

Why Did They Switch? How Will They Come Back?

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This study aims to understand why customers switch their service providers and to investigate the relationship between the customers' reasons of switching and their intentions to come back (repurchase). First of all, an extensive literature review was performed on the topic of 'switching', on which not much of academic research has been conducted previously, and automotive industry was selected as the field of study as a result of its high sensitivity to the customer defections. The data was obtained by the telephone surveys made with 1902 customers, all who have switched their authorized service providers to unauthorized ones. Thus, the results were obtained according to the actual behaviors of switching, not to the intentions or attitudes. Within the frame of a model containing nine independent variables, the reasons of the customers for switching, and the relationships between their reasons of switching and intentions to repurchase were examined. Variables that have been proven to influence the customers' switching behaviors and their intentions of repurchasing are service quality, customer satisfaction, commitment, value, attitudes toward switching, subjective norms, switching costs, variety seeking and alternative attractiveness. However, the effects of only four of these variables (customer satisfaction, alternative attractiveness, switching costs and attitudes toward switching) were regarded as truly meaningful. The most effective variable on the customers' intentions for coming back is accepted to be the satisfaction. The final outcome of the research is to produce useful knowledge for the academicians and managers to understand the underlying factors of the switching behaviors of the customers and to learn how to manage them in today's age of the customer.

INTRODUCTION

Nowadays, the demands and the expectations of the customers are shaped in an exact way. It is the age of the customer for the businesses. Customer centricity has increased, and notably in the service industry and almost in every other sector, market saturation due to high competition has turned the customer gain into a new, highly significant arena for companies. Accordingly, customer gaining could typically be considered as encouraging the customers' of the other service providers to leave their service providers and switch to new ones (Pick, 2014). As a result of this pressure in the competition for

customers, retaining the customers has become highly difficult comparing to the older times. According to Reicheld and Sasser (1990), implying the significance of the retained customers on their research, companies lose 10% to 20% of their customers annually. With reference to Oliver (1999), even 90% of the satisfied customers could have the potential to switch their service providers. The concept of ‘switching economy’ resulting from the switching patterns of the customers had a size of 6.2 trillions of USD in 2014 (Wollan, Honts and Angelos, 2014).

Shoemaker & Lewis (1999) states that the companies have believed that gaining the most number of customers was the main purpose of marketing over the years. According to the authors, the concept that might be called as ‘conquest marketing’ would not be sufficient for the future and the companies would be in the need of marketing strategies for customer loyalty and continuance, which will bring them the success in the future. In spite of the fact that almost 20 years have passed over these statements of the authors, the companies still continue losing their customers constantly as it was supported by the above-mentioned data. Reicheld (1996) implies that the reason behind this is that, in the previous years, CEOs have not attempted to measure the customer losses in contrast to their high levels of business intelligence.

Today, it is obvious that the brand switching is a significant property (concern) of the liberal and open economies (Aroean, 2011). According to Rust and Zahorik (1993), in the service industry, the negative effects are not only arisen from the revenue loss, but also the costs of gaining new customers through promotion, discount, information acquisition of the new customers and duration of long-term relationships are also affected negatively.

As it is seen, a customer’s intention to stay with an organization (Zeithaml, Berry & Parasuraman, 1996) or customer loyalty defined as the deep commitment to a product, service, brand or an organization (Oliver, 1999) and customer switching behavior, as being the subject for this article, are highly related concepts which go hand in hand. However, in this study, instead of the concept of loyalty, switching concept as its counterpart has been approached in order to examine the case from a wider perspective addressing the commitment of customers. With reference to Kaur, Sharma and Mahajan (2014), with rising competition day by day, it is quite essential for the companies to understand the reason behind the switching behavior of the customers because of its excessive influence on the company’s performance.*** Companies are supposed to identify the factors leading to the switching behavior of the customers to the rival companies and knowing these factors are highly significant since customer loss implies revenue loss (Chadha & Bhandari, 2014). According to Roos (1999), sales to the regular customers are more profitable than gaining new customers, because the real existence of a company comprises of the regular customers. Therefore, our need for understanding what makes the customers satisfy or dissatisfy and leads to their switching behavior is gradually increasing (Rust & Zahorik 1993, Strandvik & Grönroos 1994). Knowing the reasons of switching behavior, which shows alterations regarding to sectoral differences, would prevent the incoming customer loss and help creating a loyalty perception (Zikiene & Bakanauskas, 2009).

Loyalty is an interesting concept that we might face in every aspect of life. Therefore, it is not surprising that the researches has been performed many studies on this concept and it has a wide range of application field (Kumar, V. & Shah D., 2004). However, in the marketing literature, the numbers of the studies modeling this behavior of service provider switching are not sufficient (Bansal, Taylor & James 2005, Roos 1999). In order to emphasize the significance of our study, it is essential to mention the following generalizations of the previous studies as follows:

- Most of the researches have been conducted on data comprised of intentions, not actual behaviors. With reference to Roos (1999) and Keanevey (1995), these researches are not therefore capable of explaining what exactly led to the actual switching behavior of the customer, how the customer chose that behavior and against what the reaction was performed.
- Even the commonly studied mooring variable (such as service, satisfaction and value) are studied most of the times, the origins of switching behavior differs greatly according to the sectoral differences, and even their definitions might change. Additionally, these variables are highly interrelated.

- The methods of research vary. Additional to the researches made in conversation, there are also the ones made using surveys.

At this point, one of the most significant characteristics of this study could be regarded as the fact that all the research has been performed using the data comprised of actual behaviors. As a result, this study has concrete and practical outcomes. Examination of the actual switching behaviors would be more beneficial comparing to the assumptions while trying to understand the real-life conditions (Bui, 2008). Another significance, which is worth to mention, is the tendency of this study to reveal the voluntary decisions of the customers. Two important preferences have been determinant in this sense. One of them is the preference of post-sale services of highly competitive automotive industry as a field of research. While the brand perception is the most determinant factor in new car buying behavior of the customers, during the post-sales services, their behaviors are much more susceptible to the external factors. Therefore, this approach is more suitable for generating manageable, practical outcomes. Another determinant preference is choosing customers who have definitely switched, however without having obligatory conditions such as death and change of address. During the sample choice, customers with switching behaviors resulted from these kinds of conditions were excluded. Furthermore, to ensure the behavioral homogeneity, the customers that have switched to another service provider were also excluded. As explained briefly in the methods part, large sample size and the survey type used have enhanced the significance of the research more.

Switching Behavior

In the marketing literature, another words in substitution for switching were also used: For instance, Duck (1982) has preferred using the term ‘‘dissolution’’. Exit, break-down or ‘‘customer relation ending’’ are among the other terms used (Michalski, 2004).

Zikiene and Bakanauskas (2009) characterize the customer switching behavior as the decision on not to utilize from a product or a service served by a particular organization any longer, the ending of a behavior or a relationship. On the other hand, many other authors characterize this behavior as changing or renewing of the service provider, implying the switch from one service provide to another one (Carpenter & Lehmann, 1985, Keaveney 1995, Reicheld & Sasser 1990).

