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Analysis of Factors Influencing the Brand Switching Intention of Japanese Car Consumers: A Case Study on Milenial Consumers in Jakarta and Surroundings

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Abstract

This study investigates brand switching intention among millennial consumers of Japanese car brands in Jakarta and the surrounding areas. Despite the dominance of Japanese automobiles in Indonesia, increasing competition from emerging brands has raised concerns about potential consumer switching behavior. The objective of this research is to analyze the factors influencing brand switching intention by integrating the Theory of Planned Behavior and the customer satisfaction–loyalty framework. A quantitative approach was applied using Covariance-Based Structural Equation Modeling (CB-SEM) with SmartPLS, involving 320 millennial respondents selected through convenience sampling. Results indicate that customer satisfaction significantly influences customer loyalty but does not directly affect brand switching intention. Attitude toward switching and perceived behavioral control are the strongest predictors of switching intention, while subjective norms and loyalty are not significant. The model explains a substantial proportion of the variance, with an R-square value of 0.710 for switching intention. These findings suggest that psychological factors outweigh satisfaction and loyalty in determining consumer switching behavior in the automotive market. Managerially, automakers should focus on shaping consumer attitudes and reducing the perceived ease of switching through stronger ecosystem integration. Future research is recommended to include additional variables and longitudinal data to capture dynamic changes in consumer preferences over time.

INTRODUCTION

Indonesia's automotive industry has long been dominated by Japanese brands. Based on data cited by the online media oto.detik.com, throughout 2023 eight of the ten best-selling brands in Indonesia were Japanese car brands. Toyota, with total sales of 325,395 units, was still the market leader with a market share of 32.6%, followed by the Daihatsu brand (Toyota Group) with 194,108 units, or 19.4% of the total market share (Rayanti, 2024). It appears that more than 50% of the cars sold in Indonesia are Japanese-brand cars. However, when viewed more closely, the majority of

Japanese-brand cars experienced a decrease in sales in the early-to-mid-2024 period compared to the same period in the previous year.

Based on GAIKINDO data, not all car brands experienced a decline in sales in 2024. It appears that, in the midst of the decline in the market share of Japanese-brand cars, there has been a significant increase in the market share of Chinese-brand cars. The phenomenon of consumer brand switching to Chinese brands has also occurred in several other countries. From 2021 to 2023, car shipments from China increased by more than 55% every year (Jonathan, 2023). This raises the possibility of a massive trend of brand switching among loyal consumers of Japanese-brand cars in the future.

In order to ascertain the possibility of the emergence of the brand switching intention phenomenon, the author conducted pre-research on a sample of 52 consumers of Japanese-brand cars. Table 2 shows the results of the pre-research, consisting of six key question points representing the intention to switch brands, exploration and preparation for the switch, and the respondents' personal conclusions.

Based on the results of the pre-research, more than half of the respondents had already started exploring other car brand options, and more than 90% would undoubtedly switch to a non-Japanese car brand if there were an attractive offer. Brand switching intention itself is a form of consumer intention to switch from one brand to another, which is closely related to the Theory of Planned Behavior (TPB). Several previous studies, such as those conducted by Khan et al. (2023); Hidayat et al. (2021); Youn et al. (2021); Sivakumaran and Peter (2020); Wahyudi (2017); Nikseresht and Lajevardi (2016); Chian (2014); and Salehudin and Luthfi (2011), have successfully researched brand switching intention in various cases and products based on the influence of the main variables of the TPB.

The variables of the TPB (Ajzen, 1991), which include attitude toward behavior, subjective norms, and perceived behavioral control, affect consumer behavior such as brand switching intention. Until now, there has been no study that analyzes the influence of the variables of the TPB together with the variables of the Customer Satisfaction–Loyalty Link, making this kind of research interesting to undertake. This is reinforced by the fact that previous researchers, such as Anwar et al. (2011); Chian (2014); Al-Kwifi (2016); Wu et al. (2018); Sivakumaran and Peter (2020); Nguyen et al. (2020); Manzoor et al. (2020); Hidayat et al. (2021); and Manyanga et al. (2022), tend to conduct research using the two theories separately.

