequential relationships involving mediating and moderating variables simultaneously (Collier, 2020).

4. Findings and Discussion

An online survey was conducted from 20th of April to 1st of August 2023. From 633 people responded to the survey, 421 passed the screening questions. After cleaning the data, this study had 418 valid responses to be used for hypothesis testing. The demographic profiles of the respondents are shown in Table 1.

Table 1. Respondents' Profiles

Demographic Profile	Frequency	Percentage (%)
Age:		
17 – 25	19	14%
26 – 35	84	62%
36 – 45	31	23%
46 – 55	1	1%
Education:		
Elementary School	1	1%
High School	35	26%
Diploma	15	11%
Undergraduate Degree	75	56%
Graduate Degree	9	7%

Occupation:		
Public Enterprise Employee	2	1%
Private Employee	115	85%
Public Servant	4	3%
Student	2	1%
Professional	3	2%
Entrepreneur	9	7%
Domicile:		
Greater Jakarta	34	33%
Malang	90	67%
Surabaya	11	8%
Average Monthly Expenditure*:		
Less than IDR 1,000,000	1	1%
IDR 1,000,000 – 3,999,999	63	47%
IDR 4,000,000 – 6,999,000	42	31%
IDR 7,000,000 – 9,999,999	16	12%
IDR 10,000,000 and above	13	10%
Average Skincare Monthly Expenditure*:		
Less than IDR 100,000	26	19%
IDR 100,000 – 299,999	69	51%
IDR 300,000 – 499,999	27	20%
IDR 500,000 and above	13	10%

Note: As of August 1, 2023, IDR 1 million equals USD 65.59

Two items, SC1 and SC2, were excluded from the analysis due to low factor loading. The remaining items fulfilled the requirements of convergent validity with factor loadings and AVE above 0.5 as shown in Table 2. They also met the construct reliability requirement as all composite reliability and Cronbach's alpha values were greater than 0.7 (Hair et al., 2022). Discriminant validity as presented in Table 3 was also fulfilled with HTMT ratios below 0.9.

Table 2. Convergent validity and reliability

Variable	Item	Factor Loading	AVE	Composite Reliability	Cronbach's Alpha
Product Quality	PQ1	0.571	0.560	0.833	0.734
	PQ2	0.755			
	PQ3	0.792			
	PQ4	0.846			
Need For Variety	NFV1	0.746	0.514	0.863	0.812
	NFV2	0.613			
	NFV3	0.785			
	NFV4	0.622			
	NFV5	0.810			
	NFV6	0.703			
Customer Satisfaction	CS1	0.892	0.824	0.959	0.947
	CS2	0.928			
	CS3	0.924			
	CS4	0.867			
	CS5	0.928			
Switching Cost	SC3	0.862	0.635	0.838	0.716
	SC4	0.830			
	SC5	0.687			

Switching Intention	CSI1	0.861	0.720	0.927	0.901
	CSI2	0.916			
	CSI3	0.920			
	CSI4	0.844			
	CSI5	0.678			

Table 3. Discriminant Validity

	1	2	3	4	5
1. Customer Satisfaction					
2. Switching Intention	0.556				
3. Need for Variety	0.728	0.429			
4. Product Quality	0.870	0.511	0.852		
5. Switching Cost	0.763	0.454	0.760	0.699	

The bootstrapping procedure was performed for hypothesis testing. As shown in Table 4, all direct effects were supported, but the moderating effect was not proven. Customer satisfaction could be explained by 59.3 percent of the need for variety and product quality. Product quality having a greater effect on customer satisfaction ($\beta=0.568$, $p<0.001$) than need for variety ($\beta=-0.262$, $p<0.001$) as shown by their effect size that gave support to H1 and H3. Need for variety, customer satisfaction, and the mooring effect explained the variability of switching intention by 28.7 percent, with customer satisfaction having greater effect ($\beta= -0.437$ $p<0.001$) than need for variety ($\beta= 0.108$, $p = 0.030$), giving support to H2 and H4. Unlike the prediction, the moderating effect of switching cost was not proven in this study ($\beta = -0.036$, $p = 0.212$); thus, H5 was not supported.

