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Switching Barriers in the Modern Era: A Systematic Exploration of the Literature

Adi Haryadi [1*], Andriani Kusumawati[2], Teuku Noerman[2,3†] and Wiyata[4†]

1*. Department of Business Administration, Universitas Brawijaya, Jl. MT. Haryono No.165, Ketawanggede, Kec. Lowokwaru, 65300, Malang, Jawa Timur, Indonesia
2,3,4. Department of Business Administration, Universitas Brawijaya, Jl. MT. Haryono No.165, Ketawanggede, Kec. Lowokwaru, 65300, Malang, Jawa Timur, Indonesia

*Corresponding author(s). E-mail(s): Adiharyadi@student.ub.ac.id;
Contributing authors: andriani_kusuma@ub.ac.id; tnoerman@ub.ac.id; wiyata@ub.ac.id
†These authors contributed equally to this work.

ABSTRACT
The rapid advancement of technology and increasing competition in the digital era have heightened the complexity of understanding switching barriers in customer behavior(Fan et al., 2016; Yang & Peterson, 2004). Dissatisfied consumers do not always go, just as happy customers are not constantly devoted. The growing globalization of the economy, the diversity of accounting teams in multinational management groups, and the trend towards harmonizing financial and management accounting are some factors that cause changes and dynamics in the competitive world. The business and accounting sectors have seen significant changes and repercussions as a result of the Industrial Revolution 4.0 and advancements in information technology(Chauhan et al., 2022; Dwivedi, Hughes, et al., 2023; Dwivedi, Kshetri, et al., 2023; Mauludina et al., 2023)The purpose of this study is to discover, examine, and describe the most recent advancements in the field of switching barriers. Scopus provided the data for this study. All available research on phenomena connected to certain variables in a field of study is evaluated, examined, and interpreted using the SLR approach (Tsai & Huang, 2007). Koutsothanassi(2017)claims that switching barriers include availability and awareness of alternatives, switching costs, special treatment rewards, and confidence. According to Dwivedi and Hughes' research, influencing factors include switching costs, product service, service value, brand pride, government policies, product information comprehension, consumer behavior and needs understanding, customer-business provider relationships, and customer loyalty. Enhancing service quality, supporting policies, gaining a better understanding of consumer behavior, comprehending client wants, and boosting customer loyalty are among strategies that can be used to mitigate the effects of switching barriers (Palamidovska-Sterjadovska & Ciunova-Shuleska, 2017). Using the Scopus database, 54 peer-reviewed articles were analyzed to identify critical themes, such as switching costs, trust, service quality, and consumer behavior. The findings provide a comprehensive framework for addressing switching barriers, offering practical insights for businesses to enhance customer loyalty and maintain competitive advantage.

KEYWORDS: Switching; Barriers; Switching Barrier; systematic literature review

1. Introduction

The higher the competition in the digital era, the more difficult it is to influence customers to switch. Organizations in various industries face increasingly fierce competition (Yang & Peterson, 2004). With technological advances and the digitalization of business processes, transition barriers can become more complex. These conditions require understanding and managing switching barriers, making these capabilities essential for maintaining and increasing business success. Successful businesses mitigate switching barriers by keeping advantages competitive to retain existing customers and avoid losing them to competitors. (Aman et al., 2022). In addition, the skill of managing the switching barers must have the ability to ensure long-term success (Ricciardi et al., 2022). The complexity of identifying and overcoming these barriers has increased with technological advances and the digitalization of business processes (Barmuta et al., 2020; Jovanovic et al., 2022).Through this literature review, the primary goal is to collect, synthesize, and analyze existing knowledge to provide a holistic view of switching barriers, which can help companies strengthen theirstrategies and maintain a stable customer base.

Key study themes were identified by examining and synthesizing current literature findings using a Systematic Literature Review (SLR) to traverse this complicated terrain(Chauhan et al., 2022). The SLR approach explores current methods, strategies, and practices for collecting and analyzing data (Ribeiro-Navarrete et al., 2021). In an era where customer retention, understanding, and effective management of switching barriers are critical (Boonlertvanich, 2013; Caigny et al., 2020; Hampl, 2020; Kaur et al., 2014) businesses are required to develop strategies aimed at increasing customer loyalty (Kaur et al., 2014; Lusiana & Suryani, 2018). This literature review seeks to explore the depth of knowledge surrounding switching barriers, explain the strategies used to overcome them, and ultimately contribute to increased customer loyalty in the contemporary business landscape.

