

**THE INFLUENCE OF SWITCHING BARRIERS AND INERTIA ON CUSTOMER LOYALTY OF MAYBELLINE BEAUTY PRODUCT****PENGARUH PENGHALANG PERGANTIAN BRAND DAN KELEMBAMAN TERHADAP LOYALITAS KONSUMEN PRODUK KECANTIKAN MAYBELLINE**

by  
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**Abstract:** Nowadays, there is too much competition in the world of beauty, like many cosmetic brands selling their products to get the attention of women in this world. Switching Barriers and Inertia becomes a surefire marketing strategy to get and keep the hearts of consumers to continue to choose the product. The purpose of this study was to analyze the effect of Switching Barriers and Inertia on Customer Loyalty on Maybelline beauty products. This study uses a quantitative method with a questionnaire to collect data, and Multiple Linear Regression as an analysis tool. The sample in this study was 96 customers of Maybelline beauty products. The findings reveal that Switching Barriers has a positive relationship and a significant influence on Customer Loyalty, and Inertia has a positive relationship and a significant effect on Customer Loyalty. From the results, it is recommended for marketers to consider expanding the benefits of their products by improving the quality of their products through Switching Barriers and Inertia to make customers loyal to their products even though there are many competitors offering other products.

**Keywords:** *switching barriers, inertia, customer loyalty*

**Abstrak:** Saat ini banyak sekali brand yang bersaing di industri kecantikan, banyak sekali produk yang dijual untuk menarik perhatian banyak wanita di seluruh dunia. Penghalang pergantian brand dan kelembaman menjadi strategi pemasaran yang digunakan saat ini agar konsumen terus memilih produk yang sama, tujuan dari penelitian ini adalah untuk menganalisa efek dari penghalang pergantian brand dan kelembaman terhadap loyalitas konsumen pengguna produk kecantikan dari Maybelinne. Penelitian ini menggunakan metode kuantitatif dengan kuesioner untuk mengumpulkan data, regresi berganda digunakan sebagai alat Analisa dalam penelitian ini. Sampel dari penelitian adalah 96 pengguna produk Maybelline, penelitian ini menyimpulkan bahwa penghalang pergantian brand dan kelembaman memiliki hubungan positif dan efek yang signifikan terhadap loyalitas konsumen. Dari hasil ini sangat dianjurkan untuk para penjual produk kecantikan agar bisa memperbanyak kegunaan dari produk yang ada; cara terbaik adalah dengan memperbaiki kualitas yang ada melalui variable penghalang pergantian brand dan kelembaman. Hal ini dapat membuat konsumen tetap loyal terhadap produk yang ada meskipun ada kompetitor lain yang menawarkan produk lainnya.

**Kata kunci:** *penghalang pergantian brand, kelembaman, loyalitas konsumen*

## INTRODUCTION

### Research Background

Nowadays, beauty products are one of the most important needs for most women in the world especially in Indonesia, because they realize that the face is a very important part of the body to be cared for create the confidence. The desire to look beautiful and attractive is every woman's dream. Women who are the main consumers in buying beauty products want beauty products that suit with their needs. The desire of women to use beauty products raises competition for the brands of beauty products. This competition can be seen from the many types of beauty products on the market, both domestically and abroad. Many companies engaged in the beauty industry that creates a variety of beauty products that match the needs of the consumer. It is not a possibility for women to spend a lot of money to buy the beauty products they want. Surely this is an attraction for the brands of beauty products to continue to create beauty products to be able to get big profits.

To keep customers to move to other products or services, companies need to build constraints that can be binding customers so that customers continue to use their products or services. There are other factors that influence the customer loyalty, one of that factors are switching barrier. Switching Barriers are factors that make it difficult or expensive for customers to change products or services (Jones and Suh, 2000). Switching Barriers force customers to continue to use products or services from brands or companies. Switching Barriers are important factors that influence a customer's decision to make a purchase and be loyal for a long time to Maybelline beauty products and not move to other beauty product brands. Customers will not be loyal to a product if the product does not have something important as barriers to move to another product. The higher switching barriers that a company creates for a product, the less likely it is that customers will switch or move to another product.