The latest data for 2024 released by the Indonesian Central Statistics Agency show that in 2023 there were a total of 18,285,293 passenger cars in Indonesia, of which 3,836,691 were in DKI Jakarta. This shows that more than 20% of the cars in Indonesia are located/registered in Jakarta and its surroundings. Thus, car consumers in the area can describe the dynamic conditions of car consumers in Indonesia in general.

Research Questions

This study has six research questions, namely: (1) Is there an effect of customer satisfaction on customer loyalty of millennial consumers of Japanese brand cars in Jakarta and its surroundings? (2) Is there an effect of customer satisfaction on brand switching intention? (3) Is

there an influence of customer loyalty on brand switching intention? (4) Is there an influence of attitude towards brand switching on brand switching intention? (5) Is there an influence of perceived behavioral control on brand switching intention? (6) Is there an influence of subjective norms on brand switching intention?

Research Benefits

Theoretically, this study strengthens the understanding of the Theory of Planned Behavior and other supporting variables (customer satisfaction and customer loyalty), and fills the gaps in the literature by examining the direct and indirect relationships between these variables simultaneously. Practically, the results of this study provide guidance for marketers in designing more effective marketing strategies, refining marketing plans, and developing product and service strategies that are more in line with consumer needs to retain customers (customer retention).

METHOD

Research Time and Place

This research was carried out within about 3 months from the issuance of the research permit, including the process of preparation, implementation, and preparation of reports. The research sites are located in the DKI Jakarta area and its surroundings, which include the municipalities of Central Jakarta, South Jakarta, West Jakarta, East Jakarta, North Jakarta, Tangerang, South Tangerang, Bekasi, Depok, and Bogor.

Table 1. Research Timeline

No.	Activities	Jul '25	Ags '25	Sep '25	Oct '25	Nov '25	From '25	Jan '26	Feb '26	Mar '26
1	Research preparation	✓	✓							
2	Questionnaire distribution			✓	✓					
3	Data collection & processing					✓	✓			
4	Preparation of research report results							✓	✓	✓

Source: Processed by Researcher (2025)

Research Design

Based on the background and formulation of the problem, this study uses a quantitative research design to evaluate the factors that affect the brand switching intention of Japanese car brand consumers. The quantitative design was chosen because it allows researchers to objectively and measurably test the relationships between the variables being studied by utilizing numerical data. Quantitative design also allows researchers to develop causal models, test hypotheses, and perform statistical analyses (such as regression or SEM) to determine the strength and direction of influence between variables.

Population and Sample

This study used the population in DKI Jakarta and its surroundings with a sample of millennial Japanese brand car users (birth year 1981–1996). Because there is no exact data on the number of these populations, a non-probability sampling technique with a convenience sampling type, namely the selection of respondents that is easy to reach (Golzar and Tajik, 2022) is used. The number of samples was determined based on the Structural Equation Modeling (SEM) approach referring to the "Ten times rule" guideline from Hair et al. (2021). With a total of 32 research indicators, the minimum sample needed is 10 × 32 = 320 respondents. Respondents' criteria include: (1) millennials who live or work in DKI Jakarta and its surroundings; (2) owning a car with a Japanese brand; (3) have sufficient knowledge and experience related to car brands circulating in Indonesia.

Questionnaire Development and Variable Operations

The questionnaire instrument was chosen as a data collection technique because it allows the collection of information from large amounts of respondents efficiently and systematically (Amaruddin et al., 2022). There were six variables studied: customer satisfaction (X1), perceived behavioral control (X2), subjective norm (X3), customer loyalty (Y1), attitude towards brand switching (Y2), and brand switching intention (Y3). The measurement uses a Likert-type scale with six scales (1=Strongly Agree to 6=Strongly Agree). Even scales are chosen to avoid ambiguous middle choices (Budiaji, 2013).