2. Literaturereview

Review of the literature Switching barriers often deter customers from transitioning between service providers due to associated financial, procedural, and relational costs(Kaur et al., 2014). In an industrial context, barriers to switching can include various aspects, such as long-term contracts, bureaucracy of moving, or uncertainty regarding the quality of services of the new service provider (Palamidovska-Sterjadovska & Ciunova-Shuleska, 2017). Switching barriers are costs or obstacles customers face when switching from one provider or service provider to another (Jones et al., 2000). Barriers to transition may be procedural, financial, or interpersonal (Barmuta et al., 2020). Review of the literature Customers find it difficult or reluctant to move from one service provider to another because of switching barriers (Payne et al., 2010). Economic barriers to switching refer to the costs associated with switching, such as Cancellation Costs or New Equipment Costs (Ribeiro et al., 2023). Relationship barriers to switching refer to emotional attachment (Phang et al., 2022), and customer trust (Arun Kumar et al., 2023), which can make switching to a new service provider difficult (Ha et al., 2023). By preventing consumers from moving to a different supplier or service provider, even if they are not entirely happy with their current service provider, switching barriers help preserve customer loyalty (Hampl, 2020). Transition barriers refer to challenges or obstacles that hinder customers (Hidayat & Idrus, 2023). Or entities transitioning from one service provider or business partner to another (Kemp et al., 2022). These barriers include a variety of factors, including but not limited to financial, technical, social, and psychological aspects(Yang & Peterson, 2004).

With the development of globalization and the rapid evolution of technology (Singh & Singh, 2022), businesses in various industries face increasingly fierce competition (Fan et al., 2016). This competitive landscape has driven an increased emphasis on customer retention and loyalty (Fam et al., 2023; Riva et al., 2022). Identifying, understanding, and managing transition barriers has become critical in maintaining competitive advantage (Chauhan et al., 2021) and ensuring long-term success in business and accounting domains(Ricciardi et al., 2022).

Technological advances and the digitalization of business processes have added complexity to identifying and overcoming transition barriers (Barmuta et al., 2020; Jovanovic et al., 2022). Constantly changing consumer behavior and expectations (Kim et al., 2020; Liu et al., 2020; Verhoef et al., 2021) also present challenges in anticipating and adapting to their changing needs and preferences (Boonlertvanich, 2013; Yang & Peterson, 2004).

Systematic Literature Review (SLR) to examine and synthesize existing literature findings to identify primary research themes (Chauhan et al., 2021). SLR examines the approaches, plans, and initiatives that are currently available for data collection and analysis (Ribeiro-Navarrete et al., 2021). In an era where customer retention (Caigny et al., 2020), understanding (Boonlertvanich, 2013; Hampl, 2020; Kaur et al., 2014), and strategies for effectively managing switching barriers are necessary (Apaolaza et al., 2023; Barmuta et al., 2020; Poulose et al., 2018). In the business world, being aware of these obstacles can lead to developing strategies to increase customer loyalty (Kaur et al., 2014; Lusiana & Suryani, 2018).

3. Methodology

Techniques Comprehending SLR The term "systematic literature review" refers to research methodology or unique research and development conducted to gather and assess research on a given topic emphasis (Lusiana & Suryani, 2018). SLR's goal. Identifying, analyzing, assessing, and interpreting all existing research on the topic area of the phenomenon of interest, along with a few pertinent research questions (Barricelli et al., 2019; Hariyati, 2010; Razavian et al., 2019) are some of the goals of SLR research. In a dissertation or thesis, as well as in a full research funding application, SLR is frequently required to establish a research plan (Hariyati, 2010). The Scopus database was used for this study because of its extensive coverage of numerous scientific fields and the high caliber of articles it offers. An SLR protocol's goals must be determined before it can be started since they form a crucial basis for the entire procedure (Palamidovska-Sterjadovska & Ciunova-Shuleska, 2017). The following two research questions were then developed to reflect the state of knowledge regarding switching barriers:

RQ1: Which research methods, publications by year, and publication media have been employed by prior empirical studies to examine switching obstacles about consumer behavior in the domains of accounting, management, and business?
RQ2: What factors influence switching barriers?