Table 4. Results of Hypothesis Testing

Hypothesis	B	t-value	p-value	f2	Remark
H1: Need For Variety à Customer Satisfaction	-0.262	5.102	0.000	0.091	Supported
H2: Need For Variety à Switching Intention	0.108	1.881	0.030	0.008	Supported
H3: Product Quality à Customer Satisfaction	0.568	14.075	0.000	0.425	Supported
H4: Customer Satisfaction à Switching Intention	-0.437	7.950	0.000	0.126	Supported
H5: Switching Cost x Customer Satisfaction à Switching Intention	-0.036	0.800	0.212	0.002	Not supported

This study proves the positive effect of the product quality on customer satisfaction, which is similar to Waluya et al. (2019), Wantara and Tambrian (2019), and Grace et al. (2021) where the higher the quality of a product, shows the product can function properly and meet customer expectations. Seeing the growth and competition in the male skincare and body care market in Indonesia, it is very important how companies can play a role and strategically paying attention to consumer needs to avoid consumer switching intention (Han et al., 2011). It is imperative for male skincare brands to maintain and improve their product quality to meet consumer expectations as it can reduce the likelihood of customers switching to other brands or products (Xu, 2017). The need for variety is found to reduce customer satisfaction, which is in line with research by Foxall (2006) and Lee et al. (2020) that shows negative relationship between the need for variety and customer satisfaction with current products or brands. As there are more variety of male skincare products available in the market, customers can easily compare between products and tend to hold higher expectations. Consequently, it is more difficult to please individuals having a higher need for variety as they have many options for similar products and are likely to value and be attracted to alternative products (Sang et al., 2018).

This study finds that if customers satisfy with the current male skincare brand, they are less likely to switch to other brands. It supports the result of Kim and Co (2015), Mahmoud et al. (2015), and Sang et al. (2018) where customer satisfaction can keep consumers loyal and prevent them from switching to other products. On the other hand, the need for variety has a positive effect on switching intention. Consumers with a high need for variety could be easily bored with the currently used products and are curious to try products from different brands (Sulistiobudi & Ramadhani, 2023). This study supports the result by Menidjel et al. (2023) which indicates that those seeking diversity are more inclined to switch products. So, customer satisfaction and need for variety effect consumers in the context of male skincare product. The more satisfied male consumers with their skin care products, the more difficult for them to switch, because the product is meeting their expectations based on product quality such as safe raw materials, no side effects, proven in clinical trials and BPOM certified. Meanwhile, the need for variety will make switching easier for male consumers because of the many options available. Customers tend to be confused about choosing when there are many product varieties available in the market. They are likely to sample the product to ensure that it fits their skin. Therefore, consumers are difficult to feel satisfied because they continue to compare one product with another and take a long time to find the product of their choice. In this study context, customer satisfaction plays a greater role than the need for variety since men tend to choose skincare products that have been proven to have good product quality rather than trying many other types of products, which eventually makes them loyal to the brands.

The moderating effect of switching cost is not evident in this study, contradicting Cheng et al. (2019) and Lee and Koo (2018). Although switching costs are considered a potential factor that can retain customers, the result indicates that these costs do not significantly reduce the negative effect of customer satisfaction on switching intention. This might be corresponding to the subject of the study, which is a man. Men tend to maintain their choice based on product quality, even if there are additional costs or other risks when using a skincare or personal care product (Sanny et al., 2020). This suggests that, in the context of male skincare products, other factors such as product quality, need for variety, and customer satisfaction are more dominant in influencing customer decisions to stay with the current brand.

5. Conclusion

This study shows that consumer switching intention on male skincare products is determined by some factors. The need for variety significantly impacts customer satisfaction and switching intention. Product quality also has a significant positive effect on customer satisfaction, which eventually reduces switching intention to male skincare products. Contrary to the prediction, switching costs fail to lower the negative effect of customer satisfaction on switching intention.

This study has some flaws which lead to the following suggestions for future research. As there are various factors influencing switching intention, future studies may extend the current research framework by integrating brand image (Shen & Ahmad, 2022), perceived price (Shaw et al., 2022), and customer loyalty (Khasanah et al., 2022). Data of this study only presented male skincare customers in Greater Jakarta and East Java, while the consumer behavior in different areas may be different. Thus, further study can target the consumers of male skincare products in other cities in Indonesia or even other countries. Lastly, as the behavior of male and female consumers toward skincare products may differ, future research may consider doing comparison analysis based on gender.

