CUSTOMER MOTIVATIONS FOR THE USE OF MULTIPLE BANKING IN MAURITIUS

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A research report submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfilment of the requirements for the degree of Master of Business Administration

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ABSTRACT

The purpose of this research was to identify the motivators of multiple banking for the retail banking sector in Mauritius. The research included both qualitative and quantitative studies.

The main finding of the research was the identification of nine motivational factors of multiple banking in the retail banking sector in Mauritius. These motivational factors are:

1. ‘Corporate image’;
2. ‘Prestige and personal’;
3. ‘Lack of trust’;
4. ‘Absence of relationships’;
5. ‘Diversification’;
6. ‘Convenience’;
7. ‘Service quality’;
8. ‘Network building’; and
9. ‘Fees’.

The research did not identify distinct groups of multiple bankers but found that the population of multiple bankers is homogeneous. However significant differences were found in the way different demographic groups are motivated. Age, sex, income level and job position were found to play a part in motivating customers to use multiple banking.

DECLARATION

I, Kaviraj Appaya, declare that this research report is my own, unaided work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

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Kaviraj Appaya

15 December, 2005

DEDICATION

In memory of my father

Ramoo Appaya

1950-2004

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INTRODUCTION

1.1 <u>Definition of multiple banking</u>

The topic of multiple banking is not one that has been over-researched and most of the researchers in this domain have concentrated on determining the extent to which multiple banking is practised in a given country. For example, Lewis & Bingham (1991) found that 22 per cent of their British respondents engaged in multiple banking. Kaynak & Kucukemiroglu (1992), in Hong Kong, found that 83 per cent of their respondents engaged in multiple banking while Cunningham & Gerrard (1999) found that 76.8% of Singaporeans engaged in multiple banking. Comprehensive studies on the practice of multiple banking are very limited. Burnett & Chonko (1981), in their American study, identified those characteristics that distinguished multiple bank customers from single bank customers while Chan & Denton (1991) ranked the bank selection criteria of multiple bank customers in Hong Kong.

Several researchers have defined the term multiple banking. Chan & Denton (1991), for example, defined multiple banking as being conducted where people employ two or more bankers to handle their personal financial affairs. Other researchers, such as Burnett & Chonko (1981) and Chan, Ghee & Ho (1993), say that multiple banking exists where the same person uses the same service at two or more banks. They define multiple banking in a product specific way and consider multiple banking to exist when two or more banks are used as providers of the same service.

The definition adopted for this study is the same as Chan & Denton (1991). Multiple banking is the case where people employ two or more bankers to handle their personal affairs. The definition for the research is therefore not limited to a given product but applies to all products. For example, if a customer has a savings account with one bank and a loan with another bank, it is considered as a case of multiple banking.

For the purpose of the study on multiple banking, banks are categorised as ‘main bank’ and ‘subsidiary bank’. When multiple banking exists, a ‘main bank’ is defined as the bank with which the customer does most of his business. A ‘subsidiary bank’ is one or more bank(s) other than the main bank with which the customer does business.

1.2 Background to the problem

Multiple banking has advantages and disadvantages for both banks and customers. From a customer's viewpoint, the customer would benefit from access to a wider range of Automatic Teller Machine, possibly a wider range of financial services and possibly from the ability to negotiate a better deal on a loan. The disadvantage may be that, by spreading business around, no bank has a complete picture of the customer's financial affairs. So a borrowing proposition gets declined or is delayed pending further information being made available to the bank.

From a bank's viewpoint, it creates an extra relationship that may be good from a statistical viewpoint but bad from a profitability viewpoint, especially if the customer is using the bank as a subsidiary bank. When a customer switches service providers, the potential for additional profits are lost (Reichheld & Sasser, 1990). Richards (1996) suggested that customers can be divided into two groups, namely, 'committed' (i.e. customers that are loyal to an organisation) and 'uncommitted' (i.e. customers that are likely to leave an organisation). Multiple banking customers can be classified into the 'uncommitted' category and are therefore likely to defect. Researchers have established that when a customer switches service providers, the initial investment costs in the customer are wasted (Colgate, Stewart & Kinsella, 1996) and the firm faces the additional costs of acquiring a replacement customer (Fornell & Wernerfelt, 1987).

Multiple banking also creates inefficiency within the banking system due to the need, for example, to duplicate (or triplicate, etc.) the provision of certain services (e.g. the issue of savings account passbooks or the sending out of regular statements).

The Mauritian banking sector is composed of eleven Commercial Banks that are engaged in Retail Banking. The 'Banque des Mascareignes' has joined the Mauritian banking sector only as from last year and the Bank of India is planning to operate in Mauritius soon. With the increasing number of retail banks in Mauritius and the increasing sophistication of Mauritian banking customers, there is a possibility that the practice of multiple banking is well established in the island.

1.3 Problem statement

The purpose of this study was to establish the motivations of retail banking customers in Mauritius to practice multiple banking.

1.3.1 The sub-problems

The first sub problem. The first sub problem is to identify the motivations of Mauritian retail banking customers to use multiple banking.

The second sub problem. The second sub problem is to investigate any influence of demographic factors on the motivations of Mauritian retail banking customers to practice multiple banking.

1.4 Purpose of the study

The purpose of the study was to add to the very limited amount of information about the motivation of customers to practice multiple banking. The study also investigated whether demographic or personal characteristics can be used to identify a multiple bank user.

Research on multiple banking is important for it can:

- be used to quantify the extent to which multiple banking is carried out. If multiple banking, as defined, is the norm, banks that accommodate multiple bank customers may wish to consider whether they are the main bank or a subsidiary bank to that customer;
- provide retail banks with valuable information for the formulation of strategies in targeting multiple banking customers; and
- be the basis of further research on multiple banking in Mauritius.

1.5 Delimitations

- The researcher analysed multiple banking in the retail banking sector only.
- The researcher did not seek to establish which banks the respondents patronise.
- The researcher did not formulate strategies to target multiple banking customers.
- The researcher did not investigate single bank user customers.

1.6 Subsequent chapters of the research report

The subsequent chapters of this research report are structured in the following way:

Chapter 2 (LITERATURE REVIEW) provides a review of the literature with regards to multiple banking. The review incorporates discussions on the consumer buying behaviour in financial services followed by the main motivation theories and the bank selection criteria. The chapter concludes with the propositions related to the research problem.

Chapter 3 (METHODOLOGY) describes both the qualitative and quantitative methodologies employed in this Research detailing the sampling procedures, the methods of data collection and the techniques used in the data analyses.

Chapter 4 (PRESENTATION AND INTERPRETATION OF THE QUALITATIVE RESULTS) presents the results and interpretation of the qualitative study. Based on the findings of the qualitative study, the construction of the survey instrument for the quantitative study is described.

Chapter 5 (PRESENTATION OF THE QUANTITATIVE RESULTS) presents the results of the quantitative study. This includes the demographics of the sample, as well as the relevant statistical information.

Chapter 6 (INTERPRETATION OF THE QUANTITATIVE RESULTS) interprets the quantitative results supported by existing literature.

Chapter 7 (CONCLUSIONS) presents the main findings of this research, its implications to retail banks and suggestions for further research.

LITERATURE REVIEW

2.1 Introduction

There are several studies on multiple banking. However most of the studies examined the extent to which multiple banking is practiced in a given country. Burnett & Chonko (1981) identified those characteristics that distinguished multiple bank customers from single bank customers while Chan & Denton (1991) ranked the bank selection criteria of multiple bank customers in Hong Kong. No studies have been found that investigate the motives behind the use of multiple banking.

The literature review is therefore focused on areas that help to uncover the factors that motivate the use of multiple banking. The literature review is divided into the following sections:

1. Consumer buying behaviour in Financial Services;
2. Motivation theories and Bank selection criteria ;
3. A summary of the motives of multiple banking; and
4. Propositions to the research problem.

2.2 Consumer buying behaviour in Financial Services

2.2.1 Characteristics of services

Services have four major characteristics (Kotler, 2000). It is important to know these differences in order to understand the implications it might have on the buying decisions of financial services. Services are typically distinguished from goods on the grounds of intangibility, inseparability, heterogeneity and ‘perishability’. While goods and services are not polar extremes, these characteristics tend to dominate in services. Intangibility is the main distinguishing feature given that services are processes or experiences rather than physical objects and therefore cannot be possessed (Lovelock, 1981). Services are not only impalpable but also difficult for consumers to grasp mentally (Bateson, 1977). Consequently, at the pre-purchase stage, services are more difficult for consumers to evaluate than goods. On the other hand, services are high in experience qualities (attributes that can only be assessed after purchase or during consumption) and many professional or specialist services are also high in credence qualities (attributes that cannot even be assessed after purchase and consumption) (Zeithaml, 1981). Thus for many consumers, for example, any evaluation of financial advice given or product recommendations made must be based on trust in the financial adviser.

The second factor distinguishing services from goods is inseparability. Services must be produced and consumed simultaneously. This leads to a third distinctive feature, namely ‘perishability’. Services cannot be stored for future time period, hence the need for short distribution channels so that they can be produced on demand (Bateson, 1977). The inseparability of production and consumption in services make production and marketing interactive processes (Grönroos, 1990a). The front-line service employees play an important role in the production of services, as do the consumers themselves in their capacity as ‘partial employees’ (Bowen & Schneider, 1988). As such service quality and customer satisfaction depends on the nature of the personal interactions between the front-line employee and the buyer. This makes the potential for variability in the service performance high leading to the final distinctive characteristic of services, namely heterogeneity.

In addition to these distinguishing features of services there are two more that are present in financial services, namely fiduciary responsibility and two-way information flows between buyer and seller (McKechnie, 1992). Fiduciary responsibility refers to the implicit responsibility of financial services organizations for the management of their customers' funds and the nature of the financial advice supplied to their customers. As for the two-way information flows between buyer and seller, what is unique about financial services, is that rather than being concerned with one-off purchases, they involve a series of regular two-way transactions between buyer and seller usually over an extended period of time (for example through the issue of account statements or customer visits to branches or Automatic Teller Machine).

2.2.2 Understanding consumer buying behaviour

There are three major comprehensive models of consumer decision making that traced the psychological state of individual purchasers from the point at which they become aware of the possibility of satisfying a need with a product or service to their final evaluation of the consequences of making a purchase. These models assumed that purchase behaviour is preceded by a sequence of mental information processing through a number of discrete but interlinked stages.

The Engel-Kollat-Blackwell model (Engel, Blackwell & Miniard, 1991) breaks the decision-making process into five stages: problem recognition, information search, evaluation of options, purchase decision and post-purchase behaviour. Nicosia (1966) adopted a similar approach in his consumer decision-making model. Howard & Seth (1969) model's also is divided into three stages namely; (1) Inputs (stimuli) that can be significant (the real aspects of the product or service), symbolic (the ideas or images attached by the supplier) and social (the ideas or images attached to the product by society such as reference groups) (2) Constructs namely the perceptual constructs (obtaining and handling information about the product or service) and the learning construct (the process of learning leading to the decision itself) and (3) Outputs that are the consumer actions.
The Engel- Kollat-Blackwell comprehensive model has been modified over the years and is an adequate example of consumer behaviour model based on distinct stages in the decision process. The model is described below followed by a criticism of such models. Other conceptual models of consumer behaviour are then analysed with particular reference to financial services.