Inertia is described as a condition where repurchasing behaviors occur on the basis of situational cues, and it reflects a non-conscious process. Inertia is also characterized as a habitual attachment that is to a large extent unemotional and convenience driven. Customers inertia are seen to avoid making new purchasing decisions, avoid learning new service routines and practices, and avoid making price comparisons. When the relationship inertia is formed, the customer's re-purchase habit and purchase behavior will continue, and show the customer loyalty situation. The state of a consumer continuing to buy a brand unconsciously as a result of their previous use of these brands as inertia, and their abandoning of such behavior as a search for assortment (Zhao, Tian and Li, 2012). Even when alternatives are attractive, demonstrate reluctance towards changing a brand or firm if they have a high level of inertia. Based on previous consumption experiences, when a consumer becomes used to a certain product or service provider, inertia prevails. Contrary to consumers with a low level of inertia, those with a high level of inertia tend to continue their existing state

Maybelline is known to many beauty enthusiasts as an iconic-yet-accessible brand that offers an attainable barrier to entry when consumers are first learning how to apply makeup. Many makeup lovers have known and adored Maybelline since they were able to pick up a pink-and-green tube of Great Lash. The brand's price point and celeb ambassadors make the label feel luxurious without breaking the bank. The quality of Maybelline's products stands out to designers, but so does its access to high-profile makeup artists. Maybelline products are created to be high-performing and trend-driven. The data shows that some products from Maybelline are in the Top Category. This proves that Maybelline cosmetic products have successfully penetrated in the Indonesian market with a high predicate. Caused by increased competition in the cosmetics industry, so each brand of beauty products provides something special that can be used as an advantage for the beauty product brand due to the consumer's interest in the beauty product, and make a purchase. Manado is one of the provinces that is famous for the popularity of women's beauty. This certainly makes the women who are in Manado competing to look good by using cosmetic products. Maybelline sales shops in Manado are not small, so the author decided to do this research in the city of Manado, North Sulawesi.

### Research Objective

The research objectives are:

1. To reveal the influence of switching barriers partially on customer loyalty of Maybelline beauty product
2. To reveal the influence of inertia partially on customer loyalty of Maybelline beauty product
3. To reveal the influence of switching barriers and inertia simultaneously on customer loyalty of Maybelline beauty product.

**Marketing**

Marketing is very vital in a business activity. Without the marketing department, a company will not get customers, which means no money coming in. Marketing is all activities aimed at promoting a single product or service offered by a company to a specific target market. Marketing is a series of processes carried out to market a product or introduce a product to the public in various ways, so that the product becomes much in demand by the wider community. In this case the notion of marketing is not only limited when marketing occurs, but also about the strategies used, as well as how to provide satisfaction to consumers. Marketing as the process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return (Kotler and Armstrong, 2012). Obviously; marketing is important in all areas of the organization, and customers are the reason why business exist.

**Switching Barriers**

Nowadays, marketing is mostly done research that considers the influence of switching barriers that refer to factors anything that causes consumers too difficult to changing service providers or companies. Switching barriers are factors that make it difficult or expensive for customers to change providers service or product. Switching barriers refers to the level of difficulty for move to another service provider when a customer not satisfied with the services received (Supriadi, 2011). Barriers to moving can be in the form of obstacles perceived financial, social and psychological a customer when moving to a new service provider. Therefore, the higher switching barriers the customer is increasingly forced to remain on the products that he uses today. Barrier switching is defined as economic incontinence and psychological conditions that must be experienced by consumers when switch to a new service provider. These obstacles are not only based consideration of economic values, however also related to psychological, social, functional and ritual

**Inertia**

Inertia is described as a condition where the customer repeats buy the same brand passively without thinking too much, in the process of being relatively unconscious (Huang and Yu, 1999). This unconscious form of retention or memory distinguished from loyalty by the degree of awareness involved in the decision to continue purchases from the same service provider. Inertia is also described as the absence of directed goal behavior; characterized by habits because of the little effort that is needed; most are emotionless, indifferent and encouraged comfort. Consumers who have high inertia will be reluctant to change although there are more interesting alternatives. when consumers are in a high state of inertia, their continuous consuming behaviors are based on this inertia and not on their being satisfied with the service they receive. When consumers experience inertia, they do not have strong motivations to look for alternatives. Inertia, then, plays an important role in the structure of repurchase intention. Length, width, and depth of inertia means that consumers are retained, engage in cross buying behavior, and tend to increase the frequency of consuming.