References

- Abarna, S., Sheeba, J., & Devaneyan, S. P. (2023). A systematic investigation of cyber harassment intention behaviors and its impacts on social media platforms. *International Conference on Computer Communication and Informatics (ICCCI)*.
<https://doi.org/10.1109/iccci56745.2023.10128460>
- Al-Banna, H., & Jannah, S. M. (2022). The push, pull, and mooring effects toward switching intention to halal cosmetic products. *Journal of Islamic Marketing*, 14(9), 2149–2166.
<https://doi.org/10.1108/jima-12-2021-0392>

- Al-Mashraie, M., Chung, S. H., & Jeon, H. W. (2020). Customer switching behavior analysis in the telecommunication industry via push-pull-mooring framework: A machine learning approach. *Computers & Industrial Engineering*, 144, 106476. <https://doi.org/10.1016/j.cie.2020.106476>
- Almohaimmeed, B. (2019). Pillars of customer retention: An empirical study on the influence of customer satisfaction, customer loyalty, customer profitability on customer retention. *Serbian Journal of Management*, 14(2), 421–435. <https://doi.org/10.5937/sjm14-15517>
- Al-Slehat, Z. (2021). Determining the effect of banking service quality on customer loyalty using customer satisfaction as a mediating variable: An applied study on the Jordanian commercial banking sector. *International Business Research*, 14(4), 58. <https://doi.org/10.5539/ibr.v14n4p58>
- Campos Pimenta, M. T., de Mesquita, J. M., Shin, H., & Urdan, A. T. (2022). The role of customer complaint management on switching intention and customer exit in Fitness Centers. *Services Marketing Quarterly*, 44(1), 51–72. <https://doi.org/10.1080/15332969.2022.2126081>
- Chen, Y., & Keng, C. (2019). Utilizing the Push-Pull-Mooring-Habit framework to explore users' intention to switch from offline to online real-person English learning platform. *Internet Research*, 29(1), 167–193. <https://doi.org/10.1108/intr-09-2017-0343>
- Cheng, S., Lee, S. J., & Choi, B. (2019). An empirical investigation of users' voluntary switching intention for mobile personal cloud storage services based on the push-pull-mooring framework. *Computers in Human Behavior*, 92, 198–215. <https://doi.org/10.1016/j.chb.2018.10.035>
- Collier, J. E. (2020). *Applied structural equation modeling using AMOS: Basic to advanced techniques*. Routledge. <https://doi.org/10.4324/9781003018414>
- Diana, M., & Ceccato, R. (2022). A multimodal perspective in the study of car sharing switching intentions. *Transportation Letters*, 14(4), 317–323. <https://doi.org/10.1080/19427867.2019.1707351>
- Faza, L. A., Agustini, P. M., Maesaroh, S., Purnomo, A. C., & Nabila, E. A. (2022). Motives for purchase of Skin Care Product Users (phenomenology study on women in DKI Jakarta). *ADI Journal on Recent Innovation (AJRI)*, 3(2), 139–152. <https://doi.org/10.34306/ajri.v3i2.520>
- Firdausi, A. S. M., & Dharmmesta, B. S. (2023). The effect of push, pull, and mooring factors on customers' switching intention to green cosmetics. *Gadjah Mada International Journal of Business*, 25(3), 327. <https://doi.org/10.22146/gamaijb.69863>
- Grace, E., Girsang, R. M., Simatupang, S., Candra, V., & Sidabutar, N. (2021). Product quality and customer satisfaction and their effect on customer loyalty. *International Journal of Social Science*, 1(2), 69–78. <https://doi.org/10.53625/ijss.v1i2.138>
- Gstngr, I., Diputra, A. W., & Yasa, N. N. (2021). The influence of product quality, brand image, brand trust on customer satisfaction and loyalty. *American International Journal of Business Management (AIJBM)*, 4(1), 25–34
- Han, H., Kim, W., & Hyun, S. S. (2011). Switching intention model development: Role of service performances, customer satisfaction, and switching barriers in the hotel industry. *International Journal of Hospitality Management*, 30(3), 619–629. <https://doi.org/10.1016/j.ijhm.2010.11.006>
- He, P., He, Y., & Xu, H. (2022). Product variety and recovery strategies for a manufacturer in a personalized and sustainable consumption era. *International Journal of Production Research*, 60(7), 2086–2102. <https://doi.org/10.1080/00207543.2021.1884305>
- Hsieh, J. K., Hsieh, Y. C., Chiu, H. C., & Feng, Y. C. (2012). Post-adoption switching behavior for online service substitutes: A perspective of the push-pull-mooring framework. *Computers in Human Behavior*, 28(5), 1912–1920. <https://doi.org/10.1016/j.chb.2012.05.010>