2.2.2.1 The Engel-Kollat- Blackwell model

This model incorporates external or environmental influences, internal characteristics of the consumer, communication between the two, information processing, motive-directed cognition, the purchase act and the post-purchase evaluation of the experience (Engel *et al*, 1991). The important environmental influences in this model include culture, social class and reference groups such as family. The individual differences among consumers that affect behaviour may be categorized as resources, knowledge, attitudes, motivation, personality, values and lifestyle. The Engel-Kollat-Blackwell model (Engel *et al*, 1991) breaks the decision-making process into five stages namely problem recognition, information search, evaluation of options, purchase decision and post-purchase behaviour.

- ***Problem recognition***

According to the model, the buying process starts when the buyer recognises a problem or need that can be triggered either by internal or external stimuli. Examples of internal stimuli are hunger, thirst and sex that are a person's normal needs whereas external stimuli can be for example advertising. In the case of financial services, the need for shelter can stimulate a person to look for a housing loan or advertising can stimulate a person to apply for a credit card.

- ***Information search***

Once a person recognises a need, he or she will be inclined to search for more information. In low involvement consumer decisions, an internal memory search may be sufficient if the individual possesses enough information about the available options to make a decision. In high involvement purchases, an external search is more usual. Examples of external information sources are friends, family, acquaintances, and mass media. For the individual needing a housing loan, external information search may involve looking for the various housing plans of the retail banks to obtain information such as the interest rate, the repayment period, processing fees and collateral requirement.

- ***Evaluation of options***

Once the information is brought together, the purchaser will evaluate the different options. There is no single evaluation process used by all consumers or by one consumer in all buying decisions (Kotler, 2000). The consumer sees each product as a bundle of attributes with varying abilities of delivering the benefits sought to satisfy the need. What attribute is most important vary from consumer to consumer. For the housing loan seeker, if the price is most important, then the interest rate may be the most important attribute to the individual in evaluating the options. Difficulties of obtaining pre-purchase information about financial services are likely to result in a smaller evoked set than for physical goods: the evoked set may consist of only one financial institution, particularly if the information gathered was from a personal source. In situations where products are compared, evaluations of product quality occur on the basis of product attributes. With physical goods there are normally many cues that can be used to judge the quality of the product. For financial services, the cues are generally more limited due to intangibility and longevity. Consequently, peripheral cues are often used to make an assumption about the level of service quality. Generally consumers are looking for cues that will give an indication of the likelihood that the financial institution will honour its promises. The physical facilities housing the service can be particularly useful in providing an indication of the professionalism of the organisation, as too can the size, reputation and history of the company. The customer contact employees are also important in enabling the consumer to establish a level of trust in the organisation.

- ***Purchase decision***

In the evaluation stage the consumer forms preferences among the different options. In the purchase decision stage, the consumer actually decides on what option to choose and buy the selected product.

- ***Post-Purchase behaviour***

When a purchase is made, the outcome is satisfaction or dissatisfaction according to the degree to which the product or service meets the criteria for evaluation and hence the expectations of the buyer. The consumer’s satisfaction or dissatisfaction with the product or service will influence subsequent behaviour and purchases. The post-purchase evaluation stage is important to consumers as a means of building experience and knowledge. Consumers evaluate products on the basis of whether they have fulfilled predetermined needs or met expectations. This in itself may pose problems with financial services since there may not have been a perceived need to begin with but simply a legal obligation to buy, as in the case of car insurance for example. Moreover, the 'need' for the financial product may have been generated from a financial adviser. Thus, the consumer may find it difficult to evaluate the product in the absence of any of their own predetermined needs or specifications. Furthermore, as many financial products are high in credence qualities, it might be argued that for many consumers it is simply impossible fully to evaluate the quality of the product outcome.

For many financial services the process of evaluating is more complex because the consumer is evaluating the product before it has actually been consumed. For example, when consumers begin an investment plan, they cannot really evaluate the quality of the outcome until its maturity. They may, however, be forced to make evaluation of the decision made. The problem also arises when consumers do not have the knowledge or the experience to evaluate what they have received. Maybe their expectations of what they wanted from the financial institution are not clear. It may be difficult for the consumer to evaluate whether the investment product has performed optimally, so they make their evaluation on other attributes that are discernible to them. It is argued that the delivery mechanism of the service (including the physical process of delivery, any systems involved and the personnel) becomes one of the key attributes against which the service is evaluated. Hence, customers are more likely to focus on the 'functional quality' of the product (for example: the willingness of counter and telephone staff, the knowledge and courtesy of staff, the empathy of staff towards the customer's needs and any signs, symbols and artefacts of service delivery), rather than the 'technical quality' of the product.

The model described above as well as those of Nicosia (1966) and Howard & Seth (1969) are based on the assumption that buyers will pass through a cognitive, affective and behavioural stage when there is a high degree of involvement with a product category that is perceived to have a high degree of differentiation of products within it (Kotler, 1991). However these models have been subject to criticism. The limitations of these models stem from the factors hypothesised to explain consumer motivation and behaviour, particularly in the creation and maintenance of relationships (Beckett, Hewer & Howcroft, 2000). They have tended to focus on the extensive function of information in shaping and directing rational choice. Nicosia (1966), for example, identified the search and evaluation of information; Howard & Sheth (1969) linked the amount of information held with the extent of learning and thus problem solving; Engel *et al* (1991) identified information input and processing as central elements in decision making. The common causal link in all of these approaches can be summarised as: information ± attitude ± purchase. Strong (1925) summarized this decision-making process through the mnemonic AIDA, standing for awareness, interest, desire and action. As an explanation of behaviour, this form of linkage is not only predominant in the social sciences, but can also be clearly identified in behavioural economics (Katona, 1960 and Scitovsky, 1976). All of these models are based on information that is assumed to be freely and readily available; little reference is made to the context in which information is found and used. Academics have thus argued that such models are largely unverifiable empirically because they do not offer testable hypotheses. Foxall (1991) noted that they were all founded on a rational decision sequence that assumed too rational a consumer and did not offer any empirically testable hypotheses. It can also be suggested that they are inappropriate for the understanding of financial services purchasing as they typically focus upon one-off purchases rather than recurrent ones (McKechnie, 1992). Consumers of financial services in this way frequently cannot calculate costs and benefits and it is because of this inability that they create relationships. These earlier models in this manner tend to ignore consumer involvement with the purchase and their ability or confidence when making purchase decisions (Morgan & Hunt, 1994).

2.2.2.2 Other consumer behaviour models with particular reference to financial services

2.2.2.2.1 Baker's model

Baker (1983) suggested another model of consumer behaviour. His composite model of buyer behaviour is based on Kotler's (1972) framework of four major motivation models (namely Marshallian, Pavlovian, Freudian and Veblenian), which comprise four different disciplinary explanations of choice behaviour, together with six key concepts that were considered to be most helpful in understanding influences which affect choice (namely selective perception, hierarchy of needs, hierarchy of effects, post-purchase dissonance, buy tasks and buy phases and characteristics of goods). In his model Baker (1983) explicitly recognizes the importance of the buyer-seller interactions.

2.2.2.2.2 Interaction model

McKechnie (1992) explored the potential usefulness of the interaction model of organisational buying behaviour to services, particularly financial services. This model conceptualises industrial marketing and purchasing as an interactive process which takes place within the context of long-term relationships between buyers and sellers. The interaction model is based on four factors namely (1) both buyer and seller are active participants in the market (2) the buyer-seller relationship is frequently long term, close and involving a complex pattern of interaction between and within each company (3) links between both parties often become institutionalised into a set of roles that each party expects the other to perform and (4) close relationships are often considered in the context of continuous raw materials or component supply (McKechnie, 1992). In essence it considers the function of marketing to be the establishment, development and maintenance of relationships between buyer and seller (Hakansson, 1982).

McKechnie (1992) concluded that the interaction model is appropriate for financial services since it is the only model that considers relationships and interactions. Turnbull (1982a) in his study of organisational buying behaviour models to the purchase of international financial services concluded that no single model adequately explained all the complexities of these purchases but that certain aspects of these theories need consideration. The interaction model seemed to be particularly appropriate. Addressing the importance and nature of relationships between companies and banks, the interaction model examines factors that influence search and decision processes, in particular the 'atmosphere' in which these relationships are conducted.

The importance of interactions and relationships has also been stressed in other researches. Turnbull (1982b) studied the importance of developing and maintaining company-bank relationships. It was recognized that customer contact bank employees played a key role in establishing relationships with new clients. The importance of company-bank relationships was stressed even further by Turnbull & Gibbs (1987) in their discussion of the concept of 'financially responsive relationship management' and the interactive process this entails, as well as the substantial benefits to be gained for both parties concerned.

Turnbull & Gibbs (1987) claimed that the commercial banks that would succeed over the next ten years would be those that developed systems of financial responsiveness and whose customer contact officers and senior management had a better understanding of corporate customer buying behaviour. Yorke (1990) advocated the adaptation of the interaction model as being appropriate for the purchase of services, particularly corporate rather than personal services and stressed the important implications it has for professional supplier firms. Teas, Dorsch & Mc Alexander (1988) concluded from their empirical research that commercial customers had favourable attitudes to long-term bank relationships where the bank behaved as follows: they were responsive to these customers' requests, initiated interaction with their customers, were knowledgeable about their customers' business and business needs, and developed close informal working relationships with their customers.

2.2.2.2.3 Decision-making heuristics

Developments in the literature of decision making have expanded the notion of how consumers make decisions beyond the rational choice framework used by economists or the cognitive information integration framework used by psychologists. With the expansion of traditional cost-benefit analysis of decision making, researchers find decision-making heuristics insightful to explain consumer decision making (Lee & Geistfeld, 1998 and Mantel & Kardes, 1999). A number of decision heuristics have been identified, including lexicographic, elimination by aspects, conjunctive, simple additive, weighted additive and phased rules. Below is a description of the different decision heuristics.

- Lexicographic- Under this decision strategy, brands are compared on the most important attribute. If there is a tie, then the second most important attribute is considered; whilst ties continue, then comparisons continue down the list of attributes in order of importance.

- Elimination by aspects- It is very similar to lexicographic procedure whereby brands are first evaluated on the most important attribute. Now, however the consumer imposes 'cut offs' e.g. 'must be under £2'; 'must be at least nutritious'. If only one brand meets the cut off on the most important attribute, it is chosen. If several brands meet the cut-off, then the next most important attribute is selected and the process continues until the tie is broken.

- Conjunctive - Cut offs are also important for the conjunctive decision procedure. Cut offs are established for each salient attribute. Each brand is compared, one at a time against this set of cut offs. Processing by brand is required. If the brand meets the cut offs for all attributes, then it is chosen. Failure to meet the cut off for any attribute leads to rejection.

- Simple additive - In this case, the consumer simply counts or adds the number of times each option is judged favourably in terms of the set of salient evaluative criteria. The option having the largest number of positive attributes is chosen.