**Customer Loyalty**

Customer loyalty can be interpreted as someone's loyalty to a product, both certain goods or services. Customer loyalty is a continuation of customer satisfaction in using the facilities and services provided by the company, as well as to remain a customer of the company. Loyalty is proof that customers are always customers, who have the strength and positive attitude towards the company. Customer loyalty is a behavioral and attitudinal predisposition to stay with the seller in the long-term (Oliver, 1993). The behavioral dimension includes aspects such continuous purchase, frequent purchase, recommendations made to other people, number of years a customer has been in the relationship, number of different products the customer buys from the supplier, among others. On the other hand; attitudinal loyalty considers aspects such as intentions for repurchasing the product and for recommending the company to other potential customers, among others. Customer loyalty is likely to influence a customer's willingness to stay, repurchase probability, and likelihood that they will recommend the brand. Customer loyalty plays an important, if not a critical role in a company's success. Loyal customers are one of main sources of increased profitability of a firm. They help to flow a consistent source of revenue via repeat buying and also increased purchases; thus creating positive impact toward the firm.

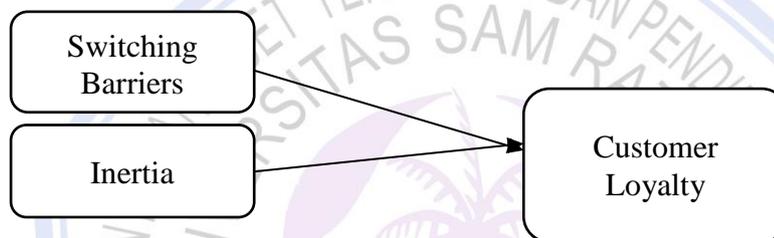
### Previous Research

Kheiry and Alirezapour (2012) in the effect of satisfaction, trust and switching barriers service provider on customer loyalty on mobile phone users of Iran cell company in Iran found that there is a linkage between switching barriers and customer loyalty. "In Irancell company. Both relational qualities, including satisfaction and trust, and switching barriers have significant effects on customer loyalty. In terms of antecedents, it is found that playfulness and service quality impact."

Howshigan and Ragel (2018) in the effectiveness of switching barrier on customer loyalty mediated with customer satisfaction on telecommunication industry at Barcelona also finds that switching barriers affects the customer loyalty as well. "The results revealed that the switching barrier has a significant impact on loyalty and satisfaction. Same as satisfaction has significant impact on loyalty. And also, switching barrier impact on customer loyalty significantly through customer satisfaction."

Cheng et al (2010) in a study on exploring the relationship between customer satisfaction and loyalty in the fast food industry with relationship inertia as a mediator shows that inertia has a role in customer loyalty at the end. "The results the study that fast food industry customer satisfaction will positively impact customer loyalty and at the same time, it also verified that consumers have inertial behavior in food consumption."

### Conceptual Framework



**Figure 1. Conceptual Framework**

*Source: Data Processed, 2020*

## RESEARCH METHOD

### Research Approach

This is a quantitative research that emphasizes objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques. Survey method used as the source of primary data by distributing questionnaire to find out the direct influence of independent variables (X) which are switching barriers and inertia on dependent variable (Y) which are customer loyalty

### Population, Sample, and Sampling Technique

The population of this research is the users of Maybelline products in Manado. The sample size of the research will be 96 respondents which are users of Maybelline products. Sample method that can be used for this research is convenience sampling. Convenience sampling is a type of nonprobability sampling where members of the target population that meet certain practical criteria are included for the purpose of the study.

### Data Collection Method

To collect the research data, primary data collection was used through questionnaires. A questionnaire is a research instrument consisting of a series of questions (or other type of prompts) for the purpose of gathering information from respondents.