According to Manning and Bodine (2012), maximum profit from gaining customers is obtained in the lodging industry. An hotel chain derives a millions of dollars come from the additional accommodations of the customers and 444 millions USD of this total profit comes solely by the commitment of the current customers, 495 millions of USD left come from their recommendations. On the other side, in the cases of profit of 1,3364 billions of USD annually by retaining their customers. While 825 sectors serving standing services or services using subscription systems such as insurance, banking, health insurance and telecommunication (Keaveney & Parthasarathy, 2001).

Peppers and Rogers (2006) declare that a farmer maximizes his earning by cultivating his land stringently during the first few years, however, this might lead to the loss of his chance of getting a lifelong yield as a result of the fertilizers and pesticides decreasing the land productivity. Investing in customer commitment or prevention of the customer switching behavior are also similar things. On the other hand, Michalski (2004) explains the switching behavior as the result of several accumulated incidents, therefore occurring in the course of time. Obtaining more information on the nature, elements, stages and factors of this time course allows the marketing managers to predict the possible customer loss in the early times and to regaining them by developing stronger customer relations. For this purpose, it would be highly useful to go through the previous studies focusing on this topic.

Traditionally, loyalty measurements including the information such as purchasing rate, redemptions and purchasing possibility (Dick & Basu, 1994) do not try to find out the factors underlying redemption and switching from a service supplier. Therefore, a durable customer loyalty might not be built by factors such as random purchasing, switching from the proper one or purchasing of the other hidden brands. As a conclusion, defining the loyalty or accepting the disloyalty just by taking the redemptions into account are not reasonable (Oliver 1999). Hence, the scientific researches demonstrate the fact that, it is required to approach the customer switching behavior, which results from the customer loyalty beside the point of

loyalty literature, from both behavioral and attitudinal aspects (Zikiene & Bakanauskas, 2009). It would not be wrong stating that there has been a research field focusing on the customer switching behavior from the aspects considering behavioral and psychological factors (Jiang, Zhan & Rucker, 2014). To begin with, it is worth to mention that the researches on the switching behavior are less in number but vary by their contents and methods. For instance, while some researches examine the origins of the switching behavior, others focus on the classification of the customers already exhibiting the switching behavior or the ones who are expected to exhibit. This article is related to the first concept mentioned. Therefore, throughout this article, there will not be seen any examination and study on the customer characteristics.

In the premise study of Hirschman (1970) explaining the customer switching behavior or the termination of the relationship, six factors, which are quality, alternative attractiveness and accessibility, possible success of complaint solution, switching costs, perceived value of the service and customer loyalty, are revealed as the factors affecting the switching behavior. Carpenter and Lehmann (1985) imply that most of the studies on the behavior of the switching/migration from a brand define these concepts only by the classification of the products according to product features; however do not take the effects of the components of marketing mix such as price and advertising into account that much while trying to understand the concepts of brand choice, brand switching behavior and competition. The research of Keaveney (1995) on the customer switching behavior has opened a new window into the concept. As a result of the critical analysis (CIT) of more than 800 incidents, long dialogues with the customers, who have shown switching behaviors, have been made and the reasons behind the behavior have been analyzed. Those customers divide the reasons of the switching behavior into 8 main categories: Pricing, Inconvenience, Core service failures, Service encounter failures, Employee responses to service failures, Attraction by competitors, Ethical problems, Involuntary switching and seldom-mentioned incidents. The most significant ones of these reasons are the core service failures and service encounter failures. According to this arguments above we can hypothesize following:

H1: Service quality, as being one of the determinant factors affecting the switching behaviors of the customers who have switched their Authorized Service/Dealer (AD), also affects their intentions to regret service from (to switch back to) their original AD.

The studies of Roos and Strandvik (1997) suggest 4 different types for the processes of relationship termination. The authors have categorized these processes according to their duration (long/short) and the strength of the termination (strong/weak). Roos (1999) has divided the types of customer switching behaviors into two, as voluntary and distinct. By examining the reasons for the major voluntary ones (taken as a result of the individual's own decision mechanism), they have found out 3 main determinants (pushing, pulling and swayer). To achieve these results, a qualitative technique called SPAT (Switching Path Analysis Technique), that analyzes the customer switching behaviors, was utilized from. In the research of Athanassopoulos (2000) focusing on the corporate or personal bank customers, the most significant determinant of the customer switching behavior was attained to be the service factor. Additionally, price factor was found out to be an important determinant for the personal customers. According to this arguments above we can hypothesize following:

H4: Price perception, as being one of the determinants affecting the switching behaviors of the customers who have switched their AD, also affects their intentions to switch back to their original AD.)

Michalski (2004) has also examined the reasons underlying the switching behaviors of 82 customers using the Roos's (1999) SPAT technique. While the author defines the low service quality, alternative attractiveness and weak customer relationship as the reactional, affective and situational determinant factors of the relationship termination, he assume other factors of the theory (complaint, switching costs, dissatisfaction, loyalty or commitment) as the process factors affecting the relationship termination dynamics. At this point, it is worth to mention that our research has two more hypotheses on the

determinant factors related to the company. These are the affects satisfaction and commitment on the intentions of the switched customers to repurchase. According to this arguments above we can hypothesize following:

H2: Satisfaction, as being one of the determinant factors affecting the switching behaviors of the customers who have switched their AD, also affects their intentions to swtich back to their original AD.

H3: Commitment, as being one of the determinant factors affecting the switching behaviors of the customers who have switched their AD, also affects their intentions to switch back to their original AD.)

Bansal, Taylor and James (2005) have analyzed the customer switching behaviors regarding to the switching intentions with the use of their PPM model, composed of push/pull/mooring variables and set by imitating the human migration behavior. This study is the one parallel with the previous studies of Roos (1999) and Michalski (2004) on the categorization of the determinant factors of switching behavior. However, the uniqueness of this study comes from that it makes an analogy with the concept of migration, which is one of the social human behaviors. The authors have also found out that the personal or customer-specific variables defined as "mooring" variables are much more effective than once thought, or maybe the most effective factor on the switching behaviors. These variables are the "switching intentions :

H5: switching intentions, as being one of the determinant factors affecting the switching behaviors of the customers who have switched their AD, also affects their intentions to switch back to their original AD.) implying the customers personal attitudes towards switching, "subjective norms"

H6: Subjective norms, as being one of the determinant factors affecting the switching behaviors of the customers who have switched their AD, also affects their intentions to switch back to their original AD.)

Referring to the customers perceptions under the social influences and "variety seeking"

H8: Variety seeking, as being one of the determinant factors affecting the switching behaviors

H8 of the customers who have switched their AD, also affects their intentions to switch back to their original AD.) representing the customers' novelty seeking behaviors. Second important impact area is the "alternative attractiveness" explained as one of the pulling effects related to the characteristics of competing service providers. The least effective ones are accepted to be the factors of "satisfaction", "service quality", "price perception", "trust" and "value", which are included in the pushing effects and related to the company. We would like to point out that these last three studies and especially the study of the Bansal, James and Taylor (2005) establish the framework of the main model of this study. In the study of the Lees, Garland and Wrigh (2007) observing the bank customers, reasons of switching have been presented utilizing from the Keaveney's approach comprised of 8 main categories. According to this study, largest effects on the switching correspond to the factors of price (%40) and low service quality (%35), proportionately. The proportions of the other factors are supposed to be quite low comparing to these two factors. Izogo (2013) deduce the effects of the satisfaction, price, attractive promotions and switching costs on the switching behavior by addressing the PPM model of Bansal, the model which we also utilize from. In the study of the Kaur, Sharma and Mahajan (2014) approaching the private banking customers in India, a relationship between the factors of switching intentions and fast employee response to service failures, core services to meet the expectations, reasonable price, switching costs and obstacles to switching/migration has been drawn. Thus the following hypotosize is offered:

H7: Switching costs, as being one of the determinant factors affecting the switching behaviors of the customers who have switched their AD, also affects their intentions to switch back to their original AD. Switching costs include the costs such as lost discount that should be faced by the customer when the brand was switched, relationship breakdown and seek for new service providers.

