

## WHAT'S BEHIND BRAND SWITCHING AMONG INDONESIAN CUSTOMERS: IS IT ALL ABOUT BRAND IMAGE AND CUSTOMER SATISFACTION?

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### *Abstract*

*The study focuses on individuals who consume fast-moving consumer goods and uses a cross-sectional time frame. The data was collected using Google Forms and a snowball sampling method, with a total of 300 samples gathered. The study found that product quality, customer satisfaction, and brand image are significant factors in brand-switching behavior. The study also found that product quality has a significant relationship with all variables, including brand switching, customer satisfaction, and brand image. The study used partial least squares structural equation modeling (PLS-SEM) to analyze the data and found that product quality is positively and significantly related to brand switching through customer satisfaction and brand image. The study concluded that product quality plays a crucial role in brand-switching behavior and customer satisfaction. The research suggests that companies should focus on building and maintaining a favorable brand image to retain customers and prevent brand-switching. By understanding the relationship between product quality, customer satisfaction, and brand image, businesses can develop effective strategies to enhance brand loyalty and drive long-term success in the competitive FMCG market.*

**Keywords:** Brand Switching, Product Quality, Customer Satisfaction, Brand Image

### 1. INTRODUCTION

The evolution of technology and digital platforms has substantially transformed the marketing and development strategies employed by brands in contemporary times (Fatima & Billah, 2022). This shift has been accompanied by a notable escalation in competition across diverse industries, spanning from fashion and electronics to various services, thereby amplifying the array of options accessible to consumers (Hemalatha & Jacob, 2019). In recent years, there has been a discernible shift in consumer spending patterns and purchasing habits. With an expanded array of alternatives at their disposal, consumers now possess the flexibility to explore alternative options should they find a product unsatisfactory (Garga et al., 2019; Jin et al., 2023). In our study, the focal point is the dependent variable of brand switching, which holds significant importance in contemporary contexts. This is primarily due to the proliferation of brands, each offering distinct products with varying degrees of quality and benefits, thereby enticing consumers to explore alternatives (Calvo-Porrall & Lévy-Mangin, 2015a; Meilatinova, 2021).

Brand switching presents a persistent challenge for companies daily, resulting in profit losses, a reduction in market share, and detrimental effects on brand reputation (Ghamry & Shamma, 2022). Brand switching can manifest due to two primary reasons: firstly, customer discontentment with a brand's offering, and secondly, the pursuit of novelty, differentiation, and superior quality compared to the current brand being purchased (Fatima & Billah, 2022; Liao et al., 2021). Moreover, brand switching may be

prompted by alterations in consumption behaviors or purchasing capacity, particularly in the context of the pandemic. Consequently, brand loyalty diminishes, prompting consumers to explore alternative brands that augment their willingness to experiment with alternatives (Holmes et al., 2020; Pan & Ha, 2021). Brand switching can be influenced by a multitude of factors, including but not limited to sales promotion incentives, pricing strategies, product diversity, design attributes, quality standards, peer and familial recommendations, innovative product offerings, customer service experiences, and brand perception (Hollebeek et al., 2019). It has significantly contributed to rivalry amongst the competitors and their profit levels (Fatima & Billah, 2022).

It has significantly contributed to rivalry amongst the competitors and their profit levels (Fatima & Billah, 2022; Hollebeek et al., 2019). Marketers and brand managers recognize the significance of brand switching in shaping their strategies, emphasizing product enhancement, and investigating the reasons behind customer attrition, which can result in decreased profitability. Previous studies have delineated various factors contributing to consumer brand-switching behavior as mentioned earlier. While prior research has explored contextual elements driving such switching behavior, it is imperative to acknowledge that consumer behavior evolves continually over time (Appiah et al., 2019). The primary objective of this research is to ascertain and establish correlations among chosen variables, elucidating their impact on consumer brand-switching behavior and evaluating their relative significance. Through this study, we aim to discern the factors influencing consumers' decisions to switch brands and to gauge the magnitude of their effects.

This research collects the latest data from customers and, based on it, draws results that are representative of the current consumers given the current market conditions (Appiah et al., 2019). This study delves into examining the correlation between product quality and brand switching, while also exploring the potential mediating influences of customer engagement and brand image. An inadequacy in prior research lies in its temporal limitations, predominantly confined to the pre-pandemic era and its predominant focus on technological advancements. Conversely, our research is focused on the fast-moving consumer goods (FMCG) industry. Previous research has acknowledged the influence of certain factors on brand-switching behavior; however, it has often overlooked the fact that many of these factors might not directly induce switching among customers but rather may serve as moderators or mediators in the process (George, 2015; Willys, 2018). Therefore, our research introduces the concept of customer satisfaction as a mediator, representing a novel theoretical contribution to the field. Furthermore, our study applies established theories such as the “Theory of Planned Behavior” and the “Push and Pull Theory” to a fresh domain within the social sciences. It's worth noting that our paper investigates brand-switching behavior encompassing both products and services.