- Weighted additive - The consumer engages in more refined judgements about the performance of the option than simply whether it is favourable or unfavourable. The relative salience of relevant evaluative criteria is also incorporated into the decision rule.

- Phased decision strategies - These involve the sequential use of at least two different decision rules as a means of coping with a large number of choices. Phased strategies typically consist of a two-stage process. In the initial stage, one type of rule is used as a screening device to help narrow down the choice set to a more manageable number. A second decision rule is then applied to the remaining choices to make the final choice.

These decision making heuristics are grouped into two distinctive types of strategies: attribute-by-attribute versus alternative-by-alternative comparisons (Lee, 1994 and Mantel & Kardes, 1999). Consumers using attribute-based strategies make attribute-by-attribute comparisons across choices, whereas those using alternative-by-alternative comparisons examine one choice at a time.

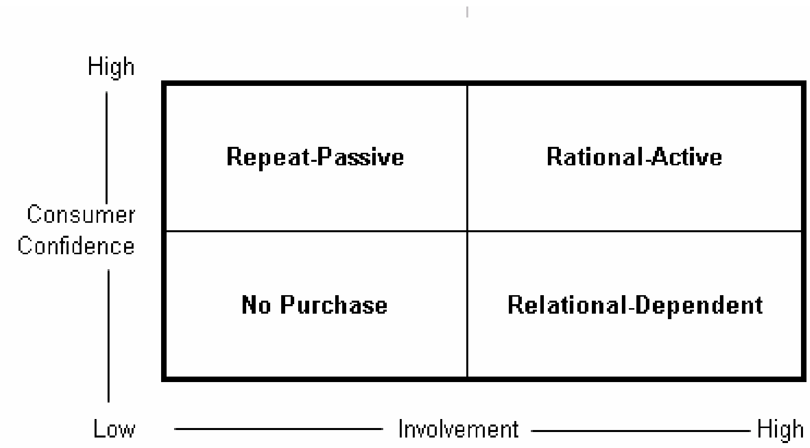
Another important characteristic of decision-making heuristics involves the compensatory nature of decision making, whether or not a consumer is willing to make a trade-off (Lee & Geistfeld, 1998). Individual consumers' choice of decision heuristics has been found to be influenced by the following factors: decision-making complexity (Lussier & Olshavsky, 1979 & Olshavsky, 1979 and Bettman & Park, 1980), time pressure (Wright & Weitz, 1977), product knowledge and experience (Moore & Lehmann, 1980; Johnson & Russo, 1984 and Lee & Geistfeld, 1998), involvement (Celsi & Olson, 1988 and Mantel & Kardes, 1999), need for cognition (Mantel & Kardes, 1999), socioeconomic status (Capon & Burke, 1980 and Lee & Geistfeld, 1998), and demographics (Darley & Smith, 1995).

When facing a complex decision-making situation and/or under time pressure, consumers tend to use decision heuristics that simplify the task. Consumers with higher levels of product knowledge, experience, involvement, and need for cognition tend to develop more clearly articulated decision-making criteria and are able to engage in more elaborate decision-making heuristics.

2.2.2.2.4 Consumer behaviour matrix

Beckett *et al* (2000) developed a matrix to explain behaviour of consumers when purchasing a range of financial products. The matrix is based on two principal factors that motivate and determine individual contracting choices, namely involvement and uncertainty (McKechnie, 1992; Harrison, 1997 and Ennew & McKechnie, 1998). By placing these factors on to a simple continuum running from high to low, they constructed a two-dimensional matrix of consumer behaviour (see Figure 1).

<u>Figure 1: Consumer behaviour matrix</u>



Source: Adapted from Beckett *et al* (2000).

Each quadrant represents a different combination of involvement and uncertainty (referred to as consumer confidence in the matrix) and thus a different mode of interaction to accommodate consumer needs when purchasing different financial products and services. It is postulated that consumer involvement in the buyer-seller interchange incorporates a number of subsets namely customer control, customer participation and level of contact. Similarly, it is assumed that uncertainty or confidence is largely determined by perceptions of risk, which are determined by the complexity of the product being purchased and the certainty of outcome associated with that product (Shostack, 1977). In addition to these product specific considerations, the model necessarily incorporates ‘exogenous’ factors or ‘institutional’ factors that influence the consumer's disposition to purchase financial products. These factors relate to the importance of trust and loyalty and to the degrees and modes of consumer participation.

Repeat-Passive

In this quadrant, consumers display low levels of involvement with the financial product as they are fully aware of the product's salient features. Given the low levels of involvement and the limited perception of uncertainty, these consumers can be described as 'passive' in the sense that they will make repeated interactions without seeking other choices. Choice of banks of these customers is often determined by convenience considerations such as the location of the branch in relation to their place of work and residence. Other choice criteria include the influence of friends and family, the image and reputation of the provider, overdraft limits and interest rate. The reasons why the 'Repeat-Passive' would look for other providers include disappointment of customer service as well as lifestyle changes, such as getting married or moving house.

Rational-Active

In this quadrant consumer's involvement in terms of the process dimensions of control, participation and contact is high and so too is their confidence in terms of product complexity and certainty of outcome. In terms of ideal types these consumers are rational or rationally inclined. Etzioni (1988) noted that rationality can be defined in a number of forms and argues that individuals make decisions in a more or less rational manner depending on the nature of the choice environment and item purchased. Rational-active mode of consumption is more likely to occur for purchases of products such as basic insurance as well as products that require at-a-distance exchanges. Choice criteria of financial provider for this category of consumers include brand and reputation but most important is price.

No purchase

This quadrant describes consumers who, because they have no involvement with the financial product and do not possess the ability or the confidence to make transaction decisions, make no purchase. Individuals who leave sums of money on deposit rather than purchase financial services that could generate greater returns are an example of this behaviour.

Relational-Dependent

In this quadrant consumers are highly involved, but are not in control due to the complexity of the product and uncertainty of eventual outcome and this reduces consumer confidence. Such product would include complex financial instruments such as investment and pension products. In order to make choices, the consumer will seek advice and help from banks or third parties and can, therefore, be described as ‘dependent consumers’ who form relationships to reduce uncertainty and structure their pattern of purchases. The relationship then effectively replaces the information search and processing activities found in repeat-passive and rational-active contracting. Trust in the financial adviser plays a critical function in this relationship. For customers in this quadrant, lack of trust with their main bank would cause them to switch service provider.

2.3 Motivation theories

Motivation is concerned with initiating movement or inducing a person to act (Kotler, 2000). A person has many needs. Biogenic needs arise from physiological states of tension such as hunger, thirst, discomfort whereas psychogenic needs arise from psychological states of tension such as the need for recognition, esteem or belonging. A need becomes a motive when it is aroused to a sufficient level of intensity and it drives a person to act (Kotler, 2000).

There are several famous theories that try to explain motivation. Maslow’s theory (1954) explains why people are driven by particular needs at particular times. According to Maslow (1954), human needs are arranged in a hierarchy, from the most pressing to the least pressing. In order of importance, they are physiological needs, safety needs, social needs, esteem needs and self-actualisation needs.

Frederick Herzberg developed a two-factor theory of motivation (Herzberg, 1966). The theory distinguishes between ‘dissatisfiers’ and ‘satisfiers’. ‘Dissatisfiers’ are factors that cause dissatisfaction whereas ‘satisfiers’ are factors that cause satisfaction (Kotler 2000). The absence of ‘dissatisfiers’ is not enough to motivate a person to act; ‘satisfiers’ must be actually present to create the motivation. For example, a computer that does not come with a warranty would be a ‘dissatisfier’. Yet the presence of a product warranty would not act as a ‘satisfier’ or motivator of a purchase because it is not a source of intrinsic satisfaction with the computer. Ease of use would be a ‘satisfier’.

Factors that motivate the choice of banks have been largely studied. Researches on selection criteria of banks examined a variety of attributes as determinants of the bank selection process. Kaufman (1967) investigated the determinant factors used in bank selection decisions by consumers and business firms in the USA. He found that the most influential factors reported by households were convenient location to home or place of business and quality of services offered by the bank.

In a study conducted in USA, Fitts (1975) found that six factors influence bank attractiveness to customers: ‘full service bank’, ‘customer orientation’, ‘pleasant banking experience’, ‘convenience of time’, ‘shopping accessibility’, and ‘personal influence’.

Anderson, Cox & Fulcher (1976) used ‘determinant attribute analysis’ in a survey in the USA and stratified their samples according to convenience and services. Based on 15 selection criteria, convenience customers selected ‘recommendation by friends’ as the most important factor, followed by ‘location’, ‘reputation’, ‘service charges’ and ‘friendliness of bank staff’. The service customers ranked ‘availability of credit’ as the most important factor, followed by ‘reputation’, ‘recommendation by friends’, ‘friendliness of staff’ and ‘interest charged on loans’.

Dupuy & Kehoe (1976) after a thorough review of bank selection criteria found that ‘convenient location’ consistently ranked as the most important determinant of why a household selected a particular commercial bank.

Gray (1977), in his British study, found that ‘convenience’ was the most important bank selection criterion. Riggall (1980) surveyed a sample of 250 newcomers to a community in the USA to find out when and why they chose a particular bank. Like many previous studies, ‘convenience of location’ appeared to be the most influential factor for bank selection by newcomers. Other determinant factors were reported to be ‘influence of friends’, ‘low service charges’, ‘availability of automated teller machines’ and ‘employer uses the same bank’.

Lewis (1982), in her British study of college students, found that the two most important bank selection criteria were convenience of location and the fact that the respondent's parents used that bank.

A review of literature by Martenson (1985) revealed that prior to Anderson *et al* (1976) study, 'location' was consistently cited as the most important criterion in bank selection decisions. The findings by Anderson *et al* (1976) are supported by Tan & Chua (1986). The pioneer study conducted in South East Asia by Tan & Chua (1986) who, using a small random sample of Singaporeans, found that, out of ten rated criteria, 'third party influences', namely family and friends, were one of the most important influences relating to bank selection. 'Convenient location' was given a middle order ranking, while the 'speed of service delivery' was ranked very lowly.

Laroche, Rosenblatt & Manning (1986) investigated 140 households in Montreal, Canada, to find out how people select their banks in such a competitive banking environment. In ranking the selection factors, results showed that 'friendliness of staff' is most important in the bank decision process, followed by 'hours of operations', 'size of waiting lines', 'convenience of location', 'efficiency of personnel', 'speed of processing items', 'parking facilities and accessibility', 'availability of credit', 'bilingualism of staff', and 'interest on savings'.

Sinkula & Lawtor (1988) and Ying & Chua (1989) revealed 'quality of service' as among the most important factors in bank selection decisions A study by Javalgi, Armacost & Hosseini (1989) in the USA, reported 'safety of one's funds' to be the main criterion of bank selection followed by 'paying highest interest rates on savings', 'location', 'reputation', 'availability of loans', 'low interest rates on loans', 'ease of qualifying for current account by maintaining a minimum balance' and, lastly, 'Saturday banking'. Among other purposes, Erol, Kaynak & El-Bdour (1990) study was designed to determine the bank selection criteria used by customers of conventional and Islamic banks in Jordan. Generally, factors that scored highly were: 'fast and efficient services', 'bank's reputation and image', 'friendliness of bank personnel', and 'confidentiality of bank'.