3.1. Methods &Analysis
3.1.1. Object of research
The switching barrier is being used as a research object for the following reasons:
a. Consumer behavior is influenced by switching barriers (movement barriers)
b. Business people and marketers who target loyal consumers must consider the influence of factors, switching barrier strategies, that influence consumer behavior.
c. Various strategies to overcome potential switching barriers (barriers to movement)

3.1.2. Research methods
Research Questions The needs of the chosen topic are taken into consideration when formulating research questions. The study's research questions are as follows. What elements affect barriers to switching?
*Search Process.*Finding pertinent sources to address the Research Question (RQ) and other pertinent references is done through the search procedure. The following procedures are used to search using a search engine (Google Chrome) and the website address https://www.scopus.com/ for data:
Criteria for Inclusion and Exclusion. The purpose of this step is to determine whether or not the data discovered is appropriate for use in SLR research. Studies can be chosen if they fulfill the following requirements:
a. English-language journals published between 1992 and 2023 provide the data.
b. Information gathered via https://www.scopus.com/
c. Only business and accounting-related data is used.
3.2. Evaluation of Quality.
The following questions from the quality assessment criteria will be used to evaluate the data found in SLR research:
QA1. From 1992 until 2023, are the journals published in English?
QA2. Does the journal include information about switching barriers?
QA3 Does the journal document the company's methods for overcoming obstacles to switching?
For every question above, an answer value from each paper will be provided below.
Y (Yes): for issues, contributing elements, and tactics published in English-language periodicals, and, T (No): for issues and approaches that aren't documented.
3.3. Gathering Of Data.
The stage of data collecting is when research data is gathered. Primary and secondary data were gathered for this study.
*a. Primary data.*For the following reasons, primary data for this study was gathered from open-access English-language journals: https://www.scopus.com/:
*b. Secondary data.*The data used in this study was gathered using Mendeley software and was obtained from data evaluation studies pertaining to the SLR method published in publications at https://www.scopus.com/.
The procedures for gathering data, which include observation and documenting from sources (https://www.scopus.com/), are as follows:
a. Go to the https://www.scopus.com/ page
b. The Scopus form's keyword search for "switching" and "barrier" illustrates this stage in Figure 1.
c. In the subject area filter, choose only Accounting, Management, and Business. 220 articles were retrieved from the subject area filter results. Figures 2 that are specific to business, management, and accounting show this stage.
d. The open access filter selects all open access, totaling 54 scientific articles. This step can be seen in Picture 3Usage of the "Open Access" filter.

4. Analysis of Data. At this point, an analysis of the gathered data will reveal:
4.1. Factors influencing switching barriers in business (referring to RQ1)
4.2. Strategies and methods used to overcome potential switching barriers to increase customer satisfaction and loyalty (referring to RQ2)
4.3. Weaknesses of the strategies used to overcome potential transfer barriers (refer to RQ3)

Deviation from the protocol(Report Deviation). Following the study, the author made the following modifications to the protocol deviation:
1. This study addresses research issues and analyses switches and challenges in accounting and business.
2. Gather journals to respond, guarantee the quality, and supply the necessary information.
3. Extending the SLR described in this study.

4. Discussion and Results

4.1. Publisher Outlets and Citations

The papers in this area are compiled according to the journals, publishers, and citations that were obtained from the Scopus database. The published papers are identified in Table 1, and their outlets and publisher citations are displayed in Table 2.

The distribution of journals has a ratio that is, on average, the same. Meanwhile, the number of citations from 54 articles received 2425 citations, with the highest number in the Psychology and Marketing journal, with the number of citations reaching 1248, accounting for 51% of the total. The International Journal of Service Industry Management, Management Decision, Information and Management, and Journal of Economic Behaviour and Organisation come next, with citations 205, 115, 108, and 61, respectively. This distribution represents 8%, 4.7%, 4.4 %, 2.5% of total quotes. The article's distribution of these publishers demonstrates how crucial a role they play in influencing and furthering the conversation about accounting and company switching hurdles. To obtain understanding and add to the body of knowledge in this area, researchers and academics will probably rely significantly on papers from prestigious publishers.

Outcomes of the Scopus database's inclusion and exclusion criteria selection process. According to Table 2, the published articles are:

Symbol Description:

✓: For research data or journals. Because it had an issue, an approach, and enough information for data selection, the data was selected.