This research aims to delve into the phenomenon of brand switching among Indonesian consumers, particularly focusing on the role of brand image and customer satisfaction in influencing consumer behavior. The study seeks to unravel the intricate relationships between product quality, customer satisfaction, brand image, and brand-switching behavior.

## **2. LITERATURE REVIEW**

### **2.1. Switching Behavior**

Switching behavior is an area of interest for academicians in various disciplines as proven by the latest, credible research on the topic (Amani, 2022; Dung et al., 2022; Erdogan et al., 2022; Yan et al., 2022) Certainly, let's delve into the theories pertinent to our framework. The Theory of Planned Behavior (TPB) holds relevance to our study. It belongs to the expectancy theory category, focusing on understanding human behavior regarding their inclination to switch to alternative brands. In contemporary markets characterized by intense competition, factors like the brand image and product quality of rival brands may influence consumer behavior significantly. Consequently, brands must cultivate favorable brand perceptions to sustain customer retention. The Theory of Planned Behavior operates under the assumption that consumers are rational agents who engage in a deliberative process, assessing relevant information before making decisions and subsequently acting upon their evaluations (Ajzen, 2011, 2020; Nimako, 2012).

Consumers will reassess their purchasing strategies upon encountering products offering superior features and benefits. Consequently, they deliberate on whether to maintain loyalty to their current brand or explore alternatives, thereby manifesting their intention to engage in brand switching. Thus, behavior is directly predicted by the intention of the customer. In turn, the customers' intention depends on their behaviors and society's perception (Fatima & Billah, 2022; Hemalatha & Jacob, 2019) It can also be due to the inability of the brand to operate, poor service quality, or weak image that the people start to shift to the other brands. With the help of the TPB, the factors that impact brand switching have been discussed (Fatima & Billah, 2022; Saeed & Azmi, 2016).

### **2.2. Product Quality**

This concept refers to a customer's overall assessment of a product's performance, determined by comparing consumer expectations with the actual performance experienced. Product or service quality is assessed across two dimensions: functional quality, on its tangible attributes and performance, and perceived quality, encompassing the subjective impressions and reputation associated with the product or service. The acquired item is expected to fulfill its designated purpose effectively and operate as intended, with functional quality ensuring that it meets the customer's requirements satisfactorily upon delivery (Calvo-Porrall & Lévy-Mangin, 2015). Numerous scholars have highlighted that customers form assumptions about product quality based on their perceptions of the brand, which can range from positive to negative. In every sector, the importance of product and service quality is widely recognized, particularly concerning innovation within a company's offerings. Additionally, effective communication with customers enhances the perceived value of services.

Service quality plays a pivotal role in fostering customer satisfaction, especially in industries specializing in value-added products and service-oriented firms. Acting as a mediator, it indirectly influences customer relations and contributes to maintaining brand loyalty across global industries. When customers are not satisfied with the services or the quality of their products or the product behaves lower than their expectations, it will shake their trust (Frank et al., 2014; Ismail, 2022; Sun et al., 2024) Consequently, customers experiencing high levels of dissatisfaction may opt to switch to alternative products offered by competitors. Therefore, the quality of the product assumes a critical role, in

influencing price sensitivity. Loyal customers who trust in the brand and its product quality are often willing to pay premium prices. On the contrary, situations where customers switch brands often occur when the product fails to meet their anticipated value or performance standards. Based on the explanation above, this research proposed the following hypothesis:

**H1** : There is a significant relationship between product quality and brand switching.

### 2.3. Customer Satisfaction

Customer satisfaction refers to the assessment made by customers following a purchase, which is influenced by their expectations regarding product performance and the brand's image. Similarly, an important concept is service switching intention, typically applicable in service contexts rather than product contexts. Nevertheless, whether on products or services, satisfying customers is a fundamental necessity (Appiah et al., 2018; Cuesta-Valiño et al., 2022; Kataria & Saini, 2019a; Özkan et al., 2019). Businesses thrive when they prioritize customer satisfaction and strive to enhance quality, brand image, credibility, and innovation. In this digital era, customer satisfaction holds particular significance, especially concerning technology-driven products (Khan et al., 2022; Saeed & Azmi, 2016; Zietsman et al., 2019). Customer satisfaction can be characterized as the assessment of consumption experiences in relation to a customer's expectations. This notion can be expanded upon by recognizing that when consumers make evaluations, they compare the perceived performance of a product or service with their prior expectations and past experiences (Liang et al., 2013). Consumer satisfaction arises when consumers experience positive emotions, indicating that the performance of the product exceeded their initial expectations.