- Ho, H. C., Chiu, C. L., Mansumittrchai, S., & Quarles, B. J. (2020). Hedonic and utilitarian value as a mediator of men's intention to purchase cosmetics. *Journal of Global Fashion Marketing*, 11(1), 71-89. <https://doi.org/10.1080/20932685.2019.1682026>
- Hou, A. C. Y., Chern, C. C., Chen, H. G., & Chen, Y. C. (2011). "Migrating to a new virtual world": Exploring MMORPG switching through human migration theory. *Computers in Human Behavior*, 27(5), 1892-1903. <https://doi.org/10.1016/j.chb.2011.04.013>
- Hwang, S., Lee, M., Park, E., & Del Pobil, Á. P. (2021). Determinants of customer brand loyalty in the retail industry: A comparison between national and private brands in South Korea. *Journal of Retailing and Consumer Services*, 63, 102684. <https://doi.org/10.1016/j.jretconser.2021.102684>
- Jaini, A., Quoquab, F., Mohammad, J., & Hussin, N. (2020). Antecedents of green purchase behavior of cosmetics products: An empirical investigation among Malaysian consumers. *International Journal of Ethics and Systems*, 36(2), 185-203. <https://doi.org/10.1108/IJOES-11-2018-0170>
- Jakpat. (2022, January 11). Skincare Archives - Jakpat. Jakpat. <https://blog.jakpat.net/tag/skincare/>
- Jin, G., Shan, S., Wang, Y., & Khan, Y. A. (2021). Analyzing Chinese customers' switching intention of smartphone brands: Integrating the Push-Pull-Mooring framework. *Discrete Dynamics in Nature and Society*, 2021, 6660340. <https://doi.org/10.1155/2021/6660340>
- Jovović, M., Mišnić, N., Pejović, B., & Mijušković, M. (2023). Customer satisfaction and switching intentions of banking services end-users in Montenegro. *Journal of Central Banking Theory and Practice*, 12(1), 45-56. <https://doi.org/10.2478/jcbtp-2023-0003>
- Jung, J., Han, H., & Oh, M. (2017). Travelers' switching behavior in the airline industry from the perspective of the push-pull-mooring framework. *Tourism Management*, 59, 139-153. <https://doi.org/10.1016/j.tourman.2016.07.018>
- Kestenbaum, R. (n.d.). How men's attitude toward grooming and cosmetics is changing. *Forbes*. Retrieved January 18, 2024, from <https://www.forbes.com/sites/richardkestenbaum/2022/03/22/how-mens-attitude-towards-grooming-and-cosmetics-is-changing/?sh=269caaab3b63>
- Khasanah, M., Hs, M. S., & Sutrisno, S. (2022). Linking Sharia bank corporate image and customer trust with customer switching intention: The mediating Economic and Business Research, 2(2), 220-234.
- Lee, J. E., Ling, G. M., & Noor, M. N. B. M. (2019). Understanding purchase intention of university students towards skin care products. *PSU Research Review*, 3(3), 161-178. <https://doi.org/10.1108/prr-11-2018-0031>
- Lee, S., & Park, J. (2021). How switching costs with process monitoring and operational integration affect sustainable supplier relationship. *Sustainability*, 13(24), 13716. <https://doi.org/10.3390/su132413716>
- Lee, Y. K., & Koo, D. M. (2018). The moderating role of switching costs in the satisfaction-loyalty link: an empirical study in the mobile service context. *Asia Pacific Journal of Marketing and Logistics* 30(2), 416-430
- Lin, X., & Wu, R. (2021). An empirical study on the dairy product consumers' intention to adopt the food traceability's technology: Push-pull-mooring model integrated by D&M ISS model and TPB with ITM. *Frontiers in Psychology*, 15(11), 612889. <https://doi.org/10.3389/fpsyg.2020.612889>
- Lin, C., & Huang, H. B. (2023). Exploring users' switching intention and behavior on social networking sites: Linear and nonlinear perspectives. *Computer Standards & Interfaces*, 83, 103660. <https://doi.org/10.1016/j.csi.2022.103660>
- Menidjel, C., Hollebeek, L. D., Urbonavičius, S., & Sigurðsson, V. (2023). Why switch? The role of