Schram (1991), in his article about American college students, pointed out that 'convenience' and 'family tradition' were the two most important bank selection criteria for college students. He indicated, though, that it is becoming increasingly important for a bank to have a widespread Automatic Teller Machine network, especially if college customers are to be retained. Chan & Denton (1991) ranked the bank selection criteria of multiple bank customers in Hong Kong. In their study they identified ‘risk reduction’, ‘convenience’, ‘promotions’, ‘service quality’, ‘prestige’ and ‘credit facility’ as selection criteria for multiple banking.

Kaynak & Kucukemiroglu (1992) conducted a study in Hong Kong to determine the importance of selection factors used by Hong Kong consumers in choosing domestic and foreign banks. The major factors were reported to be ‘convenient location’, ‘available parking space’, ‘financial counselling’, ‘vault location’, and ‘loans and mortgages’. Decker & Khazeh (1992) also studied selection criteria of banks in the USA. Their methodology was particularly useful in that it focuses attention on the selection criteria that would lead a customer to choose one bank over another, that is, the importance of the item to consumers and also the degree to which they perceived they could differentiate between banks on the provision of this item. Their findings revealed that the most important selection criteria were ‘service-charge policy’, ‘reputation’ and ‘competitiveness of loan rates’.

Haron, Norafifah, & Planisek (1994) in their study of bank patronage factors of Muslim and non Muslim customers in neighbouring Malaysia identified the ‘range of bank product and services’, ‘image of the bank’, ‘recommendation by friends and mass advertising’, ‘staff quality’, ‘financial charges’, ‘features of the bank’ and ‘convenience of location’ as determinants of bank selection.

In the USA, Boyd, Leonard & White (1994) asked respondents to rank the criteria that they perceived to be most important in the selection of a financial institution. Overall, the five most important criteria identified were ‘reputation’, ‘interest on savings accounts’, ‘interest charged on loans’, ‘quick service’ and ‘location’.

Holstius & Kaynak (1995) surveyed 258 bank customers in Finland in order to determine the importance of selected patronage factors used by Finnish customers in choosing their banks. Results indicated that the chief determinant factors for Finnish customers were: ‘reception at the bank’, ‘fast and efficient services’, ‘lower service charges’, ‘friendliness of personnel’, and ‘perceived confidentiality’.

Yue & Tom (1995) studied the bank selection criteria used by Chinese-American residing in Sacramento, California. The major determinant factors were reported to be ‘efficiency of services offered’, ‘bank’s reputation’, ‘bank’s fees’, ‘convenient location’ and ‘interest rates on saving accounts and loans’

Mylonakis, Malliaris, & Siomkos (1998) studied bank customers in the greater Athens area in Greece to identify the important bank selection criteria of the urban consumers of saving accounts in the Hellenic bank market. The results indicated that Greek bank customers behave in a similar way to bank customers in advanced bank markets, who are seeking good service in a safe, fast, and technologically modern environment. Selection factors scoring high were ‘location convenience’ and ‘quality of service’ (attention to customers, personalized service, no queues). Almossawi M. (2001), in his study, revealed that for Bahraini young people, the five most influential factors for bank selection are (1) ‘convenient Automatic Teller Machine locations, (2) availability of Automatic Teller Machine in several locations, (3) bank’s reputation, (4) 24-hours availability of Automatic Teller Machine services and (5) available parking space nearby.
Figure 2 below recaps the various bank selection criteria.

Figure 2. Bank selection criteria

Generic Bank selection criteria	Selection criteria	Source
Convenience	**Convenient Location**	Kaufman (1967), Anderson *et al* (1976), Gray (1977), Riggall (1980), Lewis (1982), Laroche *et al* (1986), Javalgi *et al* (1989), Chan & Denton (1991),Schram (1991), Kaynak & Kucukemiroglu (1992), Haron *et al* (1994), Boyd *et al* (1994), Yue & Tom (1995), Mylonakis *et al* (1998)
	Convenience of time (bank & availability of atm)	Fitts (1975), Almossawi M. (2001)
	Hours of operations	Laroche *et al* (1986)
	Shopping accessibility	Fitts (1975)
	Parking facilities available	Laroche *et al* (1986), Kaynak & Kucukemiroglu (1992), Almossawi M. (2001)
	Saturday banking	Javalgi *et al* (1989)
Service Quality	**Quality of services**	Kaufman (1967), Chan & Denton (1991), Mylonakis *et al* (1998)
	Pleasant banking experience	Fitts (1975)
	Customer orientation	Fitts (1975)
	Friendliness of bank staff	Anderson *et al* (1976), Laroche *et al* (1986),Erol *et al* (1990), Holstius & Kaynak (1995)
	Staff quality	Haron *et al* (1994)
	Size of waiting line	Laroche *et al* (1986)
	Efficiency of personnel	Laroche *et al* (1986)
	Speed of processing items	Laroche *et al* (1986)
	Fast and efficient services	Erol *et al* (1990), Boyd *et al* (1994), Holstius & Kaynak (1995), Yue & Tom (1995)
	Financial counselling	Kaynak & Kucukemiroglu (1992)
	Reception at the bank	Holstius & Kaynak (1995)
Service facility	**Full service bank**	Fitts (1975)
	Availability of credit	Anderson *et al* (1976), Laroche *et al* (1986), Javalgi *et al* (1989), Chan & Denton (1991),Kaynak & Kucukemiroglu (1992)
	Range of product and services	Haron *et al* (1994)
	Availability of Automated Teller Machine (ATM)	Rigall (1980), Almossawi M. (2001)
Recommendations	**Personal Influence**	Fitts (1975)
	Recommendations by friends	Anderson *et al* (1976), Rigall (1980),Haron *et al* (1994)
	Influence of family and friends	Tan & Chua (1986)
	Family tradition	Schram (1991)
Reputation and Image	**Reputation**	Anderson *et al* (1976), Javalgi *et al* (1989), Khazeh & Decker (1992), Boyd *et al* (1994), Yue & Tom (1995), Almossawi M. (2001)
	Reputation and image	Erol *et al* (1990)
	Image	Haron *et al* (1994)
Price	**Service Charges**	Anderson *et al* (1976), Rigall (1980), Khazeh & Decker (1992), Haron *et al* (1994), Holstius & Kaynak (1995), Yue & Tom (1995)
	Interest charge on loans	Anderson *et al* (1976), Javalgi *et al* (1989), Khazeh & Decker (1992), Boyd *et al* (1994),Yue & Tom (1995)
	Interest on Savings	Laroche *et al* (1986), Javalgi *et al* (1989), Boyd *et al* (1994),Yue & Tom (1995)
	Minimum Balance	Javalgi *et al* (1989)
Employer/Parent Factor	**Employer uses the same bank**	Rigall (1980)
	Parents uses the same bank	Lewis (1982)
Risk	**Safety of funds, Diversification**	Javalgi *et al* (1989), Chan & Denton (1991)
	Vault location	Kaynak & Kucukemiroglu (1992)
Confidentiality	**Confidentiality of banks**	Erol *et al* (1990), Holstius & Kaynak (1995)
Advertising	**Mass advertising**	Haron *et al* (1994)

2.4 Motives of multiple banking

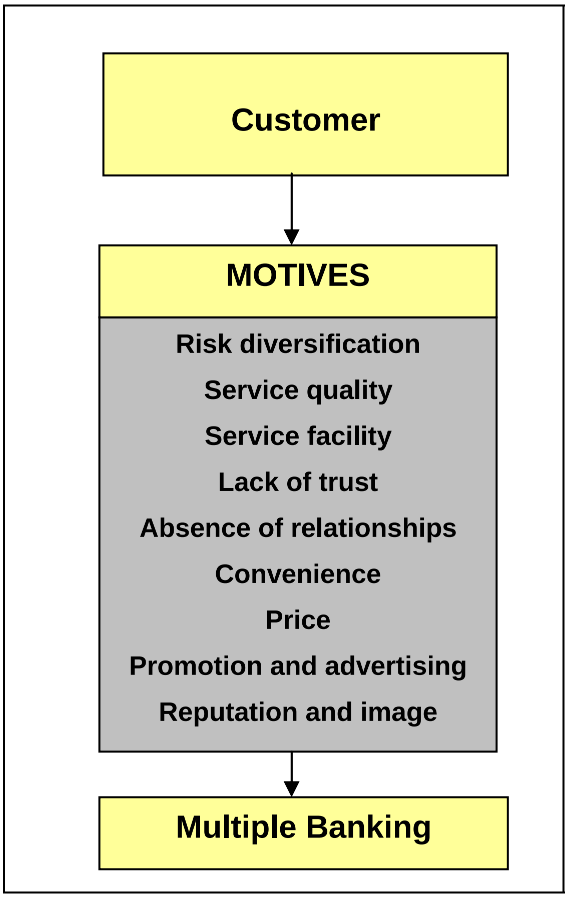
Based on the literature review, several motives of multiple banking can be put forward.
The intangibility and fiduciary aspects of financial services imply that customers must rely heavily on the financial adviser and must therefore trust the latter. The inseparability and 'perishability' nature of financial services emphasise the importance of the quality of service and the interactions between customers and front liners. Thus, from the characteristics of financial services, it can be deduced that lack of trust, poor service quality and absence of relationship management may induce the use of multiple banking.
The consumer behaviour theories of Nicosia (1966), Howard & Sheth (1969) and Engel *et al* (1991) maintain that the buying process starts when the buyer recognises a problem or need. In the case of multiple banking it can be a need for risk diversification or a problem on the quality of service, the range of services and so on.

The interaction model of consumer behaviour stresses on the importance of relationships building whereas as per the Decision-Making heuristics model, decision making is based on brand comparison. As per the former model, absence of relationships can be a motive for multiple banking whereas in the latter model, reputation and image of banks can be a motive of multiple banking.

The Consumer behaviour matrix model implies that consumers with 'high involvement' in the buying process are more likely to use multiple banking. In this case, price, brand and trust are more likely to be possible motives of multiple banking.
Finally each of the bank selection criteria mentioned above in section 2.3 can be possible motives of multiple banking.

Figure 3 below shows all the motives of multiple banking identified through the literature review grouped under appropriate headings.

Figure 3. Motives of multiple banking



Source: Turnbull & Gibbs (1987), Chan & Denton (1991), Haron *et al* (1994), Yue & Tom (1995), Mylonakis *et al* (1998) and Anthony Beckett *et al* (2000)

As per Figure 3 above, the motivational factors of multiple banking identified through the literature review are:

1. Risk diversification ;
2. Service quality;
3. Service facility;
4. Lack of trust;
5. Absence of relationships;
6. Convenience;
7. Price ;
8. Promotion and advertising ; and
9. Reputation and image.

Each of these motives is explained below in the propositions.

2.5 Propositions

Proposition 1: Risk diversification is a motivator of multiple banking.