In numerous research endeavors, customer satisfaction has often been viewed as a mediator: if customers are dissatisfied with a brand, they tend to seek better alternatives, thereby leading to brand switching (Fatima & Billah, 2022). However, in this study, we are examining customer satisfaction as a moderator. Our objective is to ascertain how our independent variable influences customer satisfaction and subsequently how customer satisfaction impacts brand switching. It has been observed that higher levels of customer satisfaction contribute to consumer retention, thereby mitigating brand-switching tendencies (Appiah et al., 2018). Based on the explanation above, this research proposed the following hypothesis:

**H2** : There is a significant relationship between product quality and customer satisfaction.

**H3** : There is a significant relationship between customer satisfaction and brand image.

### 2.4. Customer Satisfaction Mediates the Relationship between Product Quality and Brand Switching

Few studies have focused on a customer's complaining behavior as an antecedent to pre-switching behavior (Hanifati & Salehudin, 2021). About 80 percent of the respondents complained to the bank before they made a switching decision (Al-Kwafi, 2016). Similarly, Colgate & Lang (2001) investigated the dynamic evolution of the customer complaint process, pinpointing key factors crucial for detecting behavioral influences associated with complaints. Studies indicate that low levels of customer satisfaction lead to a weakened competitive position for the company, diminished profitability, and a loss of market share (Rane et al., 2023; Schulze et al., 2022; Wei et

al., 2020). In addition to research centered on customer satisfaction, other scholars have endeavored to investigate aspects of post-switching behavior, such as word-of-mouth communication (Rahim et al., 2016). The two researchers delved into the customer-buyer journey for new services, examining and analyzing how switching barriers represent a counteractive phenomenon to the drivers of switching (Colgate & Lang, 2001).

A study has demonstrated that customer satisfaction serves as a mechanism to mitigate switching behavior across various industries, including retail, banking, and insurance companies (Al-Kwafi, 2016). The study established that evolutionary changes in the consumer market serve as a precursor to customer satisfaction. Furthermore, satisfaction with a product influences consumers' behavioral intentions toward preferred brands. Another study conducted in the manufacturing sector highlighted that operational loyalty emerges as a critical variable in determining customer satisfaction. This research revealed that a pattern formed in the minds of frequent buyers is influenced by product quality, which, in turn, moderates their purchasing behavior. This approach also proved instrumental in quantifying the brand's reputation and sales. Additionally, the study introduced a measurement technique for assessing the likelihood of repurchase (Kumar & Menon, 2017). The method quantified the moment at which customers transitioned to another brand. Based on the explanation above, this research proposed the following hypothesis:

**H4:** Customer Satisfaction mediates the relationship between product quality and brand switching.

## **2.5. Brand Image**

Brand image has long been a focal point of interest and discourse within the field of marketing. Establishing a favorable brand image necessitates strategic marketing efforts aimed at conveying positive signals to consumers. Given its significance, businesses across various industries prioritize cultivating a strong and positive brand image. A negative brand image indeed contributes to brand-switching behavior. Consumer perceptions of a brand play a pivotal role in shaping a mental image, whether formed through emotional or rational considerations (Ogungbade, 2015). In their research, the authors noted that enhancements to the brand's image result in a more profound impact on customer loyalty (Ibok et al., 2015).

The brand image also plays a vital role in helping companies build networks with their users (Islam et al., 2016). Indeed, maintaining a positive brand image not only deters customer switching behavior but also aids in retaining existing customers. Companies often employ strategies to allure users from competing networks by cultivating an appealing brand image. Moreover, a strong brand image plays a crucial role in retaining current customers, fostering loyalty, and ensuring continued patronage (Hollebeek et al., 2019). The brand image significantly influences the establishment of long-lasting customer loyalty. As per research findings, companies need to portray a modern and distinctive brand image to effectively engage and attract new customers while bolstering efforts to enhance customer loyalty. Additionally, many companies devise unique benefits to retain their engaged user base, thereby swiftly elevating their levels of customer satisfaction. Based on the explanation above, this research proposed the following hypothesis:

**H5 :** There is a significant relationship between product quality and brand image.

**H6 :** There is a significant relationship between brand image and brand switching.

## 2.6. Brand Image Mediates the Relation between Product Quality and Brand Switching

Product quality serves as the foundation upon which brand loyalty is built. However, in today's saturated markets, where numerous alternatives abound, a brand's image often serves as the distinguishing factor. A favorable brand image not only enhances perceived product quality but also fosters emotional connections with consumers, influencing their brand loyalty and propensity to switch (Zolfagharian et al., 2017). Therefore, understanding how brand image mediates the relationship between product quality and brand switching is crucial for marketers seeking to cultivate lasting consumer relationships (Lim et al., 2024).

Moreover, the mediating role of brand image unveils the intricate psychology behind consumer decision-making (Hanifati & Salehudin, 2021). It highlights that consumers don't merely evaluate products in isolation but rather through the lens of the brand's overall image and reputation. As such, marketers must not only focus on delivering superior product quality but also invest in shaping and maintaining a positive brand image to mitigate the risk of brand switching (Varadarajan, 2020; Woodham et al., 2017). By acknowledging the nuanced interplay between product quality, brand image, and consumer behavior, brands can craft more effective strategies to cultivate loyalty and sustain competitive advantage in today's ever-evolving marketplace (Woodham et al., 2017). Recently, studies have been conducted on the mediating role of the brand image between product quality and brand switching (Abdelwahab et al., 2022; Sowunmi et al., 2022; Y. Wang & Xiao, 2022) Various credible research papers have also explored brand image as a mediator in this context (Helmi et al., 2022; Saraswati & Giantari, 2022; Yunus et al., 2016).

**H7** : The brand image mediates the relationship between product quality and brand switching

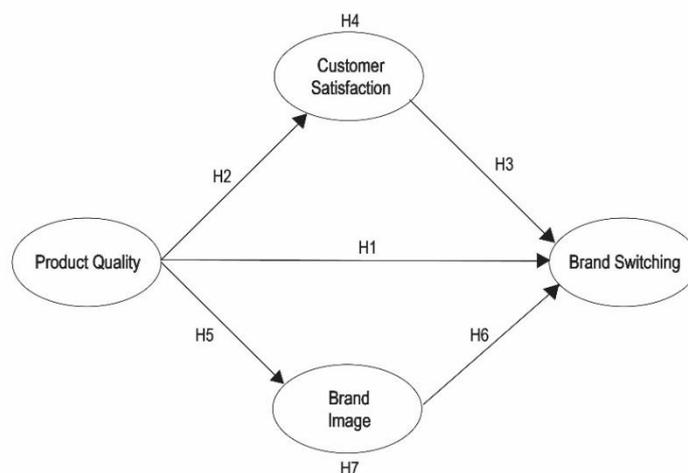


Figure 1. Research Framework

### **3. RESEARCH METHODS**

#### **3.1. Research Design**

We conducted a review of the existing literature to identify a suitable data collection tool and found that the questionnaire was developed by (Clemes et al., 2008). This study investigates any potential relationships between the recommended parameters using adequate and relevant data. The present study has collected cross-sectional data (Qing et al., 2023) through a structured questionnaire. This study employs a quantitative survey questionnaire to examine the previously listed hypotheses. When testing the potential connection between the specified variables and constructs, a questionnaire survey is an effective research strategy for representing the participants' perceptions (Salkind, 2021) Each construct used to measure things in this study was mostly derived from previous research. Some measures were slightly modified to better suit the specific context of brand switching.

The questionnaire is divided into two sections: the first section comprises questions about the participants' profiles, while the second section consists of thirty items addressing the functionalities, features of the product, and other factors influencing customers' switching behavior. These factors are delineated in terms of decision-making and purpose within our research article. Participants were asked to rate their dissatisfaction or approval of these items on a 5-point Likert-type scale. The sampling technique employed was non-probability snowball sampling (SSM), and the sample size was determined using the item response theory, wherein the total number of items was multiplied by ten (Nunnally, 1975) Our items were 30. Hence the total sample size for our study was 300.