X: For journals or data that aren't utilized for research because they are guest-edited articles that aren't suitable for data selection

The criteria for inclusion and exclusion in the search process will be income and limits. 54 journals were separated in this method, and the data was then scanned. The findings of the quality assessment are displayed in Table 3 to indicate whether or not the data was used in this research.

The journals Psychology and Marketing, Information and Management, Management Decision, International Journal of Service Industry Management, Journal of Economic Behaviour, and Organisation rank highest among the 20 most accessed journals over the past decade, as shown in Table 3.

4.1.1. Publications by year and country

Figure 4 shows the number of documents by year, indicating up-and-down fluctuations in the publication pattern between 1992 and 2013. In 2016, two articles were published; in 2017, four articles; in 2018, three articles; in 2019, three articles; in 2020, eight pieces; in 2021, two articles; in 2022, five articles; and in 2023, nine articles. Before 2001, there weren't many publications, but within the past ten years, research on switching barriers has expanded.

Based on the data from Bar Chart 1, we can observe the country's distribution. The United States dominates the distribution of this article with ten articles, England with seven articles, Malaysia with five articles, Australia and India with four articles, and Hong Kong and Indonesia with three articles. In percentage terms, it consists of 18.5%, 12%, 9%, 9%, 7%, 7%. This distribution shows that the main priorities for this research are in economically developed, developing, and third countries.

4.1.2. Research Methods and Sample Types

We can see the distribution of subjects in the journal based on the data from Figure 6. Business management accounts for 42.2% of the distribution of articles, followed by economics (21.1%), social sciences (10.9%), decisions science (7.8%), environmental science (3.9%), engineering (3.1%), arts and humanities (2.3%), energy (2.3%), mathematics (2.3%), and psychology (2.3%). The remaining articles are on other topics.

Based on the data from Figure 7, we can observe the distribution of research by type in the Jurnal. The distribution of types of article writing consists of 36 quantitative articles, 15 qualitative articles, and five articles with mixed methods. The most extensive distribution is quantitative articles, as much as 66%; qualitative, 27%; and mixed methods, as much as 7%.

Based on the data from Figure 8, we can observe the distribution of research analysis methods. The distribution of article writing methods consists of Structural Equation Modeling (SEM) with 14 articles, statistical regression analysis method with ten articles; next is conceptual analysis with six articles, qualitative analysis with four articles, and mathematical analysis with four articles then the linear regression analysis method, statistical regression, ABM, ESR, ISM, Experimental Methods and other techniques.

4.2 Factors influencing business switching barriers.

This research focuses on variables related to business, management, and accounting switching barrier factors, as discussed in previous research studies. This section will explore the factors influencing switching barriers as dependent variables and various independent variables in the context of switching barriers taken from earlier literature. Based on the data from Table 5, we can see a distribution of Switching Barrier Variables.

Switching barriers encompass a range of factors that influence consumer behavior, including financial, procedural, and barriers. Findings from the reviewed studies indicate that while switching barriers can enhance customer retention, their effectiveness is moderated by service quality and customer satisfaction. For instance, high switching costs may deter dissatisfied customers from leaving, but they do not foster long-term loyalty.

Switching Barriers(displacement resistance) have two sides, namely positive and negative. Positive switching barriers create customer value and benefits, making them willing to stay with the current service provider. On the other hand, negative switching barriers refer to the costs and difficulties associated with switching to another service provider, which may discourage customers from leaving the current service provider(C. H. Lee & Kim, 2022). When customers or customers are satisfied, they tend to be loyal, while those who are dissatisfied tend to move(Martins et al., 2013). Studies show that customer satisfaction(Alkhurshan & Rjoub, 2020; Hidayat &Idrus, 2023; Ngo & Pavelková, 2017; Palamidovska-Sterjadovska & Ciunova-Shuleska, 2017)service performance, brand pride or custom brand(Arun Kumar et al., 2023; Simanjuntak et al., 2020; Tesfom et al., 2022; Yanamandram & White, 2006), and perceived value plays a vital role in determining customer switching intentions(Ardyan et al., 2021; Linos et al., 2022; Sayman & J. Hoch, 2014; Siu et al., 2015) while switching barriers were not shown to have a significant impact on switching behavior. Procedural, financial, and relational costs have a determinant effect on customer loyalty (CL). In addition, loyalty is also achieved through the value provided and client enjoyment in the health sector, while customer satisfaction (CS) is a mediator of service value (SV) and loyalty. Service value intervenes between service quality and customer satisfaction, and procedural/financial switching costs partially mediate the impact of SV, CS, and CL relationships (Chen & Yang, 2009; Dawi et al., 2018; Nguyen et al., 2020; Palamidovska-Sterjadovska & Ciunova-Shuleska, 2017; Simanjuntak et al., 2020).