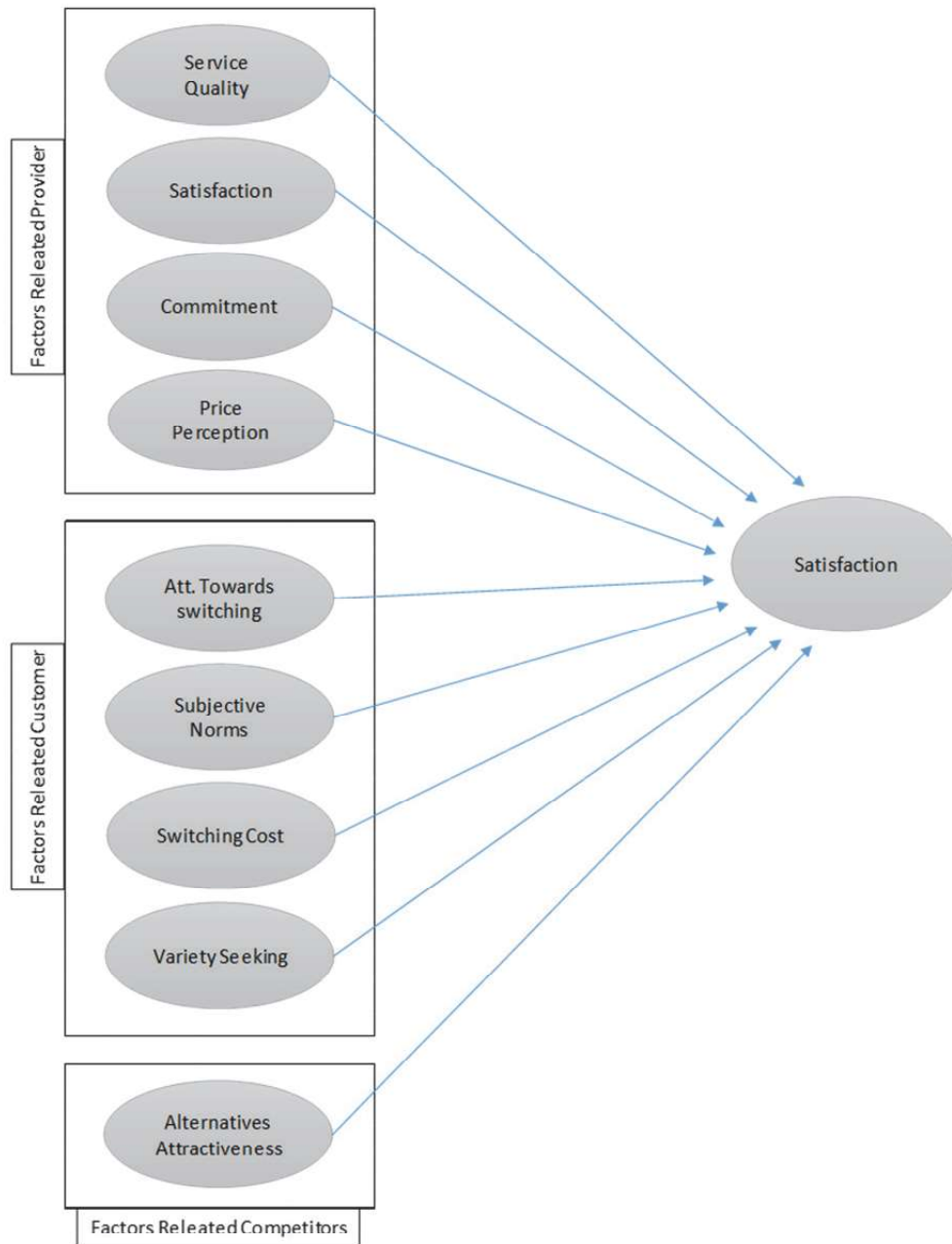
In one of his studies focusing on the customers switching behaviors in the banking sector, Vyas (2014) conclude that all the factors of price, brand name, employee response to service failures, customer satisfaction, service quality, competition, customer commitment and involuntary switching have positive effects on the customers' switching intentions. It can be seen that one of the most significant factors pointed out here is competition. This factor, mentioned in the previous studies and also called as alternative attractiveness in the premise study of Hirschman(1970), is the most prominent variable regarding to the characteristics of the competitors. Therefore, the last hypothesis of this study implies this variable:

H9: Alternative attractiveness, as being one of the determinant factors affecting the switching behaviors of the customers who have switched their AD, also affects their intentions to switch back to their original AD.)

Research Model

While establishing the research model, PPM model of the Bansal, Taylor and James (2005) and triple categorization model of Michalski (2004) were mainly utilized from. As a result of the information obtained during literature review, some variables of these models were excluded, some were combined, and finally, the model, focusing on the after sales services and displayed below, was established after the discussions made with the experts of the automotive industry:

FIGURE 1
RESEARCH MODEL: THE REASON OF SWITCHING REASONS AND THE
INTENTIONS OF SWITCH BACK



METHODOLOGY

The universe of this research is the customers of the four brands (Volkswagen, Audi, Seat, Skoda), for which the company called Doğuř Otomotiv Servis Tic. Ař (DOS), one of the country distributor of the global brands performing sales of approximately 20% of the automotive car sales in Turkey and having a total of more than 1.2 million customers, is a representative. Firstly, the size of the sample was decided on. According to many statisticians, the minimum number of sample is 1067 for 95 percent

confidence interval according to the size of the highest universe, with ± 0.03 sampling error. In this respect, 1092 units of number of customers taken to research contain ± 0.03 margin of error in 95% confidence interval. According to the records of the services of DOS kept in electronic form in order to make interviews with customers who have actually switched their service providers, the customers who have no entry to any DOS authorized service point/dealer (AD) have been detected despite the fact that 18 months have passed since they last received service. In the survey stage, too, the fact that they have received service from an unauthorized service has been guaranteed with the first question, and no interview has been made with the customers who have not received service from another place yet. The reason for not determining a period longer than 18 months as a sub-period is to prevent forgetting the feelings and thoughts related to the behavior of switching or remembering them incorrectly.