#### **3.2. Measurement and Scaling**

Each latent construct was measured using an assortment of indicators in this investigation. This research employed the Likert scale to quantify the magnitude of the respondent's reaction ( 1 for strongly disagree and 5 for strongly agree). The operational definition and sources of scales are given below:

#### **3.3. Sample Data Collection**

The focus of the analysis centered on individuals, specifically consumers of various leading consumer brands, encompassing fast-moving consumer goods. The participants in the study were carefully screened to ensure their recent engagement with fast-moving consumer brands, spanning various daily essentials and grocery items consumed within the past two weeks. The data collection process was facilitated through the utilization of Google Forms, which allowed for the creation of structured questionnaires and efficient gathering of responses. Throughout the research endeavor, the researcher maintained a hands-off approach, minimizing interference to preserve the natural study setting, devoid of any external interventions. The study adopted a cross-sectional time frame, capturing data at a singular point in time to provide a snapshot of consumer behavior. Notably, the determination of the sample size was meticulously executed, drawing upon the nuanced principles derived from the item response theory to ensure statistical robustness and representativeness.

Data collection utilized the snowball sampling method (SSM) because the sample coverage covered all regions in Indonesia, so the researcher anticipated difficulty in creating a representative sample of the research population (Cohen & Arieli, 2011; M.-

Y. Wang et al., 2023). SSM is the most effective method to access hidden and hard-to-reach populations (Petersen & Valdez, 2005; Raifman et al., 2022; Satyam et al., 2022). SSM is a sampling technique in which existing study subjects recruit future subjects from among their acquaintances (Cheng et al., 2022; Leighton et al., 2021; Satyam et al., 2022). This method selects a person for the research subject, and others are reached through this person (Biernacki & Waldorf, 1981; Leighton et al., 2021).

We distributed the online survey link to Indonesian consumers using academic private networks and social media platforms including WhatsApp, Facebook, Instagram, Twitter, and Telegram. The data were collected using Google Forms and a variety of social media platforms and instant messaging services to disseminate the questionnaire. This study employs an online questionnaire due to its efficiency and cost reduction. We urged them to participate and share the link with others. A total of 300 samples were gathered during December 2023 – February 2024. Table 1 displays the demographics of respondents. This analysis also incorporates secondary data from previous studies, publications, and websites to supplement the findings. After gathering the data, it is assessed and analyzed using partial least squares structural equation modeling (PLS-SEM) and the statistical technique in this work, with SmartPLS serving as the statistical tool (Munawaroh et al., 2024).

### 3.4. Multicollinearity Test

According to (Kock, 2015) common method bias in PLS-SEM is caused by the measurement methods used (i.e. Likert-type scales) and can be identified by looking at the multicollinearity test (Henseler et al., 2015). For the structural model's independent constructs, the multicollinearity test is used to determine whether there are strong relationships between them (inner model) (Podsakoff et al., 2003). This test identifies possible concerns if there is a significant correlation between an external variable's dimension and the endogenous variable. The multicollinearity test in PLS-SEM can be examined through the variance inflation factor (VIF), and the value must be less than 10, which is the level of concern for collinearity (Hair et al., 2019).

### 3.5. Data Analysis and Technique Tool

The data for this study was entered and organized using Excel 2010. SPSS software was used to provide a demographic overview for the participants. This assessment used PLS-SEM software to assess both the measurement and structural model (Qing et al., 2023). The data for this study were analyzed using PLS-SEM. PLS-SEM was chosen for a variety of reasons. PLS-SEM is particularly useful for extremely complicated prediction models with non-normal data, formative measured constructs, and small sample sizes (Hair et al., 2017; Munawaroh et al., 2024). This makes it preferable to co-variance-based SEM. Predictions are based on an analysis of numerous factors. As a result, the use of PLS-SEM with Smart-PLS is warranted in this study because of the predictive value it provides. In addition, Smart-PLS was chosen over AMOS because it can return results from both a sophisticated measurement and a structural model at once. Moreover, it can estimate path models using latent variables. PLS-SEM can include information from each level of an attribute to show the characters as a full image in the overall model (Hair et al., 2017).

## 4. RESULTS AND DISCUSSION

### 4.1. Research Result

#### 4.1.1. Demographic Profile

For the table writing format, the table title is above the table and is numbered. The demographic information of the respondents is shown in Table 1. It shows that a total of 300 respondents, 73% were female and 27% were male. A total of 37,4% were aged 18-25, and 28,3% were business employees. Those between the ages of 18 and 25 indicate that Indonesia's young citizens are the customers, 59% were undergraduates.