Table 2 Operational Customer Satisfaction Variables (adapted from Loureiro et al., 2012)

No.	Native Indicators	Adaptation Indicators
CS1	*My experience with this car brand has been satisfactory.*	My experience with cars with Japanese brands has been very satisfying.
CS2	*In general, my experience with this brand is good.*	In general, my experience with cars with Japanese brands has been very good.
CS3	*The characteristics of the car meet my needs.*	I fit the characteristics of cars with Japanese brands.
CS4	*The representatives of this brand provide me with the service I expect.*	The staff of the dealers of Japanese car brands always provided the service that I expected.
CS5	*This brand provides excellent service.*	Japanese car brands always provide the best service.

Source: Adapted by Researchers from Loureiro et al. (2012)

Table 3 Operational Variables of Perceived Behavioral Control (adapted from Gunawan et al., 2022)

No.	Adaptation Indicators
PBC1	I have the freedom to switch or stick to a car with a Japanese brand.
PBC2	I have the financial means to switch from a Japanese car brand.
PBC3	If I want, I can switch from a car with a Japanese brand on my next purchase.
PBC4	I have enough knowledge to be able to switch from cars with Japanese brands.
PBC5	I am pessimistic that I have enough financial ability to switch from cars with Japanese brands.

Source: Adapted by Researcher from Gunawan et al. (2022)

Table 4. Subjective Norm Variable Operations (adapted from Tanwir & Hamzah, 2020)

No.	Adaptation Indicators
SN1	Most of the important people in my life would agree if I decided to switch from cars with Japanese brands.
SN2	Most of the important people in my life would appreciate it if I decided to switch from cars with Japanese brands.
SN3	Most of the important people in my life would have wanted if I decided to switch from cars with Japanese brands.
SN4	Most of the important people in my life would be supportive if I decided to switch from cars with Japanese brands.
SN5	My decision to switch from a car with a Japanese brand will be in line with developments in the social environment around me.

Source: Adapted by Researchers from Tanwir and Hamzah (2020)

Table 5. Operational Customer Loyalty Variables (adapted from Vishnoi et al., 2023)

No.	Adaptation Indicators
CL1	Cars with Japanese brands provide better service compared to other brands.
CL2	Having a car with a Japanese brand is more advantageous to me compared to other brands.
CL3	I prefer cars with Japanese brands to other brands.
CL4	Even though other car brands offer lower prices, I would still choose a car with a Japanese brand.
CL5	I would recommend a car with a Japanese brand to others.

Source: Adapted by Researchers from Vishnoi et al. (2023)

Table 6 Operational Variable Attitude Towards Brand Switching (adapted from Jayasingh et al., 2021)

No.	Adaptation Indicators
AT1	I think switching from a Japanese car brand to another is a wise decision.
AT2	I think switching from a Japanese car brand to another is a good decision.
AT3	I think it is beneficial to switch from a Japanese car brand to another brand.
AT4	I think switching from a Japanese car brand to another is very interesting.
AT5	I think switching from a Japanese car brand to another brand will provide more value.

Source: Adapted by Researcher from Jayasingh et al. (2021)

Table 7 Operational Variable Brand Switching Intention (adapted from Baxi & Makwana, 2019)

No.	Adaptation Indicators
SI1	I am thinking of switching from a car with a Japanese brand to another.
SI2	I intend to switch brands due to the availability of after-sales service from cars with brands other than Japanese brands.
SI3	I intend to switch brands due to the distance and location of the car dealership with brands other than Japanese brands.
SI4	I was very cautious in deciding to switch to a car brand other than a Japanese brand.
SI5	The market reputation of car brands other than Japanese is my consideration for switching to brands other than Japanese brands.
SI6	The overall reputation of the car brand other than the Japanese brand became my consideration for switching brands.
SI7	I am not sure of the quality and service that a car brand other than a Japanese brand will provide.

Source: Adapted by Researchers from Baxi and Makwana (2019)

Data Analysis Techniques

The data analysis in this study uses the Structural Equation Modeling (SEM) method with the Covariance-Based SEM (CB-SEM) approach guided by Hair et al. (2017). SEM was chosen because it is able to test the relationships between latent variables simultaneously and thoroughly. The data analysis process consists of two main stages: measurement model testing and structural model testing. The software used is SmartPLS 4 which supports CB-SEM analysis with a modern and easy-to-understand interface (Hair et al., 2025).