Information related to the survey has been gathered from the customers with the statements in the scales specified below (statements have been openly specified in Table 3) and with the Computer-Assisted Telephone Interviewing (CATI). In addition, the voice recordings related to all calls have been stored in electronic form for future-proof and quality purposes. First of all, the scales also used in the researches of Bansal, James and Taylor (2005) were translated from their originals into Turkish. In addition, the scales that measure the concepts very close to each other were gathered under the basic variables determined and were simplified while establishing the model, and the variable measurements were strengthened. (For example, the scales of value and trust have been evaluated under the satisfaction scale, and the past switching behavior has been evaluated under the scale of variety seeking.) The questions with the same direction have been measured through 5 point Likert scale. The scales used in the research are as follows: Service Quality: Taler and Baker (1994), Parasuraman and Zeithaml and Berry (1985), Satisfaction: Oliver and Swan (1989), Patterson and Spereng (1997), Larzelere and Huston (1980), Commitment: Meyer and Allen (1991), Price Perception: Bansal, Taylor and James (2005), Attitudes Towards Switching: Bansal and Taylor (1999), Subjective Norms: Taylor and Todd (1995), Cost of Switching: Colgate and Lang (2001), Variety Seeking: Trijp, Hoyer and Inman (1996) and Easts (1993), Alternative Attractiveness: Ping (1993), The Measure of Intentions to Switch Back: Oliver and Swan (1989).

In the calls ongoing throughout the period of June 2015- January 2016, a total of 21.340 customer data were taken into the call pool, 3226 customers did not accept to be interviewed, 1548 customers left the survey unfinished, 2134 surveys were completed and the average duration of interview was performed as 20 minutes and 9 seconds. Out of the 2.134 surveys that were completed, 7 and more questions were not answered or left empty, and the surveys were taken out of the systems and were not taken into the assessment. The number of the remaining assessment surveys was 1092.

In the stage of determining the validity and reliability of the scales, firstly, IBM SPSS 17 program and the explorative factor analysis were performed. To start with, it was tested whether or not the data were suitable to the factor analysis. For this, according to Büyüköztürk (2016), KMO value should be higher than 0.60, and Barlett test should be meaningful. Indeed, KMO value is 0,93 and Sig. (p) value is <0.001 . Therefore, the data have been found suitable for factor analysis. In the factor analysis, 10 items have been found whose Eigen value is 1.00 and over, and these components describe the 69,54 % of the total variance. (See Annex 1, Table 4). After the exploratory factor analysis in which ten factors were disintegrated, confirmatory factor analysis was conducted with the least squares regression analysis (PLS) method in order to be able to put forward the validity of the research in a high percentage. For this purpose, Smart PLS 3 was preferred out of the programs that were developed (Ringle, Wende and Becker, 2015). Due to the fact that the scales are in a reflective structure, the model was established accordingly (Becker, Klein and Wetzels, 2012; Hair, Hult, Ringle and Sarstedt, 2014, p. 13; Hair, Ringle and Sarstedt, 2011). Factor loadings were checked by running the PLS algorithm. Upon the recommendation of Hair et al., 2014, p. 102 and Hair et al., 2011, there should be over 0,60 factor load. According to this; in the "Service Quality" scale, 4 questions that do not provide this condition and one question in the "Variety Seeking" scale has been taken out of the model because they loaded a question for low factor.

As a result of the analysis made again, factor loads have been obtained as in the Table1 below.

TABLE 1
FACTOR LOADS TABLE

	RET	ALT	VAR. SEEK	PRICE	SWI. COST	SAT	SER. QOUL	SUB. NORM	REP. INT.	AT. SWITC.
RETENTION	0,76	0,23	0,2	0,20	0,25	0,37	0,29	0,16	0,15	0,20
	0,84	0,38	0,12	0,15	0,19	0,60	0,47	0,22	0,23	0,29
	0,90	0,36	0,15	0,22	0,22	0,56	0,42	0,26	0,26	0,31
ALTERNATIVE ATTRACTIVENESS	0,81	0,32	0,15	0,21	0,25	0,44	0,31	0,22	0,24	0,31
	0,31	0,73	0,27	0,18	0,27	0,42	0,34	0,32	0,33	0,38
	0,30	0,79	0,35	0,28	0,42	0,27	0,25	0,39	0,29	0,47
	0,24	0,74	0,20	0,14	0,26	0,27	0,24	0,31	0,28	0,41
	0,38	0,85	0,32	0,17	0,39	0,41	0,35	0,35	0,34	0,48
	0,32	0,82	0,23	0,13	0,30	0,45	0,38	0,33	0,35	0,44

VARIETY SEEKING	If got satisfied with a service, I do not usually intend to switch it.	0,20	0,34	0,76	0,17	0,35	0,10	0,10	0,20	0,12	0,26
	I am not really disposed to switch the service provider I get service from.	0,14	0,31	0,76	0,18	0,34	0,08	0,09	0,20	0,12	0,23
	In the past, I did not switch service providers very much.	0,15	0,26	0,83	0,26	0,48	0,02	0,08	0,24	0,12	0,27
	I did not have much switching experience before.	0,10	0,21	0,80	0,21	0,40	0,01	0,05	0,19	0,08	0,19
PRICE	The price I have paid for that service provider was higher than the prices of its competitors.	0,24	0,20	0,27	0,93	0,35	0,12	0,16	0,30	0,12	0,35
	Costs of that service provider were higher than the costs of its competitors.	0,18	0,23	0,22	0,92	0,30	0,12	0,12	0,29	0,11	0,34
SATISFACTION	When you think generally, how do you feel about the service you got?	0,43	0,38	0,10	0,13	0,14	0,75	0,55	0,19	0,34	0,23
	I was not pleased with.										
	I have never been satisfied with.	0,49	0,41	0,08	0,15	0,12	0,85	0,59	0,21	0,31	0,25
	I have always been displeased with.	0,48	0,39	0,09	0,15	0,13	0,86	0,58	0,20	0,31	0,25
	I think they have done a very bad job.	0,43	0,37	0,01	0,07	0,05	0,81	0,50	0,16	0,29	0,20
	I was always unhappy.	0,50	0,39	0,06	0,12	0,10	0,85	0,53	0,23	0,32	0,24
	The service provided was worthless at all.	0,48	0,39	0,07	0,09	0,09	0,80	0,51	0,20	0,26	0,24
	The service provider did not pay attention to me (It was ignoring me).	0,50	0,40	0,07	0,08	0,10	0,76	0,58	0,20	0,31	0,24