**Table 1. Demographics Information and Respondent ( N=300 )**

Variables	Categories	Frequency (N)	%
Gender	Male	80	27%
	Female	220	73%
Age	18-25	112	37.4%
	26-30	85	28.3%
	31-40	72	24%
	41-50	31	10.3%
Occupation	Students	19	6%
	Business Employee	85	28,33
	Government Staff	54	18
	Self-Employed	32	10,67
	Professional	48	16
	Other	62	20.67
Education	High School Graduates	19	6%
	Undergraduate	176	59%
	Postgraduates	94	31%
	PhD/Doctoral	11	4%

Source: Data Processing Result (2024)

#### 4.1.2. Measurement Model

The measurement model was initially evaluated in this study by applying confirmatory factor analysis (CFA) to assess the latent constructs' reliability and validity. Reliability was determined by composite reliability (CR) and Cronbach's alpha scores.

All factor loadings of this research represent the associations between items and constructs, were greater than the intention level of 0.7 and AVE, which represents the degree of variance in the items, explained by latent constructs, values were above the suggested level of 0.6, proves adequate convergent validity score recommended by (Hair et al., 2021; Qing et al., 2023). Next, the researchers assessed Cronbach's  $\alpha$  and composite reliability (CR) of the constructs. CR is the ratio of a scale's estimated actual score variance to its total variance, whereas AVE is a measure of the latent variable component score's reliability (Tsou & Putra, 2023). These results were more than the acceptable CR score of 0.7 (Fornell & Larcker, 1981). The results shows that both indices exceed the 0.7 requirement for all constructs, demonstrating acceptable internal consistency and dependability.

**Table 2. Discriminant Validity ( Fornell-Lecker Criterion)**

Variables	BSW	CUS	BIM	POQ
Brand Switching	<b>0.876</b>			
Customer Satisfaction	0.782	<b>0.905</b>		
Brand Image	0.765	0.828	<b>0.865</b>	
Product Quality	0.653	0.709	0.728	<b>0.848</b>

**Notes:** The diagonal elements ) in bold are the square root of the AVE. Values below the diagonal elements are the inter-construct correlation (Fornell-Lecker Criterion)

Source: Data Processing Result (2024)

Subsequently, discriminant validity, which implies how much one construct is distinct from another construct, was assessed based on Fornell-Larcker criterion and HTMT (heterotrait-monotrait) ratio of correlation (Qing et al., 2023). The Fornell-Larcker Criterion (Fornell & Larcker, 1981) criterion on Table 2 is used to analyze the discriminant validity by examining the square roots of AVE, which were all greater than correlations with other components The square root of AVE, shown by the diagonal numbers, was larger than the off-diagonal elements in the respective rows and columns, indicating that the study possessed acceptable discriminant validity (Hair et al., 2017; Munawaroh et al., 2024).

**Table 3. Discriminant Validity Heterotrait-Monotrait (HTMT) ratio**

Variables	BSW	CUS	BIM	POQ
Brand Switching				
Customer Satisfaction	0.134			
Brand Image	0.147	0.180		
Product Quality	0.348	0.273	0.368	

Moreover, all the HTMT values should be below 0.85 to establish discriminant validity (Henseler et al., 2015). Table 3, shows that all components have HTMT values below 0.85, indicating discriminant validity in this research.

#### 4.1.3. Structured Model

**Table 4. Coefficients of Determined (R<sup>2</sup>)**

	R – Square	Adjusted R – Square
<b>Brand Switching</b>	0.735	0.560
<b>Customer Satisfaction</b>	0.423	0.393
<b>Brand Image</b>	0.588	0.616

Source: Data Processing Result (2024)

From the analysis (Table 4), it is found that the R Square value for the brand switching construct is 0.735, which means that the variability of brand switching which can be explained by the variables of customer satisfaction and brand image amounts to 73.5% and they are included in the vital model category. Furthermore, the R Square value for the customer satisfaction construct is 0.423, which means that the variability of

customer satisfaction can be explained by the variables of product quality in the model amounts to 42,3% and they are included in the moderate model category. It is found that the R Square value for the brand image construct is 0.588 which means that the variability of brand image, which can be explained by the variables of product quality in the model amounts to 58.8% and it is included in the moderate model category.

**Table 5. Predictive Relevance (Q<sup>2</sup>)**

	Q2 Predict	RSME	MAE
<b>Brand Switching (BSW)</b>	0.253	0.863	0.645
<b>Customer Satisfaction (CUS)</b>	0.190	0.985	0.752
<b>Brand Image (BIM)</b>	0.345	0.916	0.718

Source: Data Processing Result (2024)

For the Q<sup>2</sup> value, the brand image is 0.345 > 0, the customer satisfaction construct is 0.190, the brand switching is 0.253 > 0, All the construct values were positive and indicating that the constructs have predictive relevance.