The instrument quality test includes: (1) Construct Validity, including convergent validity (through a factor loading of at least 0.5 and AVE of at least 0.5) and discriminant validity (through the Fornell-Larcker Criterion and HTMT ratio with a threshold value of < 0.90); (2) Construct Reliability, measured using Cronbach's Alpha and Composite Reliability (CR) with a minimum value of 0.7; (3) Goodness of Fit (GOF), evaluated through Absolute Fit Indices, Incremental Fit Indices, and Parsimonious Fit Indices as shown in Table 8.

Table 8 Model Goodness of Fit Index

Goodness-of-Fit Index	Cut-off Value	Categories
Chi-Square (χ^2), p-value	Small value, $p \geq 0.05$	Absolute Fit
Chi-Square/df (CMIN/df)	< 3.0	Absolute Fit
Goodness of Fit Index (GFI)	> 0.90	Absolute Fit
RMSEA	< 0.08	Absolute Fit
SRMR	< 0.08	Absolute Fit
Tucker-Lewis Index (TLI)	> 0.90	Incremental Fit
Comparative Fit Index (CFI)	> 0.90	Incremental Fit
Normed Fit Index (NFI)	> 0.90	Incremental Fit
Adjusted GFI (AGFI)	> 0.90	Parsimony Fit
PGFI	> 0.60	Parsimony Fit
PNFI	> 0.60	Parsimony Fit

Source: Adapted from Haryono (2016)

RESULTS AND DISCUSSION

Respondent Overview

Table 9. Research Questionnaire

Remarks	Quantity
Questionnaire Filled Out	575
Questionnaire Does Not Meet the Criteria	255
Questionnaires Used	**320**

Source: Research Questionnaire

In the implementation of this study, as many as 575 questionnaires were successfully filled out through the distribution of Google Form links online and offline. As many as 255 of the total responses received did not meet the criteria that had been set so that they could not be used in data

analysis. Overall, the number of questionnaire responses that are eligible and can be continued for the analysis process is as many as 320 respondents.

Table 10. Characteristics of Research Respondents

Categories	Remarks	Frequency	Percentage
Gender	Male	202	63,13%
	Women	118	36,88%
Age	< 30 years old	13	4,06%
	30–35 years old	175	53,75%
	35–40 years	104	32,50%
	> 40 years old	28	8,75%
Final Education	High School/Equivalent	23	7,19%
	Diploma	66	20,63%
	Bachelor	190	59,38%
	Master/Doctor	41	12,81%

Source: Research Questionnaire (2026)

Based on Table 10, the majority of respondents in this study were men as many as 202 people (63.13%). This study focuses on the millennial generation and of the existing respondents, the majority are between 30-35 years old, namely 175 people (53.75%), followed by the age group of 35-40 years old as many as 104 people (32.50%). Based on educational background, more than half of the respondents, namely 190 people (59.38%) have a bachelor's education background. This distribution shows that the majority of respondents have a higher education background with a fairly mature mindset in purchasing decision-making.

Evaluation of the Measurement Model

Convergent Validity Test

Convergent validity testing was carried out through factor loading and AVE (Average Variance Extracted) analysis. The initial test results showed several invalid indicators (PBC5, SI4, SI7 with a loading factor of < 0.5), so the analysis was re-run after the removal of the indicator. Table 11 shows the final results of the construct validity test after the repair.