Several recommendations for practical strategies to increase customer and consumer retention and loyalty include: (1) Increasing commitment by implementing and demanding standards of behavior (Apaolaza et al., 2023; Kaur et al., 2014; K. S. Lee & Ng, 2007; Scheffman & Spiller, 1992). (2) Develop schemes/services that provide value to customers continuously and maintain it over time to generate competitive advantage (C. H. Lee & Kim, 2022; Ngo & Pavelková, 2017) (3). Satisfy customers by understanding their needs through continuous market surveys. (4). Concentrate on core service delivery and recovery to seek competitive advantage. (5). Focus on CRM strategies and humanitarian activities and develop extensive customer relationships (6). Adjust service between loyal visitors and fake visitors. (7). Switching costs (Linos et al., 2022) is an efficient managerial tool to develop explicit loyalty among fake customers, reduce price elasticity, and increase profitability (Kaur et al., 2014). Antitrust policy and potential initiatives to lower switching barriers: (1). Product Market Definition (2). The Importance of Local Banking Competition (3). Potential Policy Effectiveness (Hidayat & Idrus, 2023; van der Cruijsen & Diepstraten, 2017).

Some of the weaknesses that arise from strategies for dealing with switching barriers include: 1) cost and time, employee resistance, disruption to business operations, dependence on external parties, and compliance with regulations and policies(Barmuta et al., 2020; Chen & Yang, 2009; Poulose et al., 2018). The two-way channel-switching transition has a significant impact on the strategic autonomy and resource allocation of creative projects. This process model provides a theoretical link between the conditions that encourage creative projects to follow formal and informal channels and the differential mechanisms through which two-way channel switching allows creative projects to develop further(Mainemelis &

Sakellariou, 2023).

5. Conclusion and Further Study

The article data that meets the criteria for the SLR switching barrier method is 54 Scopus articles, showing the following things:

a. The distribution of research articles in the journal shows a primary focus on developing, developing, and third-world countries in terms of economics and business management.
b. A systematic literature review (SLR) methodology was used to identify and synthesize literature findings related to barriers to turnover in business and accounting, providing a comprehensive overview of the methods, strategies, and actions available for data collection and analysis.
c. The distribution of journals and citations demonstrates the critical role of leading publishers in shaping and advancing the discourse on barriers to displacement in business and accounting, demonstrating the reliance of researchers and scholars on publications from leading publishers for insights and contributions to existing knowledge in the field.
d. This study identifies switching barriers as critical determinants of customer retention and loyalty. Key findings include the significance of procedural, financial, and relational costs in shaping consumer behavior. While these barriers often deter switching, they do not guarantee loyalty unless complemented by superior service quality and customer satisfaction. Limitations of this study include its reliance on Scopus data, potentially overlooking regional or industry-specific insights.
e. Future research should broaden its scope to encompass diverse economic contexts and integrate advanced analytical techniques, such as machine learning, to explore dynamic consumer behavior. Practically, businesses can utilize these insights to design strategies that balance retaining existing customers and fostering genuine loyalty through enhanced value delivery

This research has several aspects that need to be improved with the following conditions found:

a. Data sources are limited to the Scopus database, and research supports the use of additional data sources to obtain a broader view; there may have been missed switching barrier aspects to be evaluated in the 54 articles because this research does not cover all existing research, let alone the focus of this research. It is more limited to transition barriers in business, management, and accounting, so the findings may not directly apply to other contexts.
b. Future research on barriers to turnover in business and accounting should consider broadening the scope to include a broader range of countries and economic contexts beyond the primary focus on developing, developing, and third-world economies. Researchers should continue to use systematic literature review (SLR) methodologies to explore and synthesize developments in switching barriers in business and accounting, ensuring a comprehensive understanding of the factors influencing customer behavior and loyalty. Researchers are exploring collaborations with leading publishers to contribute to and benefit from the ongoing discourse on barriers to displacement in business and accounting, leveraging the insights and knowledge available through publications from these influential sources.

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