- customer variety-seeking and engagement in driving service switching intention. *Journal of Services Marketing*, 37(5), 592–605. <https://doi.org/10.1108/jsm-04-2022-0122>
- Mosavi, S. M., Sangari, M. S., & Keramati, A. (2018). An integrative framework for customer switching behavior. *Service Industries Journal*, 38(15–16), 1067–1094. <https://doi.org/10.1080/02642069.2018.1428955>
- Naini, N. F., Santoso, S., Andriani, T. S., Claudia, U. G., & Nurfadillah. (2022). The effect of product quality, service quality, customer satisfaction on customer loyalty. *Journal of Consumer Sciences*, 7(1), 34–50. <https://doi.org/10.29244/jcs.7.1.34-50>
- Quoquab, F., Mohammad, J., Yasin, N. M., & Abdullah, N. L. (2018). Antecedents of switching intention in the mobile telecommunications industry: A partial least square approach. *Asia Pacific Journal of Marketing and Logistics*, 30(4), 1087–1111. <https://doi.org/10.1108/APJML-06-2017-0121>
- Riak, G. A., & Bill, D. B. A. (2022). The role of client satisfaction in banking sector. *IJRDO - Journal of Social Science and Humanities Research*, 8(11), 75–76. <https://doi.org/10.53555/sshr.v8i11.5380>
- Rizwan, M., Hayat, R., & Ali, M. (2013). Antecedents of customer switching intentions: A case study of Nokia mobile phones' users. *Journal of Public Administration and Governance*, 3(3), 375. <https://doi.org/10.5296/jpag.v3i3.6227>
- Sang, H., Xue, F., & Zhao, J. (2018). What happens when satisfied customers need variety? – effects of purchase decision involvement and product category on Chinese consumers' brand-switching behavior. *Journal of International Consumer Marketing*, 30(3), 148–157. <https://doi.org/10.1080/08961530.2018.1423662>
- Sanny, L., Arina, A. N., Maulidya, R. T., & Pertiwi, R. P. (2020). Purchase intention on Indonesia male's skin care by social media marketing effect towards brand image and brand trust. *Management Science Letters*, 10(10), 2139–2146. <https://doi.org/10.5267/j.msl.2020.3.023>
- Shen, Y., & Ahmad, R. (2022). The influence of brand image and favorability toward citizens in a product's country of origin on product evaluation: Moderating effects of switching costs. *Frontiers in Psychology*, 13, 740269. <https://doi.org/10.3389/fpsyg.2022.740269>
- Singh, A. K. (2019). Customer satisfaction as an antecedent of customer loyalty. *International Journal of Research in Social Sciences*, 9(6), 505–515.
- Sulistiobudi, R. A., & Ramadhani, D. P. (2023). are you bored with your skincare brand? The need for variety and brand switching intention on skincare products. *Journal of Research in Psychology*, 4(2), 69–80. <https://doi.org/10.31580/jrp.v4i2.2659>
- Temerak, M. S., & El-Manstrly, D. (2019). The influence of goal attainment and switching costs on customers' staying intentions. *Journal of Retailing and Consumer Services*, 51, 51–61
- Trentin, A., Perin, E., & Forza, C. (2012). Product configurator impact on product quality. *International Journal of Production Economics*, 135(2), 850–859. <https://doi.org/10.1016/j.ijpe.2011.10.023>
- Usadi, M. P. P., Js, P. W. D., & Permadi, I. P. O. (2022). Predicting switching intention among generation Y using DeLone & McLean (Study on Shopee App). *E-Mabis/E-Mabis: Jurnal Ekonomi Manajemen dan Bisnis*, 23(2), 98–108. <https://doi.org/10.29103/e-mabis.v23i2.865>
- Uzir, M. U. H., Halbusi, H. A., Ramayah, T., Lim, R., Aljaberi, M. A., Hasan, N., & Hamid, M. (2021). The effects of service quality, perceived value and trust in home delivery service personnel on customer satisfaction: Evidence from a developing country. *Journal of Retailing and Consumer Services*, 63, 102721. <https://doi.org/10.1016/j.jretconser.2021.102721>
- Vázquez-Carrasco, R., & Foxall, G. R. (2006). Positive vs. negative switching barriers: The influence of service consumers' need for variety. *Journal of Consumer Behaviour*, 5(4), 367–379.