Table 11. Construct Validity Test Results and AVE (After Repair)

Variable	Indicator	Factor Loading	AVE	Remarks
Customer Satisfaction (CS)	CS1	0,749	0,637	Valid
	CS2	0,814		Valid
	CS3	0,795		Valid
	CS4	0,811		Valid
	CS5	0,821		Valid
Perceived Behavioral Control (PBC)	PBC1	0,671	0,516	Valid
	PBC2	0,800		Valid
	PBC3	0,751		Valid
	PBC4	0,641		Valid
Subjective Norm (SN)	SN1	0,834	0,632	Valid
	SN2	0,822		Valid
	SN3	0,841		Valid
	SN4	0,854		Valid
	SN5	0,594		Valid
Customer Loyalty (CL)	CL1	0,773	0,700	Valid
	CL2	0,869		Valid
	CL3	0,857		Valid
	CL4	0,821		Valid
	CL5	0,859		Valid
Attitude Towards Brand Switching (AT)	AT1	0,905	0,841	Valid
	AT2	0,929		Valid
	AT3	0,917		Valid
	AT4	0,911		Valid
	AT5	0,923		Valid
Brand Switching Intention (SI)	SI1	0,898	0,657	Valid
	SI2	0,912		Valid

Variable	Indicator	Factor Loading	AVE	Remarks
	SI3	0,781		Valid
	SI5	0,696		Valid
	SI6	0,742		Valid

Source: Data processed by Researcher (2026)

Based on the results of the re-run analysis after deleting the indicators with a < loading factor of 0.5 (PBC5, SI4, SI7), it appears that all variables have an AVE value of > 0.5. This shows that overall after the refinement process of the indicators, the research measurement model has met the criteria of convergent validity.

Discriminant Validity Test

The discriminant validity test was carried out using two approaches: the Fornell-Larcker Criterion and the Heterotrait-Monotrait ratio (HTMT). Based on the results of the HTMT test, it appears that all values of the ratio between constructs show values below 0.90 (the standard suggested by Hair et al., 2025). Thus, all constructs in this research model are declared to have good discriminant validity.

Table 12. Fornell-Larcker Criterion Test Results

	AND	CL	CS	PBC	IF	SN
AND	0,917					
CL	-0,153	0,836				
CS	-0,169	0,827	0,798			
PBC	0,410	0,046	0,054	0,718		
IF	0,817	-0,196	-0,219	0,500	0,810	
SN	0,575	0,098	0,041	0,353	0,487	0,795

Source: Data processed by Researcher (2026)

Table 13. Heterotrait-Monotrait Ratio (HTMT) Test Results

	AND	CL	CS	PBC	IF	SN
AND	—					
CL	0,143	—				
CS	0,168	0,823	—			
PBC	0,422	0,096	0,127	—		

	AND	CL	CS	PBC	IF	SN
IF	0,783	0,189	0,221	0,505	—	
SN	0,612	0,137	0,105	0,393	0,503	—

Source: Data processed by Researcher (2026)

Construct Reliability Test

Table 14. Cronbach's Alpha and Composite Reliability (CR) Test Results

Leave variable	Cronbach's Alpha	Composite Reliability (CR)	Remarks
Customer Satisfaction (CS)	0,898	0,898	Reliable
Perceived Behavioral Control (PBC)	0,805	0,809	Reliable
Subjective Norm (SN)	0,889	0,877	Reliable
Customer Loyalty (CL)	0,921	0,920	Reliable
Attitude Towards Brand Switching (AT)	0,963	0,964	Reliable
Brand Switching Intention (SI)	0,910	0,911	Reliable

Source: Data processed by Researcher (2026)

From Table 14, it appears that all latent variables obtained Cronbach's Alpha and CR values of significantly > 0.7. This shows that all variables can be measured using existing indicators with consistent and stable results in measuring the same construct. Thus the instruments used are very reliable.

Goodness of Fit

Table 15. Goodness of Fit Test Results

Categories	Index	Results	Remarks
Absolute Fit	Chi-Square (χ^2), p-value	χ^2 = 983,16; p < 0.01	Poor Fit (sensitive to large samples)
	Degree of Freedom (df)	362	About Identified
	Chi-Square/df (CMIN/df)	2,76	Good Fit (< 3.00)
	GFI	0,81	Marginal Fit
	RMSEA	0,07	Good Fit (< 0.08)
	SRMR	0,07	Good Fit (< 0.08)