**Operational Definition of Research Variables****Table 1. Variable Definition**

Variable	Definition	Indicators
Switching Barriers (X <sub>1</sub> )	Switching Barriers are factors that make it difficult or expensive for customers to change the product or service.	-Economic Values -Social -Functional
Inertia (X <sub>2</sub> )	Inertia described as a condition where the customer repeats buy the same brand passively without thinking too much, in the process of being relatively unconscious	-Consumption time -Familiarity -Switching costs
Customer Loyalty (Y)	Repurchase Intention is the intention to make a purchase returning a product twice or more, both to the product same or different.	-Repurchase -Word of Mouth -Customer Satisfaction

Source: Author's Note, 2020

**Validity and Reliability**

Validity test use to measure the obtaining data are in line with the research concept. In other words, the instrument items used to obtain the data is correct and related with the concept of the research that will be conducted. Reliability test use to measure the consistency of instrument items. Reliability test defined as an index that showed how far instrument items can be trusted or dependable.

**Multiple Linear Regression**

Multiple Linear Regression is used in this research. Multiple Regression is a correlation coefficient indicates the strength of relationship between two variables, it gives us no idea of how much of the variance in the dependent or criterion variable will be explained when several independent variables are theorized to simultaneously influence it. This analysis is adopted when the researcher has one dependent variable which is presumed to be a function of two or more independent variables. The objective of this analysis is to make a prediction about the dependent variable based on its covariance with all the concerned independent variables.

**RESULT AND DISCUSSION****Result****Validity and Reliability**

The validity test of switching barriers (X<sub>1</sub>), inertia (X<sub>2</sub>), and customer loyalty (Y) are all valid. The variable is reliable because the value of Cronbach's Alpha is 0,866 bigger than 0,6.

**Result of Multiple Linear Regression****Table 2. Case Processing Summary**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.888	1.396		.636	.526
	Switching Barriers (X <sub>1</sub> )	.389	.102	.303	3.827	.000
	Inertia (X <sub>2</sub> )	.579	.076	.602	7.603	.000

Source: Data Processed, 2020

Multiple regression analysis is used to determine the effect of the independent variables on dependent variable. The multiple linear regression equation can be interpreted as the followings. Constant value of 0.888 means that in a condition of ceteris paribus, if all independent variables equal to zero, then Customer Loyalty (Y) as dependent variable will be 0,888. X<sub>1</sub>' s coefficient value of 0.389 means that if there is one unit increase in

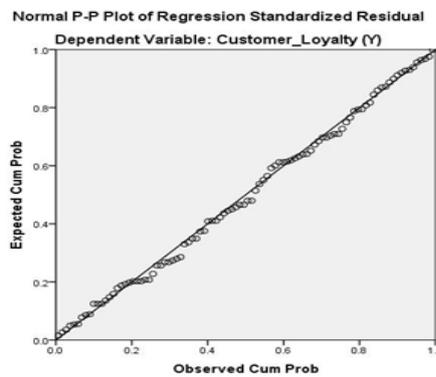
Switching Barriers (X1) then the Customer Loyalty (Y) will improve and increase by 0.389. X2's coefficient value of 0.579 means that if there is one unit increase in Inertia (X2) then the Customer Loyalty (Y) will improve and increase by 0.579.

**Table 3. Table of R and R Square**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847 <sup>a</sup>	.717	.711	1.817

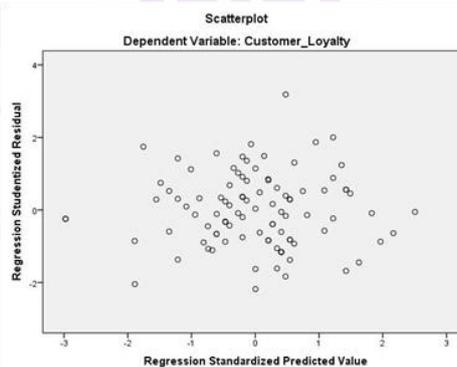
Source: Data Processed, 2020

The coefficient of determination (R<sup>2</sup>) measures the ability of a model in explaining variation of dependent variable. The value of coefficient of determination is between 0 and 1. The coefficient of determination (R<sup>2</sup>) according to the table 4.6 is 0.717 which shows that the variation of all independent variable explains 71.7% of variation in the Customer Loyalty (Y), while the remaining 28.3% is explained by other factors outside the model or not discussed in this research.