Chan & Denton (1991) identified risk reduction as one of the bank selection criteria of multiple banking customers. They found that people deal with several banks because diversification reduces risk. Kaynak & Kucukemiroglu (1992) in their study reported that vault location is an important selection factor used by Hong Kong consumers in choosing domestic and foreign banks.

Proposition 2: Expectation of better service quality is a motivator of multiple banking.

Due to the inseparability of services, customer satisfaction very much depends on the nature of the personal interactions between the front-line employee and the buyer. As such service quality will vary depending on the front-line employee. A buyer who is not satisfied with the service of a given bank can choose to do business with another bank. Keaveney's (1995) exploratory research identified 'Service encounter failures' as one of the factor that induce service switching. Service quality has been identified as one major consideration in bank selection decisions (Laroche et *al*, 1986 and Ying & Chua, 1989).

Proposition 3: Increased service facility is a motivator of multiple banking.

Full service bank and range of products and services were identified as bank selection criteria by Fitts (1975) and Haron *et al* (1994) respectively. Availability of credit (Kaynak & Kucukemiroglu, 1992) and availability of Automated Teller Machine (Almossawi, 2001) have also been found to be important factors of bank patronage. It can be inferred that customers may use multiple banking to have access to a greater variety of products or to have more of the same product (e.g. credit cards from several banks).

Proposition 4: Lack of trust in the main bank causes customers to use multiple banking.

Services are processes or experiences rather than physical objects that can be possessed (Bowen & Schneider, 1988). Besides, services are high in experience and credence qualities. Thus, for many consumers, for example, any evaluation of financial advice given or product recommendations made must be based on trust in the financial adviser. Financial services are based on customer trust and confidence not only in the organisation supplying these services but also particularly in the customer contact employees themselves (Turnbull & Gibbs, 1987).

Proposition 5: Absence of relationships with the main bank causes customers to use multiple banking.

Financial services involve a series of regular two-way transactions between buyer and seller usually over an extended period of time (McKechnie, 1992). The importance of bank relationships was also stressed by Turnbull & Gibbs, 1987. Beckett *et al* (2000) described the 'relational-dependent' customers as being 'dependent customers' who form relationships to reduce uncertainty. All these suggest that absence of relationships with a main bank may be a factor influencing customers to use multiple banking.

Proposition 6: Convenience is a motivator of multiple banking.

A review of literature by Martenson (1985) and Laroche *et al*, (1986) revealed that prior to Anderson *et al's* study (1976), location was consistently cited as the most important criterion in bank selection decisions. Studies of students' banking behaviour indicated that parental advice/ influence and convenience of location were predominant factors having a bearing on students' choice of banks (Lewis, 1982 and Schram, 1991).

Proposition 7: Different price in the retail sector favours the practice of multiple banking.

According to the Consumer behaviour matrix model (Beckett *et al*, 2000), the 'Rational-Active' consumers are highly involved in the buying process and they have high confidence in the complexity of the product. The buying decision of the 'Rational-Active' customers is made after fully comparing the choices available. In the case of financial services, price is more likely to be a determinant factor.

Anderson *et al*, (1976) identified service charges on accounts as one of the factors used by customers in bank selection decisions. Other studies also found high importance for pricing factors in bank selection decisions (Javalgi *et al*, 1989 and Decker & Khazeh, 1992).

Proposition 8: Promotion and advertising motivate customers to use multiple banking.

Consistent with the findings of Anderson *et al* (1976), Martenson (1985) found recommendations by parents or friends to be the most important criterion in bank selection.

Haron *et al* (1994) in their study of bank patronage factors of Muslim and non Muslim customers in neighbouring Malaysia identified mass advertising as determinants of bank selection.

Repeatedly, research has shown the importance of consumer word of mouth in the formation of attitudes (Bone, 1995), in a purchase decision-making context (Bansal & Voyer, 2000) and in the reduction of risk associated with buying decisions (Murray, 1991). The influence that a source's word of mouth information exhibits on the receiver has traditionally been explained by models of interpersonal influence (e.g. Cohen & Golden, 1972; Bone, 1995 and Bansal & Voyer, 2000). Within this stream of research, it has often been suggested that interpersonal or social influence can be categorised as either informational or normative influence (e.g. Deutsch & Gerrard, 1955). Word of mouth can operate through both channels. Informational influence occurs when information is accepted as evidence of reality (Burnkraut & Cosineau, 1975). In contrast, normative influence operates through compliance, which means that the individual conforms to the verbalised expectations of referent others (Kelman, 1961). Also, due to the intangibility nature of financial services, there is often a tendency for the consumer to rely more on personal sources of information (e.g. through friends or parents) when it comes to financial services.

Proposition 9: Reputation and image of banks motivate customers to use multiple banking.

The Decision-making heuristics model suggests that decision making is based on brand comparison. For financial services, decision making is therefore based on reputation and image of banks.
Several researches have also identified reputation and image of banks as being criteria for bank selection (Anderson *et al*, 1976; Javalgi *et al*, 1989; Khazeh & Decker, 1992; Boyd *et*

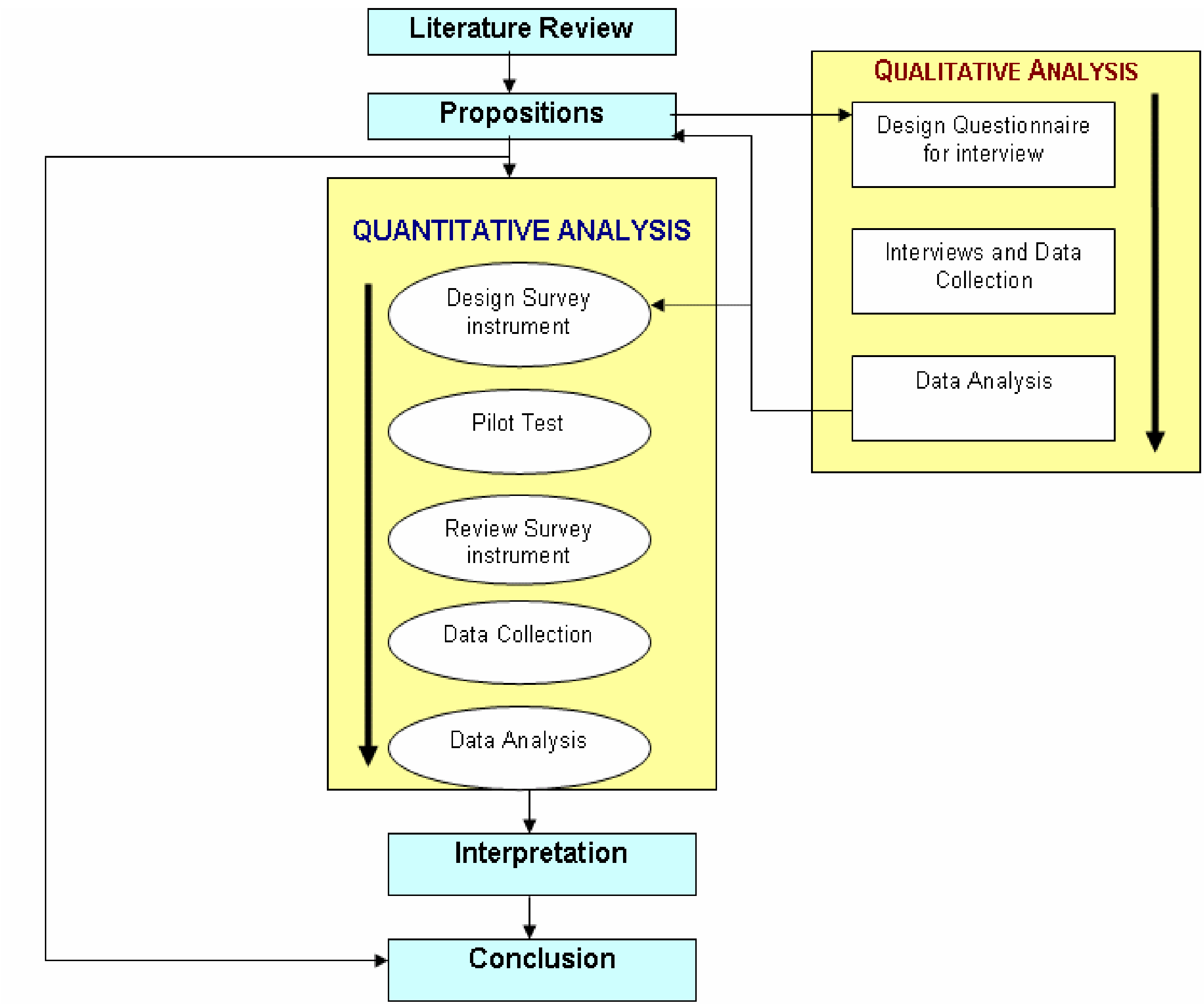
al, 1994; Haron *et al*, 1994; Yue & Tom, 1995 and Almossawi, 2001). It is therefore posited that the reputation and image of banks is a motive of multiple banking.

METHODOLOGY

3.1 <u>Introduction</u>

The methodological approach included both a quantitative and qualitative study. However, the primary method was the quantitative study that included the analysis of data collected through a survey. For the purpose of the survey, a measuring instrument was developed. The preparation of the measuring instrument was based on the literature review and on the in depth interviews of the qualitative study. The interviews were conducted with banking professionals, consultants and customers involve in multiple banking. Figure 4 is a graphic representation of the methodological approach.

<u>Figure 4. Methodology Roadmap</u>



3.2 The qualitative study

The purpose of the qualitative study was to confirm the motivation factors identified in the literature review and to generate new propositions if other motivation factors are identified during the interviews. The qualitative study also served to provide internal validity to the survey instrument used in the quantitative study.

3.2.1 The research population

The population consisted of all banking professionals, consultants to the banking sector and individuals that do business with more than one bank.

3.2.2 Sample size and selection

The researcher interviewed 3 banking professionals, 2 consultants and 5 multiple banking customers.

3.2.3 Sample methodology

The interviewees were selected on an access/availability basis and therefore the sample was convenient in nature.

3.2.4 Data collection

3.2.4.1 Overview

- Prospective interviewees were contacted telephonically and the purpose of the study was explained to them. An appointment was set up with those willing to be interviewed. A document describing multiple banking, the purpose of the study and the purpose of the interview was then sent to the interviewees.
- The interviews were in the form of semi-structured interviews.

3.2.4.2 The semi-structured in-depth interview

The semi-structured interview usually revolves around a few central questions (Leedy & Omrod, 2001). The questions of the questionnaire were designed so as to obtain the information needed as per the objectives of the qualitative study. Appendix A shows the questionnaire used that consisted of 3 sections.

The purpose of question 1 was to make sure that the interviewee understands the term multiple banking. Questions 2 to 7 were meant to uncover the motivations of multiple banking. The purpose of Part C was to confirm the motivation factors of multiple banking identified through the literature review.

3.2.4.3 Administration

Each in-depth individual interview was conducted in the following way:

- all interviews were conducted in person;
- with permission from the interviewee, the interview was taped;
- notes were taken throughout the interview; and
- the interviews were recorded electronically and subsequently subscribed.