	I have never trusted in their services.	0,50	0,40	0,06	0,08	0,08	0,08	0,54	0,19	0,33	0,22
	They have never kept their promises.	0,45	0,30	0,00	0,06	0,02	0,02	0,51	0,14	0,28	0,18
	They have never been honest and realistic with me.	0,48	0,32	0,02	0,08	0,05	0,05	0,49	0,15	0,28	0,17
	They have never treated me in a reasonable and fair way.	0,48	0,32	-0,00	0,07	0,02	0,02	0,50	0,16	0,28	0,19
	I have always felt that they would not help me when I needed.	0,58	0,40	0,07	0,14	0,11	0,11	0,54	0,21	0,29	0,25
	I did not need to spend much time and money to switch the service provider.	0,24	0,34	0,41	0,31	0,85	0,12	0,10	0,47	0,18	0,37
	If I speak generally, I would say that the cost of the time, money and effort I have spent and the discomfort I have felt was not high that much.	0,24	0,33	0,38	0,24	0,84	0,08	0,07	0,38	0,17	0,37
	I did not spend much money and waste much time on switching my service provider.	0,21	0,37	0,51	0,30	0,85	0,03	0,06	0,35	0,18	0,37
	If I took every aspects into account, the cost of ending all my relationship with my service provider was lower than the cost of getting service from a new one.	0,17	0,34	0,32	0,28	0,69	0,12	0,12	0,32	0,19	0,32
	Generally, the service of that service provider was not perfect.	0,27	0,27	0,08	0,12	0,11	0,45	0,65	0,12	0,23	0,19
	The quality of the service provider was low in general.	0,33	0,32	0,06	0,08	0,05	0,59	0,75	0,15	0,25	0,20
	Employees were expected to be gentler.	0,30	0,24	0,00	0,04	0,04	0,44	0,70	0,12	0,18	0,14
SERVICE QUALITY											
SWITCHING COST											

	That service provider was supposed to provide exclusive attention to the customers.	0,32	0,27	0,10	0,14	0,07	0,41	0,73	0,14	0,16	0,16
	Employees of that service provider were supposed to know the needs of their customers.	0,41	0,30	0,11	0,16	0,09	0,48	0,74	0,14	0,19	0,19
SUB. NORMS	Most of the people whom I care about have approved my switching behavior.	0,27	0,44	0,26	0,32	0,45	0,23	0,18	0,94	0,19	0,49
	Most of the people whom I care their opinion have recommended me to switch my service provider.	0,21	0,36	0,23	0,28	0,42	0,21	0,17	0,92	0,16	0,39
RE. INTENT.	Highly unlikely.	0,22	0,35	0,15	0,14	0,22	0,27	0,24	0,18	0,82	0,28
	Not even possible.	0,25	0,36	0,10	0,10	0,19	0,36	0,25	0,17	0,93	0,31
	I do not definitely consider.	0,25	0,38	0,11	0,10	0,19	0,36	0,27	0,16	0,92	0,31
ATTITUDE TOWARDS SWITCHING	When I think about the past, the decision of switching from that service provider from a new one was;	0,35	0,51	0,24	0,41	0,42	0,30	0,26	0,47	0,32	0,76
	A quite good idea.										
	Quite useful.	0,30	0,45	0,27	0,33	0,35	0,24	0,22	0,38	0,28	0,87
	Beneficial enough.	0,26	0,46	0,31	0,32	0,38	0,23	0,22	0,38	0,26	0,89
	Quite reasonable.	0,28	0,48	0,29	0,31	0,39	0,22	0,19	0,40	0,28	0,90
	Quite satisfactory.	0,27	0,48	0,23	0,25	0,35	0,24	0,21	0,39	0,31	0,89
	Something I have wanted.	0,18	0,35	0,15	0,21	0,30	0,11	0,12	0,32	0,21	0,66

Bootstrap process was performed in order to test whether or not the factor loadings obtained by Confirmatory Factor Analysis is statistically significant. In the Smart PLS 3 program, the sample count was chosen as 1069 for the bootstrap process and analysis was run (Hair et al., 2014, p. 134). When the results were examined, it was validated that the factor loadings were statistically meaningful because it was determined that the statements provided the condition of ($t > 2.57$, $p < 0.05$) in all the factors. (Annex 2 Table 5). As a result of the confirmatory factor analysis made with PLS method, convergent validity was obtained since it was seen that the conditions specified by Hair et al. (2014, p.121) were provided respectively.

- In all factors, the statements receive factor load values higher than 0.60.
- As it is demonstrated in Table 1, the statements give the largest load to the factor they belong, and the factors are clearly separated from each other.
- In accordance with Fornell and Larcker (1981) criterion, the values of the declared average variance included in Annex 5, Table 7 (AVE: Average Variance Extracted) are higher than 0.50 for all factors. On the other hand, as a result of the confirmatory factor analysis made with PLS method, the square root of the average variance (AVE) value declared for each factor structure according to the criterion of Fornell and Larcker (1981) must be quantitatively greater than the largest of the correlations with other structures (Hair et al., 2011). In the analysis made, it was observed that this situation has been provided and the discriminant validity has also been yielded.

Composite reliability (CR: Composite Reliability) values of all the factor structures are greater than 0.70. In addition, Cronbach alpha values shown in Table 2 are also greater than 0.70. This situation provides the conditions specified by Hair et al. (2014, p. 101). Therefore, the reliability of the scales has also been provided.

FINDINGS

In order to analyze the research data, multiple linear regression analyses and correlation in the SPSS 17 program have been made. In the following Table 2, both the correlation and also some general statistical values are included.

TABLE 2
CORRELATION TABLES

	Mean	Std. Deviation	Com.	Alt.	Var.	Pri.	Swi.C.	Sat.	S.Qua.	Sub.No.	S.B.I	Att.Tw Swi.
Com.-Commitment	3,25	1,16	0,85^a									
Alt.-Alternatives Attractiveness	3,48	0,97	0,4	0,85^a								
Var.-Variety Seeking	4,2	0,75	0,19	0,36	0,80^a							
Pri.-Price Perception	4,18	1,04	0,24	0,23	0,27	0,84^a						
Swi.-Switching Costs	4,09	0,86	0,27	0,43	0,51	0,35	0,82^a					
Sat.-Satisfaction	2,54	1,08	0,6	0,47	0,071	0,13	0,11	0,95^a				
Qua.-Service Quality	2,84	1,01	0,46	0,4	0,11	0,16	0,11	0,67	0,76^a			
S.No.-Subjective Normlar	3,77	1,19	0,27	0,44	0,27	0,32	0,47	0,24	0,19	0,84^a		
S.B.I-Switch Back Int.	3,06	1,22	0,28	0,41	0,14	0,13	0,23	0,38	0,29	0,2	0,88^a	
A.T.S.-Attitude Towards switching	3,84	0,98	0,34	0,56	0,31	0,38	0,45	0,28	0,25	0,48	0,34	0,91^a

N= 1092 ve ^a coefficient alphas.

As shown in Table 2, the correlation coefficients of all the variables are greater than zero, and hence, the variables are associated with each other. The greatest coefficient value is between quality and satisfaction (0,67). The fact that these two variables are in a high correlation is quite natural as it is also observed in the literature review stage. The second highest correlation is between satisfaction and commitment as an expected result, again (0,60). According to the strength of the correlation, the third highest correlation is between attitudes towards switching and the alternative attractiveness. The lowest correlation, however, is between satisfaction and variety seeking (0.07). That is, it can be said that the correlation between satisfaction and variety seeking is too low.

As shown in Table 2, the variable with the highest mean among the values between 1 to 5, appointed by the switchers in a way that the severity of negativity increases towards 5, (for example, while the perception of low price is 1, the perception of the highness of the price is in the direction of 5) is the Variety Seeking (4,20). This is followed by Price Perception (4,17) and the Cost of Switching (4,08). The lowest three values, however, are Satisfaction (2,54), Service Quality (2,84) and Commitment (3,25), respectively. The Intention to Switch Back, however, has obtained a value of 3,06. The fact that the mean of the variety seeking turned out to be high implies that the customers switch their ADs in spite of the fact that they do not have a tendency to switch in order to make a change. This also increases the importance of other factors. Therefore, if the customers have left the AD despite the fact that they do not have a habit or desire to switch too much, the effect of the other variables are stronger than the opposite situation, that is, the situation where the people are already in the habit of switching too frequently. The fact that there is price in the second rank indicates that, the customers think the service they have received from ADs are more expensive than it should be. However, this perception is not as high as 5, which is the highest value.