Categories	Index	Results	Remarks
Incremental Fit	TLI	0,91	Good Fit (> 0.90)
	CFI	0,92	Good Fit (> 0.90)
	NFI	0,88	Marginal Fit
Parsimony Fit	AGFI	0,77	Marginal Fit (tolerable)
	PGFI	0,68	Good Fit (> 0.60)
	PNFI	0,78	Good Fit (> 0.60)

Source: Data processed by Researcher (2026)

Overall, the results of the goodness of fit test show that the majority of the index has met the good fit criteria. Although there are several indices that are in the marginal fit category (GFI, NFI, AGFI), these conditions can still be tolerated because they are supported by other indices that show strong results/values. Therefore, the model was declared suitable for further analysis according to the criteria of Hair et al. (2014).

Structural Model Testing

R-Square and Goodness of Fit (GoF)

Table 16. R-Square Test Results

Dependent Variable	R^2	R^2 Adjusted	Interpretation
Customer Loyalty (CL)	0,689	0,685	Moderate
Brand Switching Intention (SI)	0,710	0,706	Moderate

Source: Data processed by Researcher (2026)

Table 17. Overall Model Goodness of Fit (GoF) Test Results

Parameters	Value
Average R^2	0,699
AVE Mail	0,664
GoF value ($\sqrt{(AVE \times R^2)}$)	**0.681 (Large GoF > 0.36)**

Source: Data processed by Researcher (2026)

A GoF value of 0.681 indicates a large GoF category, which means that the model as a whole has good quality in explaining the data both structurally and in terms of measurement.

Hypothesis Testing

Table 18. Hypothesis Testing Results (Path Analysis)

Hypothesis	Path	Parameter Estimate	Std. Error	t-values	p-values	Results
H1	Customer Satisfaction → Customer Loyalty	0,934	0,078	12,008	0,000	**Accepted**
H2	Customer Satisfaction → Brand Switching Intention	-0,168	0,152	1,109	0,268	**Rejected**
H3	Attitude Towards Brand Switching → Brand Switching Intention	0,725	0,057	12,758	0,000	**Accepted**
H4	Perceived Behavioral Control → Brand Switching Intention	0,484	0,105	4,586	0,000	**Accepted**
H5	Subjective Norm → Brand Switching Intention	0,026	0,078	0,330	0,742	**Rejected**
H6	Customer Loyalty → Brand Switching Intention	-0,047	0,133	0,355	0,722	**Rejected**

Source: Data processed by Researcher (2026)

Table 19. Path Coefficient (β Standardized) Value and Influence Strength

Pathway	Path Coefficient (β standardized)	Relative Influence Strength
CS → CL	0,829	Most powerful and positive
AND → IS	0,701	Strong and positive
PBC → SI	0,213	Moderate and positive
CS → SI	-0,089	Weak and negative
CL → SI	-0,028	Very weak and negative
SN → SI	0,016	Weakest

Source: Data processed by Researcher (2026)

Table 20. Bootstrapping Mediation Test Results

Mediation Pathway	Indirect Effect (β)	p-value	Results
CS → CL → SI	-0,044	0,744	Rejected (Insignificant)

Source: Data processed by Researcher (2026)

The Effect of Customer Satisfaction on Customer Loyalty

The results of the analysis showed that customer satisfaction had a positive and significant influence on customer loyalty ($\beta = 0.829$; $t = 12.008$; $p < 0.001$). A t-value well above the critical threshold (1.96) indicates a statistically strong relationship. These findings are in line with the research of Manyanga et al. (2022) which proves how satisfaction has a direct influence on customer loyalty, as well as consistent with relational marketing theory which explains that satisfaction is the basis for loyalty formation (Kotler & Keller, 2016). Thus the H1 hypothesis is accepted.

The Effect of Customer Satisfaction on Brand Switching Intention.

The results of the analysis showed that the parameter value was -0.168; β standardized = -0.089; t-value = 1.109; p-value = 0.268. Although the direction of the relationship is negative according to theoretical expectations, the t-value below the significance threshold indicates that the influence of customer satisfaction is not statistically strong enough on brand switching intention. This shows that satisfaction is no longer a major factor in customer retention in the Indonesian automotive industry. Satisfied consumers can still move to other brands, especially when alternatives are perceived to have higher benefits (Kim & Jindabot, 2021; Setyati & Dirantara, 2024). The high flow of information and competition in the automotive industry make the difference in the level of satisfaction between brands not large and easy to compare, so H2 is rejected.