3.2.5 Reliability and validity

3.2.5.1 External validity

The **validity** of an instrument is how well it measures what it is supposed to be measuring, while **reliability** refers to the accuracy and consistency with which the instrument produces results (Leedy & Omrod, 2001).

Since the sample used for the qualitative study was convenient in nature and small in number, generalisation of the opinions and views of the sample across all persons in the population is not possible.

3.2.5.2 Internal validity

The purpose of the qualitative study was to provide evidence of whether the motivation factors identified through the literature review, adequately cover those experienced in practise. This study is therefore in itself an internal validity check for the quantitative study.

3.2.5.3 Reliability

The researcher personally conducted all the interviews in order to ensure equivalence.

3.2.6 Data analysis

Content Analysis was performed on the transcripts of the in-depth interviews. Content analysis is a systematic examination of a body of text with the purpose of identifying themes, trends or biases (Leedy & Ormrod, 2001). It is a textual data reduction technique that uses a set of procedures to make valid inference from the text. This qualitative analysis technique involves sorting content into themes using a coding system. The coding system involves reducing text to categories consisting of words, word-sense, phrases, sentences or themes (McTavish & Pirro, 1990). There are three major methodological approaches/strategies to content analysis: conceptual analysis, procedural analysis and relational analysis (Carley, 1990). Conceptual analysis involves identifying concepts in the transcriptions. In procedural analysis the order in which the concepts appeared in the script is important. In relational analysis, the relationship between the concepts is also investigated.

For this study, since neither the order of the concepts nor the relationship between the concepts was important, the transcripts of the interviews were content analysed using conceptual analysis approach.

Conceptual analysis is used to extract the implicit and explicit concepts present in text (Carley, 1990). The word ‘concept’ refers to a single idea either represented by a single word or a phrase (Carley, 1990). An explicit concept refers to the actual presence of a

word or phrase in the text, whilst an implicit concept refers to those words or phrases which occur in the text only by implication.
Carley (1990) pointed out that the process of extracting implicit concepts requires subjective judgement. For this study both implicit and explicit concepts are extracted since using explicit concept analysis only might result in much of the meaning being lost.

The methodology employed in coding and analysing the transcripts is based on the methods and steps suggested by Carley (1993) and Leedy & Ormrod (2001). These steps are described below.

Step 1: Decide on level of analysis

Single words, sets of words and phrases that relate to a set of pre defined concepts were searched and coded.

Step 2: Decide on the concepts for which to code

The motivational factors of multiple banking identified through the literature review were used as a pre-defined set of concepts for the coding. The pre-defined set of concepts is listed in Table 1.

Table 1. Pre-defined set of concepts

Risk diversification
Service quality
Service facility
Lack of trust
Absence of relationships
Convenience
Price
Promotion and advertising
Reputation and image

Step 3: Decide to code for existence or frequency

One of the purposes of the quantitative study as stated above was to identify motives other than those identified in the literature review. In order to judge the importance of any new motive, the transcripts were coded for both the existence of concepts as well as their frequency of occurrence. An idea whether expressed in single words, phrases or a combination of both by the interviewee was recorded as a single occurrence.

Step 4: Decide on level of generalisation and implication

Words, sets of words or phrases, when they mean the same thing, were coded as being the same. Both implicit and explicit concepts were searched for coding.

Step 5: Decide on coding rules

The coding of implicit concepts implies that the coding judgments were not entirely objective.

Step 6: Decide what to do with irrelevant information

Information not relevant to the study was ignored and disregarded during the transcription of the interviews.

Step 7: Transcribe and code (first and second level)

Each interview was transcribed capturing information that was relevant to the study. Two levels of coding were then carried out on the text. First, the text was coded and grouped using the list of pre-defined concepts. Next, the items relating to each pre-defined concept were then re-coded in order to identify sub-concepts within each group. No pre defined set of sub concepts were used for the second level of coding.
Data that did not relate to any of the pre-defined concepts was analysed separately and appropriate concepts and sub-concepts were extracted.

Step 8: Tabulate results

Frequencies for each pre-defined concept were reported in the form of a graph. For each sub-concept, frequencies and percentages were reported in tabular form.

Step 9: Analyse results

The results were analysed with regards to the frequency of concept and sub concept occurrences.

3.3 <u>The quantitative study</u>

The quantitative study forms the primary part of the methodology employed. A measuring instrument (survey) was developed and used for the quantitative study. The questionnaire used by Chan & Denton (1991) in their study of multiple banking in Hong Kong was used as a basis for the design of the instrument. The main data (Likert scale ratings) collected from this survey were analysed using Factor analysis, Cluster analysis and Test of association.

3.3.1 The research population

The population consisted of the customers of all retail banks in Mauritius.

3.3.2 Sample size and Sampling Methodology

The respondents were selected from 5 commercial centres in the 5 districts of Mauritius. As such the sample is convenient in nature. A total of 376 valid responses were received out of which 252 respondents use multiple banking.

3.3.3 Data collection

3.3.3.1 Overview

Prospective participants were approached at the commercial centres. The purpose of the study was explained to them. If they were willing to participate, the measuring instrument was explained and the participants were invited to fill in the questionnaire.

3.3.3.2 Measuring instrument

The measuring instrument was in the form of a questionnaire. The main part of the survey contained 55 statements. There were 5 statements for each motive identified through the literature review and the qualitative study.

The survey instrument was developed in the English language and consisted of the following parts:

- The first part contained questions pertaining to basic demographic details of the respondent.
- The second part identified whether the respondent uses multiple banking or not.
- The third part used a five point Likert scale, ranging from strongly disagree (1) to strongly agree (5), against which respondents were asked to rate the extent of their agreement with each statement.

See Appendix B for the questionnaire used.

3.3.3.3 Administration

As mentioned above, prospective participants were approached at commercial centres found in the 5 districts of Mauritius. Willing participants completed the survey on the spot and the researcher collected the questionnaire immediately.

3.3.4 Reliability and validity

3.3.4.1 External validity

External validity is concerned with the ability of the research to be generalised across persons. The sample for the quantitative study was random and convenient by nature. As such it is not possible to generalise the results to the whole population.

3.3.4.2 Internal validity

The qualitative study was used to ensure that the proposed quantitative study has content validity.

A pilot test was conducted and the respondents were asked for their feedback on the questionnaire. Based on the feedback and any other lessons learned during the pilot test, the measuring instrument was reviewed accordingly to ensure that the measuring instrument has construct validity.

3.3.4.3 Reliability

The researcher conducted the whole survey to ensure equivalence.

3.3.5 The pilot test

Leedy & Ormrod (2001) recommend the use of a brief pilot study to test the validity and reliability of a measurement instrument developed for a specific purpose and never previously tested or used in practise.

The pilot test was conducted because the instrument developed for the study has not been tested or used prior to this research. The pilot test helped to identify ambiguities or misunderstandings in the statements and to ascertain the clarity and conciseness of the statements or instructions. The pilot test was carried out on ten persons.

3.3.6 Data analysis

Descriptive analysis was used to produce a profile overview of respondents. Correspondence analysis was used to rescale the ordinal level data (obtained from the survey) to interval level data (Bendixen & Sandler, 1995). This was necessary so that factor analysis may be applied to the data.

Factor analysis is a procedure used to "examine the correlations among a number of variables and identify clusters of highly interrelated variables that reflect underlying themes, or factors, within the data" (Leedy & Ormrod, 2001:278). Factor analysis was applied on the Likert scale ratings of the 55 survey statements. Cronbach's coefficient was used to establish the internal validity of the factors extracted.

K-means cluster analysis was then applied to the factor scores in order to segment the respondents into identified groups.

The final part of the data analysis involved employing statistical techniques to determine whether or not there were any significant differences in the responses of people from different demographic groups.

PRESENTATION AND INTERPRETATION OF THE QUALITATIVE RESULTS

4.1 Introduction

This chapter presents the results of the qualitative study. It begins with the results of the content analysis of the transcriptions of the interviews followed by a description of the questionnaire design. This chapter concludes with the list of statements incorporated in the survey instrument.

4.2 Confirmation of motives identified through the literature review

The ten interviewees were asked to specify whether the motives identified in the literature review could possibly be a motivating factor to use multiple banking when considering themselves or any other individuals. Table 2 shows the results indicating the number of confirmations each motive received.

Table 2: Number of confirmations each motive received

Motives	Number of confirmations	Percentage of confirmation
Risk diversification	10	100%
Service quality	10	100%
Service facility	10	100%
Lack of trust	10	100%
Absence of relationships	10	100%
Convenience	10	100%
Price	10	100%
Promotion and advertising	10	100%
Reputation and image	10	100%

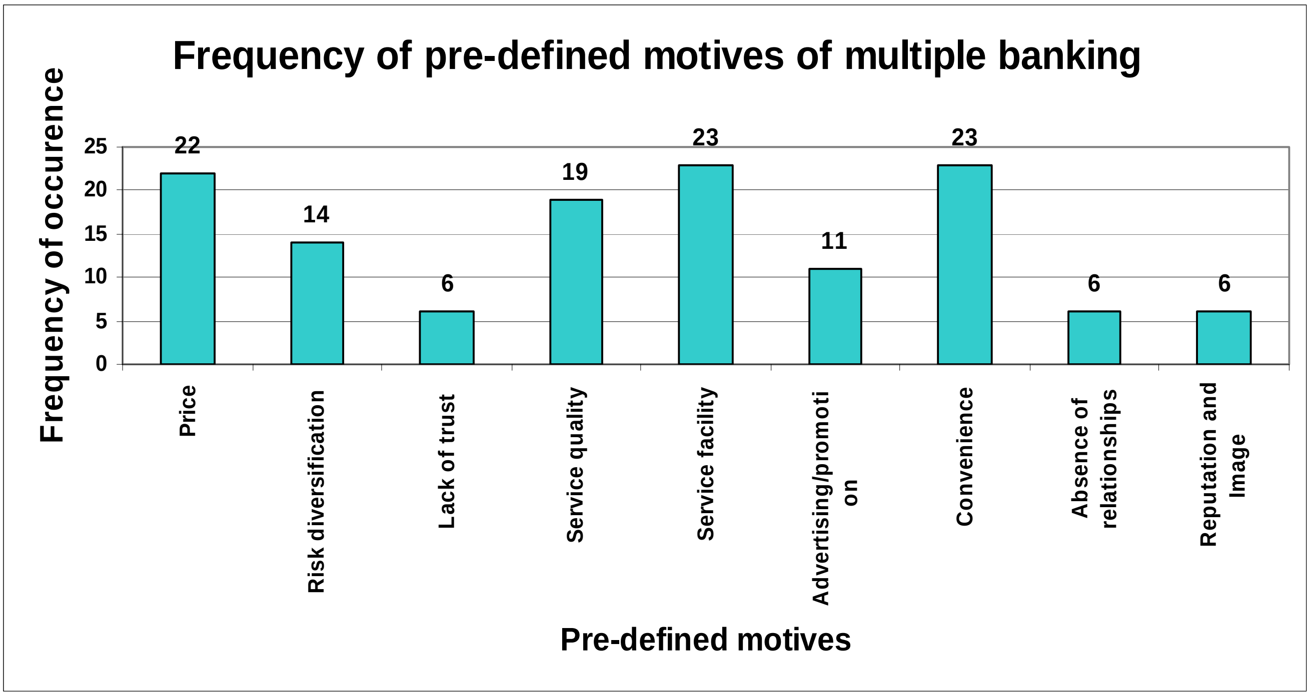
The results of Table 2 indicate that each motive identified in the literature review could possibly be a motivating factor to use multiple banking.