**Table 6. Inner VIF Values**

Variables	Brand Switching	Brand Image	Customer Satisfaction	Product Quality
Brand Switching		1.000	1.000	
Product Quality	5.732			
Customer Satisfaction	4.785			2.452
Brand Image	4.512			2.452

Source: Data Processing Result (2024)

Furthermore, this study also found that VIF values in Table 6 for all the constructs were below 10, signifying no issues of multicollinearity.

#### 4.1.4. Hypotheses Testing ( Direct Effect )

**Table 7. Inner VIF Values**

Hypothesis	Examined Relationship	Coefficients	t-value	p-value	Supported Hypothesis
H1	Product Quality → Brand Switching	-0.244	4.756	0.000	Supported
H2	Product Quality → Customer Satisfaction	0.387	4.218	0.000	Supported
H3	Customer Satisfaction → Brand Switching	-0.329	4.356	0.000	Supported
H5	Product Quality → Brand Image	0.254	4.826	0.001	Supported
H6	Brand Image → Brand Switching	-0.182	3.754	0.000	Supported

Source: Data Processing Result (2024)

This study found that product quality positively and significantly related to all variables, which are brand switching ( $\beta = -0.244$ ;  $p < 0.05$ ), customer satisfaction ( $\beta = 0.387$ ;  $p < 0.05$ ), brand image ( $\beta = 0.254$ ;  $p < 0.05$ ), in support of H1, H2 & H5. Moreover, customer satisfaction positively and significantly affects brand switching ( $\beta = 0.329$ ;  $p < 0.05$ ); thus H3 is supported. It also found that the brand image positively and significantly affects brand switching ( $\beta = -0.182$ ;  $p < 0.05$ ), in support H6.

**Table 8. Hypothesis Testing (Indirect Effect) via Bootstrapping**

Hypothesis	Examined Relationship	Coefficients	t-value	p-value	Supported Hypothesis
H4	Product Quality → Customer Satisfaction →	-0.242	4.472	0.000	Supported
	Brand Switching				
H7	Product Quality → Brand Image →	-0.218	2.218	0.001	Supported
	Brand Switching				

Source: Data Processing Result (2024)

This study found that product quality is positively and significantly related to brand switching through customer satisfaction, ( $\beta = -0.242$ ;  $p < 0.05$ ), and it supports of H4. Moreover, product quality positively and significantly affects brand switching through brand image ( $\beta = -0.218$ ;  $p < 0.05$ ); thus H7 is supported.

## 4.2. Discussion

Today's brand-switching phenomenon is shaped by a complex interplay of traditional and modern factors, reflecting Indonesian consumers' evolving preferences and behaviors in a dynamic market landscape. Brands that understand these dynamics and adapt their strategies accordingly can effectively navigate the challenges and opportunities presented by brand switching in Indonesia. While brand switching among consumers in the FMCG sector in Indonesia is a well-documented phenomenon, there remains a noticeable gap in research concerning its specific drivers and dynamics. Despite the extensive literature on brand switching in traditional retail settings, there is limited understanding of how this behavior manifests within the unique context of Indonesian customer satisfaction, brand image, and consumer perception of product quality factors. This research gap represents an important area for further exploration, as insights into the motivations and triggers behind brand switching in Indonesia can inform targeted strategies for brand management and customer retention in the FMCG market (Fatima & Billah, 2022).

The result indicated that all seven hypotheses were supported. The study underscores the pivotal role of product quality, brand image, and customer satisfaction as robust determinants influencing brand-switching behavior among Indonesian FMCG consumers. Through meticulous analysis, it becomes evident that these factors collectively wield significant influence, shaping consumer decisions to switch brands within the competitive FMCG market of Indonesia. Product quality, customer satisfaction, and brand image (73.5 %) have a bigger effect on the brand switching

behavior among Indonesia FMCG consumers which is in line with the previous study (Fatima & Billah, 2022)

Product quality stands as a cornerstone, representing the fundamental expectation of consumers regarding the efficacy and reliability of the products they purchase. The study found that when consumers perceive high product quality, they develop a sense of trust and satisfaction with the brand (Akoglu & Özbek, 2022). This positive perception creates a strong bond between the consumer and the brand, making them less likely to switch to a different brand. This finding confirms previous studies (Aw & Chong, 2019; Hanifati & Salehudin, 2021). Essentially, when consumers are confident in the quality of the product they are purchasing, they feel assured that their needs and expectations will be met consistently (Lyu et al., 2023). As a result, they become more loyal to the brand, as they see no need to explore alternatives. This loyalty acts as a barrier to brand switching because consumers are less inclined to seek out other options when they are already satisfied with what they have (Kretz & de Valck, 2010). Therefore, the higher the perceived product quality, the lower the likelihood of consumers switching brands. Moreover, the study concluded that customer satisfaction, heavily influenced by product quality, serves as a linchpin in brand-switching behavior among consumers. These findings are in line with the current findings by previous scholars (Fatima & Billah, 2022; Hanifati & Salehudin, 2021).