- <https://doi.org/10.1002/cb.187>
- Xu, L., Blankson, C., & Prybutok, V. (2017). Relative contributions of product quality and service quality in the automobile industry. *Quality Management Journal*, 24(1), 21–36. <https://doi.org/10.1080/10686967.2017.11918498>
- Xu, H., Wang, J., Tai, Z., & Lin, H. K. (2021). Empirical study on the factors affecting user switching behavior of online learning platform based on Push-Pull-Mooring Theory. *Sustainability*, 13, 7087. <https://doi.org/10.3390/su13137087>
- Waluya, A. I., Iqbal, M. A., & Indradewa, R. (2019). How product quality, brand image, and customer satisfaction affects the purchase decisions of Indonesian automotive customers. *International Journal of Services, Economics and Management*, 10(2), 177–193. <https://doi.org/10.1504/IJSEM.2019.100944>
- Wantara, P., & Tambrin, M. (2019). The effect of price and product quality towards customer satisfaction and customer loyalty on Madura Batik. *International Tourism and Hospitality Journal*, 2(1), 1-9.
- Willys, N. (2018). Customer satisfaction, switching costs and customer loyalty: An Empirical study on the mobile telecommunication service. *American Journal of Industrial and Business Management*, 8(4), 1022–1037. <https://doi.org/10.4236/ajibm.2018.84070>
- Workman, J. E., Lee, S., & Liang, Y. (2022). Gen Z's social media engagement, fashion innovativeness, need for variety, and gender. *International Journal of Fashion Design, Technology and Education*, 16(1), 110–118. <https://doi.org/10.1080/17543266.2022.2126015>
- Wong, K. H., Chang, H. H., & Yeh, C. H. (2019). The effects of consumption values and relational benefits on smartphone brand switching behavior. *Information Technology and People*, 32(1), 217–243. <https://doi.org/10.1108/ITP-02-2018-0064>
- Ye, D., Liu, F., Cho, D., & Jia, Z. (2022). Investigating switching intention of e-commerce live streaming users. *Heliyon*, 8(10), e11145. <https://doi.org/10.1016/j.heliyon.2022.e11145>
- Yoon, J., & Kim, H. K. (2023). An empirical analysis of factors affecting OTT service users' switching intention: focusing on Netflix and the perspective of the Push-Pull-Mooring framework. *International Journal of Human-computer Interaction*, 1–10. <https://doi.org/10.1080/10447318.2023.2185732>
- Yuen, K. F., Ng, W. H., & Wang, X. (2023). Switching intention in the online crowdsourced delivery environment: The influence of a platform's technological characteristics and relational bonding strategies. *Technology in Society*, 72. <https://doi.org/10.1016/j.techsoc.2022.102167>
- Zakiy, M. (2019). The moderating effect of switching cost on the influence of price and service quality towards switching intention. *Proceedings of the Third International Conference on Sustainable Innovation 2019 – Humanity, Education and Social Sciences (IcoSIHESS 2019)*. <https://doi.org/10.2991/icosihess-19.2019.27>
- Zeng, Z., Li, S., Lian, J., Jiang, L., Chen, T., & Li, Y. (2021). Switching behavior in the adoption of a land information system in China: A perspective of the push–pull–mooring framework. *Land Use Policy*, 109, 105629. <https://doi.org/10.1016/j.landusepol.2021.105629>