4.3 Content analysis

Appendix C shows the coded material of the transcription of the interviews.

Figure 5 below shows the frequency of occurrence of each pre-defined motive in the coded material of the transcriptions of the interviews.

Figure 5: Frequency of occurrence of pre-defined motives



The results in Figure 5 support those of Table 2 and confirm that each of the motives identified in the literature review can be a motive for the use of multiple banking. From Figure 5, it can be seen that 'Service facility' and 'Convenience' have the highest frequency of occurrence followed by 'Price' and 'Service quality'. Below are the pre defined motives in the order of frequency of occurrence with the highest frequency listed first.

Table 3: Frequency of occurrence of the pre-defined motives

Pre-defined motives	Frequency of occurrence
Service facility	23
Convenience	23
Price	22
Service quality	19
Risk diversification	14
Advertising/promotion	11
Lack of trust	6
Reputation and Image	6
Absence of relationships	6

In the codification of the transcriptions of the interviews, material that did not relate to any pre-defined motives were further analysed. This revealed two more possible motives of multiple banking namely 'Network building' and 'Personal characteristics'. These two new concepts represent 15% of total concepts occurrence with 'Network building' representing 8% and 'Personal characteristics' 7%. Figure 6 below shows the percentage occurrence of all possible motives of multiple banking identified through the content analysis.

Figure 6: Percentage occurrence of all possible motives

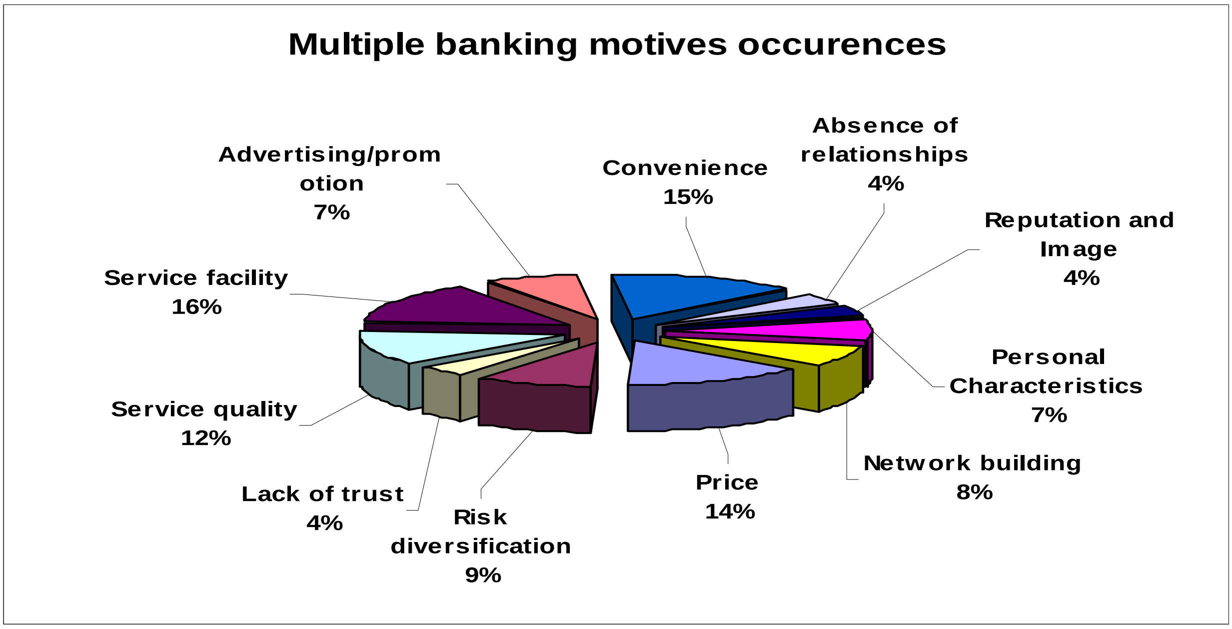


Figure 6 shows that the percentage occurrences of ‘Network building’ and ‘Personal characteristics’ are comparable to the occurrence of ‘Advertising/promotion’ and ‘Risk diversification’. Furthermore the percentage occurrences of these two new motives are much higher than those of ‘Absence of relationships’, ‘Reputation and image’ and ‘Lack of trust’. These indicate that ‘Network building’ and ‘Personal characteristics’ are important factors that need to be included in the quantitative study.

4.4 New propositions based on the qualitative study

Following the results of the qualitative study two new propositions are formulated below.

Proposition 10: Network building is a motivator of multiple banking

Network building is a possible motive of multiple banking identified through the qualitative study. One of the respondents of the qualitative study used multiple banking ‘to enlarge his personal contact’ while another respondent evoked ‘curiosity’ as a motive (Appendix C). Thus respondents that evoked ‘Network building’ as a motive, use multiple banking either to enlarge their personal contact or knowledge on several banks.

Proposition 11: Personal characteristics can motivate customers to use multiple banking.

‘Personal characteristics’ is the other possible motive of multiple banking identified through the qualitative study. Some respondents of the qualitative study mentioned their personal attributes such as ‘I like diversity’ as a reason for the use of multiple banking. Others placed more emphasis on the prestige associated with doing business with several banks (Appendix C).

4.5 Questionnaire design

Based on the eleven motives of multiple banking identified through the literature review and the qualitative study, 55 statements were developed for part C of the questionnaire. Five statements were developed for each motive following the recommendations by Hair, Anderson, Tatham, & Black (1995) that five or more variables should be used to represent each proposed factor.

For each motive, one or more sub concepts were identified but the number of sub concept for any of the 11 motives did not exceed five. At least one statement was developed for each sub concept and where the number of sub concept for a given motive was less than five, additional statement was developed for the given motive based on the percentage of occurrence of the sub concepts.

In the development of the statements, the questionnaire used by Chan & Denton (1991) was used as reference. Table 4 to Table 25 show the sub-concepts of the eleven motives and the statements developed for each sub-concept. The statement number of each statement in the questionnaire, generated through random numbers, is also indicated.

4.5.1 Statements for Price motive

Table 4 shows the sub-concepts identified for the 'Price' concept as well as their occurrences. These sub-concepts were used as themes for the development of the statements that are listed in Table 5.

Table 4: Sub-concepts of 'Price'

Sub-concepts	Number of occurences	Percentage of occurrence
Fees	8	36%
Rates	14	64%

Table 5: Statements relating to 'Price'

Theme	Statement	Statement Number
Fees	To minimise bank charges	46
Fees	Because different banks have different fees policy	2
Rates	To obtain better return on deposits	25
Rates	To benefit from low interest rates on loans	27
Rates	Because different banks offer different rates of return for various types of accounts and one bank may not offer the best returns for all accounts	30

4.5.2 Statements for Risk diversification motive

Table 6 shows the sub-concepts identified for the ‘Risk diversification’ concept as well as their occurrences. These sub-concepts were used as themes for the development of the statements that are listed in Table 7.

Table 6: Sub-concepts of ‘Risk diversification’

Sub-concepts	Number of occurences	Percentage of occurrence
Bankruptcy	9	64%
Service failure	5	36%

Table 7: Statements relating to ‘Risk diversification’

Theme	Statement	Statement Number
Bankruptcy	To reduce the risk that a bank might go out of business	28
Bankruptcy	To reduce risks through diversification	34
Bankruptcy	To spread risks on deposits	40
Service failure	To reduce risks of service failure	15
Service failure	To have a safety net in case one bank is out of service	1

4.5.3 Statements for Lack of trust motive

Table 8 shows the sub-concepts identified for the ‘Lack of trust’ concept as well as their occurrences. These sub-concepts were used as themes for the development of the statements that are listed in Table 9.

Table 8: Sub-concepts of 'Lack of trust'

Sub-concepts	Number of occurences	Percentage of occurrence
Institution	4	67%
Personnel	2	33%

Table 9: Statements relating to 'Lack of trust'

Theme	Statement	Statement Number
Institution	So that no bank has a complete exposure of my financial details	21
Institution	Due to lack of complete trust with a single bank	6
Institution	It is better to trust several banks	9
Personnel	I do not trust all the personnel of a bank	42
Personnel	I trust bank employees from different banks	17

4.5.4 Statements for Service quality motive

Table 10 shows the sub-concepts identified for the 'Service quality' concept as well as their occurrences. These sub-concepts were used as themes for the development of the statements that are listed in Table 11.

Table 10: Sub-concepts of 'Service quality'

Sub-concepts	Number of occurences	Percentage of occurrence
Satisfaction	11	58%
Speed	3	16%
Reliability	2	11%
Personnel	3	16%

Table 11: Statements relating to 'Service quality'

Theme	Statement	Statement Number
Satisfaction	To make use of the fact that some banks are better at specific services than others	33
Satisfaction	To make use of the fact that some banks are better at specific	11
Speed	Because some banks are faster at certain services than others	52
Reliability	In order to obtain more reliable services	50
Personnel	Because some banks are friendlier than others	20

4.5.5 Statements for Service facility motive

Table 12 shows the sub-concepts identified for the 'Service facility' concept as well as their occurrences. These sub-concepts were used as themes for the development of the statements that are listed in Table 13.

Table 12: Sub-concepts of 'Service facility'

Sub-concepts	Number of occurences	Percentage of occurrence
Credit facility	10	43%
Product Range	9	39%
Service accessibility	4	17%

Table 13: Statements relating to 'Service facility'

Theme	Statement	Statement Number
Credit facility	To get access to more credit	29
Credit facility	To obtain several credit cards	32
Product Range	To increase the range of services available to me	54
Product Range	Because all banks do not offer the same services	38
Service accessibility	To have access to certain facilities that have been refused by another bank	51

4.5.6 Statements for Advertising/Promotion motive

Table 14 shows the sub-concepts identified for the ‘Advertising/Promotion’ concept as well as their occurrences. These sub-concepts were used as themes for the development of the statements that are listed in Table 15.

Table 14: Sub-concepts of ‘Advertising/Promotion’

Sub-concepts	Number of occurences	Percentage of occurrence
Incentives	5	45%
Recommendations	6	55%

Table 15: Statements relating to ‘Advertising/Promotion’

Theme	Statement	Statement Number
Incentives	To benefit from special promotions offered by banks	39
Incentives	To obtain gifts from each bank	12
Recommendations	Because my friends thought it was a good idea	41
Recommendations	Due to my parent's will	23
Recommendations	Some bank accounts were opened by my parents when I was young and I have never closed them	47

4.5.7 Statements for Convenience motive

Table 16 shows the sub-concepts identified for the ‘Convenience’ concept as well as their occurrences. These sub-concepts were used as themes for the development of the statements that are listed in Table 17.