**Figure 1. Normality Test**  
Source: Data Processed, 2020

Figure 1 shows that the dots are spreading near to the diagonal line and follow the direction of the diagonal line. Therefore, the normality test is accepted which means the data of this research is normally distributed.



**Figure 2. Heteroscedasticity**  
Source: Processed Data, 2020

Figure 2 shows that the dots are spreading above and below the number zero (0) in the Y axis. This proves that there is no heteroscedasticity in this regression.

**Table 4. Multicollinearity Test Result**

		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
Mode		B	Std. Error	Beta	t	Sig.	Tolerance VIF
1							
1	(Constant)	.888	1.396		.636	.526	
	Switching Barriers (X1)	.389	.102	.303	3.827	.000	.485 2.062
	Inertia (X2)	.579	.076	.602	7.603	.000	.485 2.062

Source: Data Processed, 2020

Table 4 shows that the tolerance value of Switching Barriers is 0.485, and Inertia is 0.485 meaning that the tolerance value of each variable is more than 0.1. The VIF value of Switching Barriers is 2.062, and Inertia is 2.062 meaning that the VIF value of each variable is less than 10. Since all the tolerance values are more than 0.1 and VIF value of each independent variable is less than 10, this research is free from multicollinearity.

**Table 5. F-Test**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	777.473	2	388.736	117.754	.000 <sup>b</sup>
	Residual	307.017	93	3.301		
	Total	1084.490	95			

Source: Data Processed, 2020

Table 5 shows the value of Fcount is 117.754. The value of Ftable is found on the F Distribution Table by determining the degree of freedom 1 (numerator) is 2 and degree of freedom 2 (denominator) is 93 with level of significance is 0.05 ( $\alpha = 0.05$ ) and the level of confidence is 95% then Ftable is 3.09. The result is Fcount (117.754) > Ftable (3.09) with the level significant of 0,000. Therefore, since Fcount is greater than Ftable and the significant is 0.000<0.05, Hypothesis 3 is accepted which means the independent variables simultaneously influence the dependent variable significantly.

**Table 5. T-Test**

Variable	tcount	Ttable	Description
Switching Barriers	3.827	1.985	Accepted
Inertia	7.603	1.985	Accepted

Source: Data Processed, 2020

The t-test is used to see the partial influence of each independent variable on the dependent variable. The value of t-count of X1 is 3.827 with the level significant of 0.000. Since the value of tcount = 3.827 > ttable = 1.985 meaning that H1 is accepted. Sig <0.05 means that the confidence of this prediction is above 95% and the probability of this prediction errors is below 5% which is 0.000. The result of this declares that X1 (Switching Barriers) partially has a significant effect on Customer Loyalty (Y). The value of t-count of X2 is 7.603 with the level significant of 0.000. Since the value of tcount = 7.603 > ttable = 1.985 meaning that H2 is accepted. Sig <0.05 means that the confidence of this prediction is above 95% and the probability of this prediction errors is below 5% which is 0.000. The result of this declares that X2 (Inertia) partially has a significant effect on Customer Loyalty (Y).

## Discussion

With current economic conditions that continue to develop, marketers in companies need to adapt to the development of economic conditions that occur for their brands or products in order to be able to maintain good product quality and generate large profits for each company. Economic conditions that are developing day by day

are pressing companies to create a marketing strategy that is in accordance with current market conditions. There are so many strategies that can be done by companies in order to get the maximum profit, one of which is by creating its own uniqueness in every product produced and sold to buyers in the market. This strategy creates a barrier for buyers to browse or move to other products. Of course, this is very desirable by every company, so that their products are in demand and can always be the first choice for buyers. With the barrier created by the company, the buyer will always show interest in the product, and it becomes an inertia for the buyer to make a purchase transaction for the product. This is what every company wants, to be able to create customer loyalty. That way the company will have regular customers who can benefit the company.

This research was analyzed using multiple linear regression analysis. In the multiple regression method, regression procedures must divide the variables into two types which are dependent variable and independent variables. To get an accurate result from multiple linear regression method the purpose of this research is to analyze the influence of Switching Barriers (x1), and Inertia (x2), as the independent variables towards Customer Loyalty (Y) as the dependent variable. The result of this research shows that based on hypothesis testing by using F-test, it is proven that there is linear relationship between independent and dependent variable simultaneously. It is also shown that based on hypothesis testing using t-test, from the significance value it can be seen that not all variables individually have a significant effect. Variables that have a positive and significant effect are Switching Barriers and Inertia on the Customer Loyalty.