Brand Image emerges as a potent force, encompassing perceptions, associations, and experiences that consumers attach to a brand, profoundly influencing their affinity and loyalty. The study found that when consumers have a positive perception of a brand's image, they develop a strong emotional connection and affinity towards that brand. These are in line with previous study by (Fazli-Salehi et al., 2020). This positive association with the brand's image creates a sense of loyalty and trust, making consumers less inclined to switch to another brand (Atulkar, 2020; Kataria & Saini, 2019). Moreover, a positive brand image often signifies consistency, reliability, and authenticity, which further reinforces consumer loyalty. When consumers feel confident in the brand's image, they are less likely to seek out alternatives because they perceive the brand as meeting their needs and expectations effectively (Shan et al., 2022).

Moreover, customer satisfaction emerges as a critical catalyst, reflecting consumers' holistic evaluation of their consumption experiences, including product performance, service quality, and overall brand interaction. This comprehensive understanding sheds light on the intricate dynamics driving consumer behavior within the Indonesian FMCG landscape, offering valuable insights for marketers seeking to navigate and thrive in this vibrant marketplace. The study found that when consumers are highly satisfied with a brand's products or services, they experience a sense of fulfillment and contentment in their purchase decisions. These findings are in line with the current findings by previous scholars (Fatima & Billah, 2022). This satisfaction arises from the brand consistently meeting or exceeding their expectations, delivering quality experiences, and providing value for their money.

Furthermore, the study findings reveal that high levels of satisfaction create a strong bond between consumers and the brand, leading to increased loyalty and reduced inclination to switch to competing brands and these results confirm extant literature (Aurier & N'Goala, 2010; Fatima & Billah, 2022). This is because satisfied consumers have little incentive to explore alternatives when they are already receiving the desired benefits from their current brand choice. Moreover, satisfied consumers often develop

trust and confidence in the brand, believing that it will continue to deliver positive experiences in the future. This trust acts as a barrier to brand switching, as consumers are less willing to take the risk of trying unfamiliar brands when they are satisfied with their current choice.

#### **4.2.1. Research Limitation**

One limitation of this study is the potential for bias in self-reported data on customer satisfaction and brand switching behavior. Consumers may overstate their satisfaction or underreport instances of brand switching, leading to inaccuracies in the findings. Additionally, the study's focus on perception and satisfaction may overlook other factors influencing brand switching, such as price, convenience, or social influences. To address these limitations, further research could incorporate objective measures of product quality, such as lab testing or third-party evaluations, to complement self-reported data. Longitudinal studies tracking actual brand switching behavior over time could provide a more comprehensive understanding of the dynamics between product quality, brand image, and brand switching. Additionally, qualitative research methods, such as in-depth interviews or focus groups, could uncover nuanced insights into consumer motivations and decision-making processes when switching brands.

## **5. CONCLUSION**

For Fast-Moving Consumer Goods (FMCG) companies, the interplay between consumers' positive perceptions of product quality and brand image significantly influences brand-switching behaviors through customer satisfaction. A reputation for high-quality products cultivates trust and reliability among consumers, fostering satisfaction and brand loyalty. When customers consistently receive products that meet or exceed their expectations, they develop a sense of confidence in the brand, making them less inclined to explore alternatives. Positive word-of-mouth recommendations further solidify this loyalty, as satisfied consumers become brand advocates, influencing others to choose the brand over competitors.

Concurrently, a positive brand image amplifies the impact of product quality on brand-switching behavior. A brand with a strong, positive image evokes favorable associations and emotional connections with consumers, reinforcing loyalty beyond just product satisfaction. Consumers may develop an affinity for the brand's values, identity, and overall experience, making them more resistant to switching even if competitors offer similar products. Thus, FMCG companies benefit from aligning product quality with brand image, as it creates a formidable barrier to brand switching and drives sustained success in the market.

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