The height of the switching cost score, however, might mean the customers switch the AD easily, and that they are not affected too much by the costs that will prevent them in terms of switching (search, breakdown of the relationship, financial commitment, etc.). This is an important information for the AD. That is, when people want to switch the AD, the effect of the costs that will prevent them from this behavior is low. In addition, it is not possible to say that there is a relational cost that will generally engage the customers to the AD. For example, the customers do not have strong relationships with the employees of ADs that they do not want to be broken down whereas there should be in general.

The fact that the satisfaction score is 2.54, and the service quality score is 2.84 is a case close to the expected. The customers that switch the AD are generally customers who have an average satisfaction. These customers also find the service quality in a medium quality. That is, generally, the perception of an average satisfaction and service quality is not a sufficient condition for the customers not to leave. On the other hand, the fact that these customers do not have a high commitment (the commitment mean 3.25) also seems to support the fact that these three variables (service, satisfaction, commitment) are handled as variables which are highly correlated in the literature. At this point, it can also be expressed that the customers who have switched do not necessarily have low satisfaction or do not find the service quality very low. If that were true, it would be expected that the customers who have switched had scores of satisfaction and service quality equal to or higher than 4. In the same way, not only the customers with a very low commitment perform a switching behavior.

Finally, the fact that the variable of the intention to switch back has a mean value (3.06) can be interpreted as the decisions of the customers who switched the ADs are not very precise and definite. That is, the possibility of these customers to switch back to their original ADs is in an average level.

Regression Analysis

In order to interpret and illustrate the findings of the research, a multiple linear regression analysis was carried out between the 9 different factors of switching, which are the independent variables of our research, and the intention to switch back, which is our dependent variable.

Whereas the R Square value indicating the power of explaining the intention of returning, which is the dependent variable of the model, is 0,232, F value is 36,29, Sig=0,000. In this case, due to the fact that, primarily, $F=36,29 > F_{\infty, 10} = 2,54$ and $p < 0,05$, our model is meaningful in a 95% reliability level.

On the other hand, because of the fact that all of the values of dividing one by the Variance Amplification Factors (1/VIF) in the table (Annex 3 table 6) indicating whether or not there is a multiple linear connection between the variables are smaller than 5, there is not a problem of multiple linear connection between the variables (Büyüköztürk, 2016).

After these verifications, the coefficients table showing the relationship between the intention to switch back and the factors of swiching (Table 3) is as follows.

TABLE 3
REGRESSION COEFFICIENTS

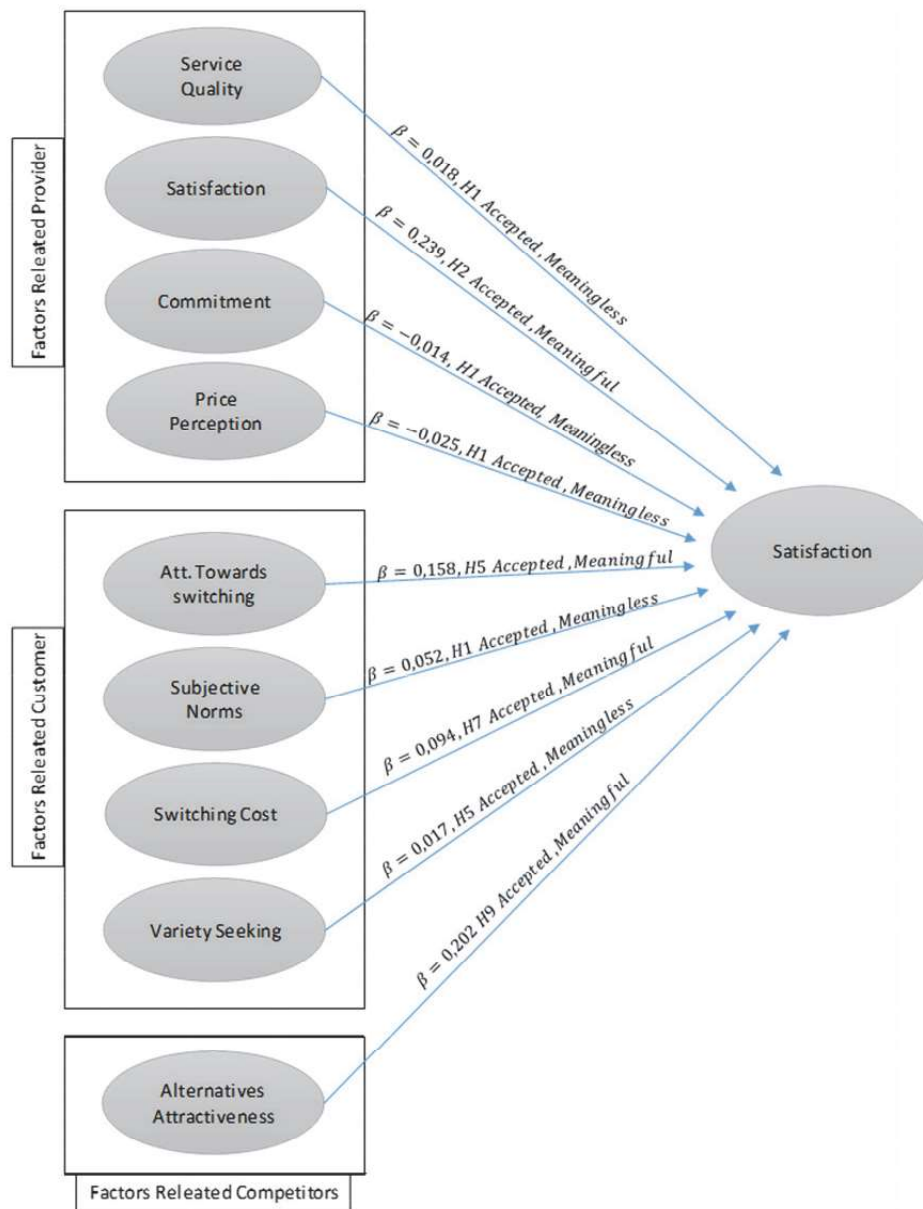
INDEPENDENT VARIANCES	Beta (Std.)	t	Sig. (p)
Commitment	-0,01	-0,391	0,696
Alternatives Attractiveness	0,20**	5,489	0
Variety Seeking	-0,01	-0,548	0,584
Price Perception	-0,03	-0,849	0,396
Satisfaction	0,24**	5,788	0
Switching Costs	0,09**	2,649	0,008
Service Quality	0,02	0,506	0,613
Subjective Normlar	-0,05	-1,575	0,116
Attitude Towards switching	0,16**	4,507	0

**Correlation is significant at the 0.01 level (2-tailed).

N=1092

If we test our hypotheses according to the table values:

FIGURE 2
THE RESULTS OF HYPOTHESIS



On the other hand, it will be appropriate to make some comments in more detail:

Whereas the direction of the correlations of the intentions to switch back and the commitment, variety seeking, price perception and subjective norms is in the negative it is in the positive direction for the other variables. For example, if the perceptions of the customers in terms of the highness of the prices increase, the intentions of the customers to switch back also increase in the positive way. Or, if the perception of alternative attractiveness increases, the intention to switch back decreases. First of all, whether these effects are meaningful or not is quite significant for the inferences that will be made and for the accuracy of the interpretations. In this sense, when the t-test results are examined, it is seen that the effects of the first four variables that only have the highest affecting ratio (satisfaction, attractiveness of the alternatives, attitude towards switching and the switching cost) are meaningful because the p value is smaller than 0,05

(Büyüköztürk, 2012). The effects of other variables are not meaningful. Therefore, it will be appropriate to take this information into consideration in the inferences that will be made. The following comments are directed towards relationships mainly found to be meaningful. When Beta (β) values are looked at in order to understand which variable makes the largest affect to the dependent variable, the intention to switch back, to interpret the relative importance priorities, the following comments can be made:

- The biggest effect is made by the satisfaction variable ($\beta=0, 24$). The comment to be made here is the fact that even if the managers lose their customers, the most effective factor in gaining them back is satisfaction. Switching back of a customer who has switched a supplier is most related with the satisfaction he had while switching. The more satisfied a customer while switching, the higher is the possibility for him to switch back.
- The second biggest effect on the intention to switch back is made by the variable of the alternative attractiveness ($\beta=0, 20$). Therefore, it can be said that the reduction of competitors of the companies or the decrease of the attractiveness of the competitors increases the likelihood of the customers to switch back. Or, differentiation of the company compared to its rivals and by increasing its own attractiveness will affect the intention of the customers to switch back, positively.
- The third biggest effect on the rate of switching back is made by the attitude towards switching ($\beta=0,16$).
- The fourth meaningful effect on the intention to switch back is made by the switching cost. ($\beta= 0,09$).

CONCLUSION

Ignoring the effects of leaving economy infers missing a sustainable and profitable consumer market with a size as much as the combination of the economies of China, India and Brazil(Wollan, Honts and Angelos, 2014). That's why one of the issues that the business managers and academicians of the modern period are primarily concerned with or supposed to be concerned with is the switching behaviors of the customers.

As it is handled in a long manner in the literature section, the swichin behavior has many different variables, and the interactions of these variables with each other are also complex. They can also have moderator effects on each other. For this reason, every company manager, who wants to understand the switching behavior of their customers, does not want losing them or wants gaining them back, must definitely make a study and research specific to his own company, or have it made, just as is the case in this study. Because, on the other hand, it is not very easy to find out why the customers really switched. For example, most of the time, the price is not the real reason of switching (Reicheld, 1996). Conversely, especially in today's world of increased socialization and individualization, differentiation has gained weight instead of standardization. For this reason, there is not just one switching behavior model directed towards all the sectors or customers. That's where the importance of this research emerges: After an in-depth examination of past researches, the research has examined the causes of the leaving behavior in the automotive sector in particular by covering them in a wide framework. In this sense, this is the only study made within this scope. A few important points where the study disintegrates are as follows as it has also been previously described in part:

- Whereas most of the previous studies were built on intentions, this study was made over actualized switching behaviors, hence, its precision rate has been upgraded.
- The studies conducted with actual behaviors were also realized with opinion analysis techniques instead of a questionnaire. Therefore, it is based on comments. This study, however, is structured directly on customer statements.
- Both the number of the questions and the samples in the survey used in this research is quite larger than its analogues. In this respect, it has an advantage.

- The research model has been established by handling the similar and interwoven concepts in the literature in an understandable way that is simpler and more concentrated.

It will be useful to make several generalizations in terms of the outputs of the research: The most important variables that will prevent the customers' switching behavior and will support the customers who have already switched to switch back, and which are also manageable for the companies, are satisfaction, alternative attractiveness and the switching cost. The attitude towards switching is a variable that is in the sphere of influence of customers rather than the companies. Nevertheless, to make the results more apprehensible and to simplify them within the framework of all these outputs and reviews, the following sentences will be more understandable. Because, understanding of the research outputs is a complex situation since both the inner meanings of the variables (for example, whereas the fact that the price perception is high is a negative situation for AD, the fact that the service perception is high is a positive situation) and also the directions of their effect are different. According to the relationships that are meaningful;

- If the satisfaction of the customer who has switched the service provider is high at the moment of switching, the likelihood of his switching back is also high. And, satisfaction is the strongest variable influencing the intention to switch back.
- If the attractiveness of the competitors is low at the moment of switching, the likelihood of the customer's switching back is also high.
- If the customers who have switched think that this behavior of theirs is correct, likelihood of their switching back is low.
- At the moment of switching, if the cost that the customer tolerated due to this behavior is low, likelihood of the customer's switching back is also low.

The effects that have been verified but which are not meaningful are as follows:

On the other hand, it is concluded that the satisfaction and service perceptions of the customers who switched are in an average value and that average values are not sufficient to prevent a customer from switching. Therefore, the companies should create a high perception of service quality to avoid losing their customers in a way that will generate a high satisfaction and commitment to them. For this purpose, measures need to be developed in order to increase both technical and functional service quality that enhances satisfaction. For example, there can be solutions such as product/service enrichment in the technical sense, and giving response training, etc. to the employee in the functional sense. Although the fact that the price has a high mean among the switching variables is remarkable, its effect on the intention to switch back turned out to be meaningless. In addition, a customer's switching behavior, resulted from the fact that he considered the price high, has an effect on his possible behavior of switching back in the positive way. This is an important information that should be considered by the companies.

Building a relationship is one of the practical outputs of satisfaction determined by the factors such as trust and value. Indeed, the fact obtained from this research saying that the intentions of the customers, who switched while feeling committed to the service, to switch back, are negatively affected by this feeling, underlines the importance of this relationship. What companies should do is to give satisfaction to their customers by establishing a relationship with them based on trust and value. According to Hemetsberger, Kittinger-Rosanelli and Freidmann (2009), too, even if the customer leaves a brand, his emotional commitment related to this brand may continue, and this is why the companies should display a respectful and emotional approach towards their customers in a way that will leave positive effects and that will lead to long-term relationships, and should develop strategies suitable to this. The way to this is to select the employees from those with the ability for empathy and to encourage them to work with a high motivation with suitable trainings and to enable them to be in positive and impressive relationships with the customers.

On the other hand, as it will be remembered, the existence of the switching costs is a variable that also affects the intention of returning in a positive way according to the result of the research. A great number of researches made have put forward the fact that the most important switching cost is the emotional costs. That is, the companies have to build the right relationships with the customers and increase their

switching costs. Because, increasing the other switching costs is not a variable that can be changed by the companies. For example, according to Jones, Mothersbaugh and Beatty, too (2000), the managers should develop positive obstacles in order to be able to provide a real benefit from the switching obstacles. This would be in the development of personal relationships. The more personal bonds the AD establish with the customer, the higher they will carry up their service perceptions, satisfactions and commitment.