The hypothesis about Switching Barriers shows that it has a positive and significant effect on the Customer Loyalty of Maybelline Beauty Product in Manado, therefore hypothesis 1 is accepted. This is in line with the previous research that explained about the effect of Switching Barriers towards the Customer Loyalty. It was proved that switching barriers have significant effects on customer loyalty (Kheiry and Alirezapour, 2012). Other findings stated that the switching barrier has a significant impact on customer loyalty and satisfaction as well (Howshigan and Ragel, 2018). Switching barrier impact on customer loyalty significantly through customer satisfaction. The hypothesis about Inertia shows that it has a positive and significant effect on the Customer Loyalty of Maybelline Beauty Product in Manado, therefore hypothesis 2 is accepted. This is in line with the previous research that explained about the effect of Inertia towards the Customer Loyalty. It was proved that inertia has significant effects on customer loyalty; which is the sole conclusion of the current research as well (Cheng et al, 2010).

## CONCLUSION AND RECOMMENDATION

### Conclusion

1. Switching Barriers and Inertia has significant effect towards the Customer Loyalty of Maybelline Beauty Product simultaneously. When a company creates barriers to its products, customers will become very interested and familiar with the product, which in turn will improve the lives of customer buyers due to the creation of customer inertia, so that eventually the customer will become a loyal customer of the product.
2. Switching Barriers with economic values, psychological, social, and functional as indicators, partially have positive relationship and significant effect on the Customer Loyalty. The more and more obstacles a company gives to a product, the less likely it is that customers will move to other products.
3. Inertia, with consumption time, familiarity and switching cost as indicators, partially have positive relationship and significant effect on the Customer Loyalty. The greater the customer's awareness of inertia through interest in a product, the more likely the customer will become loyal to the product.

### Recommendation

The discussion above states that switching barrier has a positive and significant influence on customer loyalty of Maybelline beauty products in Manado. If a company decides to use switching barriers as a marketing strategy, it can increase opportunities for higher customer loyalty. Customers can be loyal and not move to other beauty products if needed. The company provides their products that have been specifically designed for customers to not move to other products. So, marketers or companies can consider attracting customers to be loyal to their products by increasing the superiority in their products to be able to create a barrier so that customers do not easily move to other products. However, marketers and companies must be careful in making Switching Barriers. Consumers might get upset if they find that switching barriers provided by companies are limited and not updated, and that might leave a bad impression on the product or brand. Marketers and companies must try to have the advantage of their products or brands that can be used as Switching Barriers and then generate customer loyalty. This means that Switching Barriers must include the dominant part that a company likes about a product

or brand, such as an indicator of economic value. The Economic Value must match what the customer wants so they can leave a good impression on the audience and therefore bring a positive opinion about the product or brand. As discussed above, inertia also has a positive and significant effect towards the customer loyalty of Maybelline beauty product in Manado. Increased inertia is needed if marketers and companies want to increase opportunities customer loyalty among consumers, especially among beauty product customers in Manado. By utilizing inertia, marketers can tell customers about the importance of buying their products. With this, customers can have broader understanding of the product or brand offered by marketers or companies. Even with inertia can shift the focus of the customer towards other alternatives to the product or brand.

When customers focus on the product or brand, they are will tend to have that information in their memories, and that helps in creating opinions towards the product or brand, therefore allowing opportunities to increase customer loyalty is higher. Increasing switching barriers also has a large influence on increasing inertia, the greater the switching barriers of a product or brand, the inertia will also increase among customers so that customer loyalty can be generated from a product or brand, and can make customers more familiar with the product or brand when looking at even using the product. Marketers and companies can also have characters or people who can attract the interests of customers and can explain the benefits and good things about product or brand, or ask them to give positive comments about the product or brand. Suggestions that can be given for further research are recommended conduct research related to the influence of switching barriers and inertia on customer loyalty, because there are many factors that can influence the effect switching barriers and inertia for customer loyalty, such as the length of use of the product, acceptance behavior, emotions, and recommendations of others.

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