The Effect of Attitude Towards Brand Switching on Brand Switching Intention.

Attitude towards brand switching was the most dominant variable in this study ($\beta = 0.701$; $t = 12.758$; $p < 0.001$). These findings reinforce the view of Ajzen (1991) that a person's attitude has a large role in the formation of behavioral intentions. Millennial car consumers in Indonesia tend to make switching decisions based on their personal evaluation of the benefits, value, and appeal of existing brands. These findings are consistent with the research of Chian (2014); Hidayat et al. (2021); Khan et al. (2023); and Adawiyah et al. (2024). The H3 hypothesis is accepted.

The Effect of Perceived Behavioral Control on Brand Switching Intention.

Perceived behavioral control showed a positive and significant influence on brand switching intention ($\beta = 0.213$; $t = 4.586$; $p < 0.001$). The higher the perception of ease of moving, the higher the consumer's intention to switch. These findings support the SDGs (Ajzen, 1991) and are consistent with the research of Gunawan et al. (2022) and Khan et al. (2023). Therefore, companies need to increase the switching barrier to retain consumers. The H4 hypothesis is accepted.

The Influence of Subjective Norms on Brand Switching Intention.

Subjective norms did not show a significant effect on brand switching intention ($\beta = 0.016$; $t = 0.330$; $p = 0.742$). This indicates that the millennial generation's vehicle purchase decisions are influenced more by individual evaluations than by social pressure. These findings are in line with research that shows that the influence of subjective norms varies depending on the context (Al-Swidi et al., 2014) and is weaker than attitude in explaining switching intention (Adawiyah et al., 2024). The H5 hypothesis is rejected.

The Influence of Customer Loyalty on Brand Switching Intention.

Customer loyalty had no significant effect on brand switching intention (β = -0.028; t = 0.355; p = 0.722). Although the direction of the negative relationship is in line with theoretical expectations, a low t-value suggests that the effect is not statistically significant. This shows that the loyalty of millennial consumers of Japanese brand cars is not exclusive. Consumers can be loyal to one brand but remain open to the possibility of a move if a perceived alternative emerges. Thus the H6 hypothesis is rejected.

CONCLUSIONS

This study analyzes the factors that affect brand switching intention among millennial consumers who use Japanese-brand cars in Jakarta and its surroundings by integrating the Theory of Planned Behavior (TPB) and the Customer Satisfaction–Loyalty Link. With a predictive ability of the model of $R^2 = 0.710$, the results showed that customer satisfaction had a positive and significant effect on customer loyalty (β = 0.829; t = 12.008; p < 0.001) but was not proven to have a significant effect on brand switching intention (H2 rejected), as was the case with customer loyalty (H6 rejected) and subjective norms (H5 rejected). In contrast, attitude toward brand switching was the most dominant determinant of brand switching intention (β = 0.701; t = 12.758; p < 0.001), followed by perceived behavioral control (β = 0.213; t = 4.586; p < 0.001). These findings result in a paradigm shift from Customer Satisfaction → Loyalty → Retention to Attitude + Perceived Behavioral Control → Switching Intention → Retention, which suggests that the risk of losing future customers is determined more by changing perceptions and ease of switching than by customer satisfaction levels. Managerially, Japanese automakers can no longer rely on satisfaction and loyalty as the main instruments of retention; they need to build a social listening and customer sentiment analysis system to detect changes in consumer perception, accelerate innovation, and build non-financial switching barriers through the integration of the vehicle ecosystem and digital services. Future studies are recommended to use a sample that is more representative geographically and across generations, to add variables such as perceived value, switching cost, and brand image, and to apply a longitudinal approach to observe the dynamics of consumer behavior over the long term, considering that brand switching intentions are dynamic and influenced by technological developments and the market environment.

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