This type of relationships should be aimed to meet the customers' socialization tendencies. The fact that the social media has become so widespread in today's world carries important clues in this sense. The companies should meet the customer's needs to be in relationship with others through sharing, and expressing themselves, and should strengthen their ties with them. The fan clubs, and social media groups and the interesting activities would support the relationships of the companies with their customers. For example, using highly advanced and attractive game modules in the web pages or AD environments, or organizing "fix it yourself" days enabling the customers' to spend good time in the services, etc. Besides these, products and services such as extended warranty could also be developed to put off the customers' switching behavior, to increase the changing costs and to provide loyalty by generating value to the customer. In this way, the importance of the switching costs laid out with research results will have been implemented.

At this point, the most important issue and the most important fact to be taken into consideration is the requirement of the fact that completely emotional factors are at the forefront in this personalization. Indeed, almost all the variables that are at the forefront in the analysis section of the research possess emotional expansions. Three of the four positive meaningful determinants (satisfaction, attitudes towards switching and emotional switching costs) of the intention to switch back, which is the main output of the research, are variables completely special to human emotions. Indeed, the fact that one of the variables that affect the intention to switch back least is the price factor and the perception of the service is another information indicating that in reality, emotions affect us more than anything else in human behaviors. That is, people make decisions according to their emotions, switch according to their emotions or repurchase according to their emotions. The company managers have to catch a relationship model that will affect people's feelings and that will capture them from the heart.

Some of the future-related research fields that emerge during this research and might be useful in understanding the switching behavior more are as follows:

- A research that could be made on the switching intentions of the customers, who are already very satisfied and whose perceptions of service quality and commitment is high, can lead to the averaged outcomes which can then be used for testing the tendency of the satisfied customers to switch and might open new horizons in this field.
- A research that could be made on the customers who have switched back, could produce the clues that might bring the same issue (switching behavior and its effects) again to a positive conclusion over the realized behaviors, in the same way this research has been made. It could also enable the issue to be understood better.
- Conducting a model study in order to develop a performance indicator criteria (for example, a criterion called "the power of switching") that could singularize the severity of the switching behavior and perhaps might be effective for the companies throughout the world would be very beneficial.
- According to the perception of the brands, a switching behavior differentiation is one of the sub-dimensions of the study. For example, making a research on the switching behaviors of the luxury segment and lower segment brand customers to see whether or not there is a disintegration between their behaviors would produce useful results for the marketing science.

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APPENDIX 1

TABLE 4
TOTAL VARIANCE EXPLAINED

Total Variance Explained			
Compon ent	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulati ve %
1	11,818	24,117	24,117
2	4,407	8,994	33,112
3	3,546	7,237	40,349
4	2,57	5,245	45,594
5	2,405	4,909	50,503
6	2,306	4,706	55,21
7	2,16	4,408	59,618
8	1,913	3,903	63,521
9	1,812	3,699	67,219
10	1,138	2,323	69,543
Extraction Method: Principal Component Analysis.			

APPENDIX 2

TABLE 5
MEANINGS OF FACTOR LOADINGS

	Original Sample(O)	Std. Deviation (STDEV)	Std. Error (STERR)	T Statistics
COM1<-COM	0,766	0,02	0,02	38,408
COM2<-COM	0,843	0,013	0,013	66,289
COM3<-COM	0,905	0,006	0,006	143,861
COM4<-COM	0,817	0,016	0,016	50,831
ALT1<-ALT	0,737	0,02	0,02	36,984
ALT2<-ALT	0,792	0,014	0,014	56,661
ALT3<-ALT	0,745	0,021	0,021	36,263
ALT4<-ALT	0,859	0,011	0,011	80,689
ALT5<-ALT	0,825	0,012	0,012	67,812
VAR2<-VAR	0,765	0,026	0,026	29,088
VAR3<-VAR	0,767	0,024	0,024	31,943
SAT6<-SAT	0,801	0,016	0,016	49,086
PRI1<-PRI	0,937	0,007	0,007	133,933
PRI2<-PRI	0,922	0,011	0,011	88,167
VAR3<-VAR	0,834	0,017	0,017	49,33
VAR4<-VAR	0,804	0,023	0,023	34,375
SAT7<-SAT	0,769	0,017	0,017	46,559
SAT8<-SAT	0,844	0,013	0,013	67,39
SAT9<-SAT	0,75	0,018	0,018	40,806
SAT10<-SAT	0,808	0,015	0,015	54,86
SAT11<-SAT	0,804	0,015	0,015	54,647
SAT12<-SAT	0,792	0,014	0,014	55,111
SWI1<-SWI	0,85	0,015	0,015	56,948
SWI2<-SWI	0,846	0,016	0,016	51,735
SWI3<-SWI	0,858	0,016	0,016	54,836
SWI4<-SWI	0,693	0,029	0,029	23,718
SAT1<-SAT	0,75	0,02	0,02	37,322
SAT2<-SAT	0,85	0,012	0,012	73,335
SAT3<-SAT	0,86	0,011	0,011	76,1
SAT4<-SAT	0,819	0,014	0,014	60,121
SAT5<-SAT	0,85	0,012	0,012	72,375
QUA1<-QUA	0,655	0,025	0,025	26,095
QUA2<-QUA	0,759	0,016	0,016	46,945
QUA6<-QUA	0,704	0,021	0,021	33,338
QUA7<-QUA	0,734	0,02	0,02	37,618
QUA8<-QUA	0,745	0,018	0,018	42,42
SUB1<-SUB	0,942	0,005	0,005	205,823
SUB2<-SUB	0,92	0,009	0,009	103,267
SBI1<-SBI	0,827	0,015	0,015	56,2
SBI2<-SBI	0,933	0,006	0,006	152,038
SBI3<-SBI	0,927	0,008	0,008	122,512
ATS1<-ATS	0,761	0,019	0,019	39,613
ATS2<-ATS	0,879	0,012	0,012	74,096
ATS3<-ATS	0,896	0,01	0,01	91,106
ATS4<-ATS	0,909	0,009	0,009	105,613
ATS5<-ATS	0,89	0,01	0,01	88,598
ATS6<-ATS	0,661	0,026	0,026	25,456

APPENDIX 3

**TABLE 6
REGRESSION VIF ANALYSIS**

Independent Variables	Collinearity Statistics	
	Tolerance	VIF
Commitment	0,584	1,713
Alternatives attractiveness	0,523	1,911
Variety seeking	0,715	1,399
Price perception	0,79	1,266
Satisfaction	0,418	2,393
Switching cost	0,568	1,76
Service quality	0,549	1,821
Sub. Norms	0,664	1,507
Att. Towards switching	0,578	1,73

APPENDIX 4

**TABLE 7
AVERAGE VARIANCE EXTRACTED**

	AVE
Com-Commitment	0,696
Alt-Alternatives attractiveness	0,629
Var-Variety seeking	0,629
Pri-Price perception	0,864
Swi-Switching cost	0,664
Sat.-Satisfaction	0,654
Qua.-Service quality	0,519
Sub.-Subjective norms	0,867
S.B.I.-Switch Back Intention	0,805
A.T.S.-Attitude towards switching	0,702