Table 16: Sub-concepts of 'Convenience'

Sub-concepts	Number of occurences	Percentage of occurrence
Time	6	26%
Location	7	30%
Salary pay	5	22%
Transactions	5	22%

Table 17: Statements relating to 'Convenience'

Theme	Statement	Statement Number
Time	For convenience in term of opening time	31
Location	For convenience of ATM accessibility	8
Location	For convenience of branch accessibility	13
Salary pay	To obtain my salary quickly	24
Transactions	For ease of transactions	44

4.5.8 Statements for Network Building motive

Table 18 shows the sub-concepts identified for the 'Network building' concept as well as their occurrences. These sub-concepts were used as themes for the development of the statements that are listed in Table 19.

Table 18: Sub-concepts of 'Network Building'

Sub-concepts	Number of occurences	Percentage of occurrence
People	8	67%
Knowledge	4	33%

Table 19: Statements relating to 'Network Building'

Theme	Statement	Statement Number
People	To enlarge my personal contacts	48
People	To make more friends	37
People	It enables me to meet more people	7
Knowledge	To build relationship with several banks	14
Knowledge	To keep me inform of what is going on in these banks	18

4.5.9 Statements for Absence of relationships motive

Table 20 shows the sub-concepts identified for the 'Absence of relationships' concept as well as their occurrences. These sub-concepts were used as themes for the development of the statements that are listed in Table 21.

Table 20: Sub-concepts of 'Absence of relationships'

Sub-concepts	Number of occurences	Percentage of occurrence
Institution	4	67%
Personnel	2	33%

Table 21: Statements relating to 'Absence of relationships'

Theme	Statement	Statement Number
Institution	Because I do not identify myself with any single bank	16
Institution	Due to lack of strong relationship with a single bank	22
Institution	Because I do not have a sense of belonging with any bank	4
Personnel	Due to the absence of relationship with bank's employees	36
Personnel	Because of poor relationships with bank's employees	45

4.5.10 Statements for Reputation and Image motive

Table 22 shows the sub-concept identified for the 'Reputation and image' concept as well as their occurrences. These sub-concepts were used as themes for the development of the statements that are listed in Table 23.

Table 22: Sub-concept of 'Reputation and image'

Sub-concepts	Number of occurences	Percentage of occurrence
Institution	6	100%

Table 23: Statements relating to 'Reputation and image'

Theme	Statement	Statement Number
Institution	To work with the financially strong banks	26
Institution	It is always better to use the top tier banks	19
Institution	I use more than than one bank to make use of the most reputed banks	10
Institution	To work with the most prestigeous banks	49
Institution	Certain banks have a better reputation than others	55

4.5.11 Statements for Personal characteristics motive

Table 24 shows the sub-concepts identified for the 'Personal characteristics' concept as well as their occurrences. These sub-concepts were used as themes for the development of the statements that are listed in Table 25.

Table 24: Sub-concepts of 'Personal characteristics'

Sub-concepts	Number of occurences	Percentage of occurrence
Attributes	6	55%
Prestige	5	45%

Table 25: Statements relating to 'Personal characteristics'

Theme	Statement	Statement Number
Attributes	Because I like diversity	5
Attributes	Because it is part of my culture	3
Attributes	Because it is well seen in society	53
Prestige	Because it makes me feel more important	43
Prestige	For personal prestige	35

4.6 Conclusion

The qualitative study has helped to confirm that all of the nine motives identified through the literature review can possibly be a motivational factor of multiple banking. In addition, two more motives were identified. With the addition of these 2 new motives, a summary of the final propositions is listed below.

Proposition 1: Risk diversification is a motivator of multiple banking.

Proposition 2: Expectation of better service quality is a motivator of multiple banking.

Proposition 3: Increased service facility is a motivator of multiple banking.

Proposition 4: Lack of trust in the main bank causes customers to use multiple banking.

Proposition 5: Absence of relationships with the main bank causes customers to use multiple banking.

Proposition 6: Convenience is a motivator of multiple banking.

Proposition 7: Different price in the retail sector favours the practice of multiple banking.

Proposition 8: Promotion and advertising motivate customers to use multiple banking.

Proposition 9: Reputation and image of banks motivate customers to use multiple banking.

Proposition 10: Network building is a motivator of multiple banking

Proposition 11: Personal characteristics can motivate customers to use multiple banking.

PRESENTATION OF THE QUANTITATIVE RESULTS

5.1 Introduction

This chapter sets out the results of the statistical analyses on the dataset captured from the responses of the interviewees. The chapter starts with a description of the pilot study followed by the demographics of the respondents. The procedures for the rescaling of the Likert scale used in the questionnaire are outlined before proceeding to the results of the Factor and Cluster analysis. The chapter concludes with the results of the analysis of the demographic variables for each motivational factor.

5.2 Pilot test

A pilot test was carried out on ten respondents. The respondents' feedbacks were that:

1. the questionnaire was quite lengthy;
2. there were too many categories for job title;
3. it was necessary to have an example on how to answer part c of the questionnaire; and
4. there were repeated questions.

After analysing the responses to Part C of the questionnaire, it was observed that there were inconsistencies in the answers due to respondents answering the questions too quickly.

Following the feedback and observations of the pilot test, certain questions of part c of the questionnaire were reworded to avoid perception of repetition. The categories for Job Title were streamlined and reduced from ten to five and Part C of the questionnaire was preceded with a clear example on how to answer the questions. Finally, during the interviews, respondents were asked to take their time and to be honest and dedicated in answering Part C questions.

After amending the questionnaire, the ten respondents who participated in the pilot study were shown the amended questionnaire and they unanimously agreed that their concerns were addressed and that in their opinion the amended questionnaire was appropriately designed for its purpose.

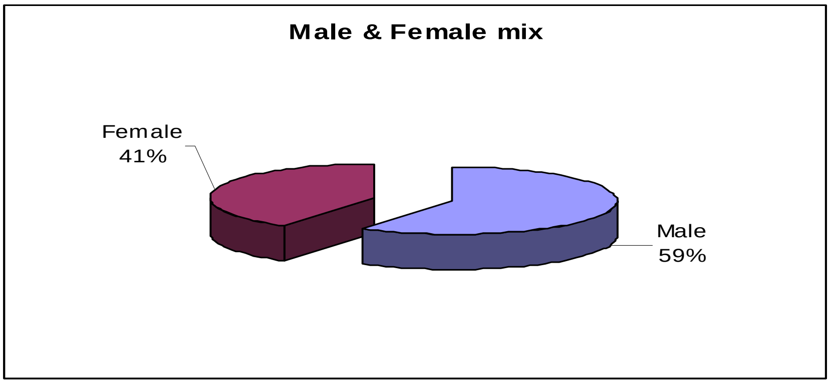
5.3 Demographics of the sample

A total of 252 valid responses were received from the multiple banking respondents. The following tables show the breakdown of the sample in terms of ‘Sex’, ‘Education level’, ‘Income Level’, ‘Residence’ and ‘Job title’.

5.3.1 Sex

Out of the 252 respondents, 149 were male and 103 female. Figure 7 below shows the percentage of male and female respondents.

Figure 7. Male and female respondents mix



5.3.2 Age

The respondents were classified in two age groups. Table 26 indicates that the majority of the respondents, 64%, are less than 40 years old.

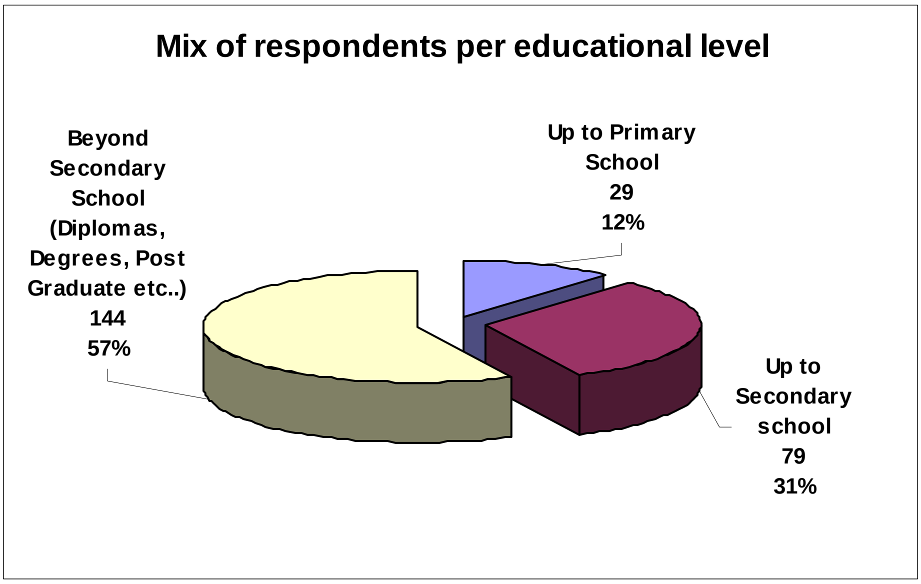
Table 26. Respondents per age group

Age	Number of respondents	Percentage of respondents
Up to 39 years	162	64%
Greater than 39	90	36%
Total	**252**	

5.3.3 Education level

From Figure 8, only 29 of the respondents have been to primary school only. 79 respondents have studied up to the secondary school and 144 of the respondents have studied beyond the secondary level. This shows that most of the multiple bankers interviewed have a high level of education.

Figure 8. Mix of respondents per educational level



5.3.4 Income level

In terms of income level, the respondents have been categorised into 3 groups. From Table 27, 135 respondents (54%) are within the range of Rs 10,000 to Rs 25,000. A total of 52 of the respondents are below the Rs 10,000 level whereas 65 respondents are on the upper income level of more than Rs 25,000.

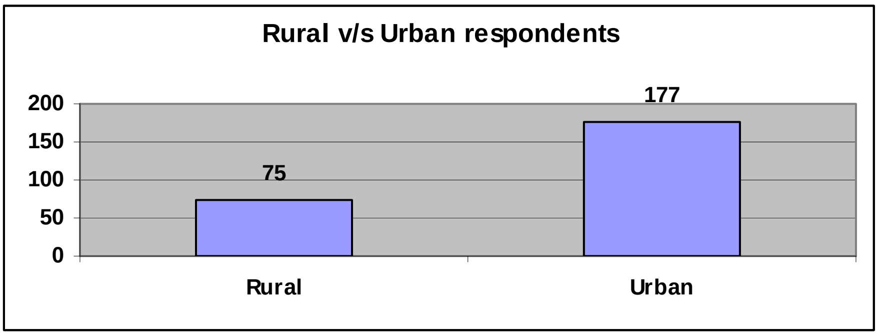
Table 27. Respondents per income level

Income level	Number of respondents	Percentage of respondents
Less than Rs 10,000	52	21%
Rs 10,000 to Rs 25,000	135	54%
Greater than Rs 25,000	65	26%
Total	**252**	

5.3.5 Residence

Figure 9 indicates that 75 of the respondents are from the rural areas whereas 177 respondents are from the urban areas.

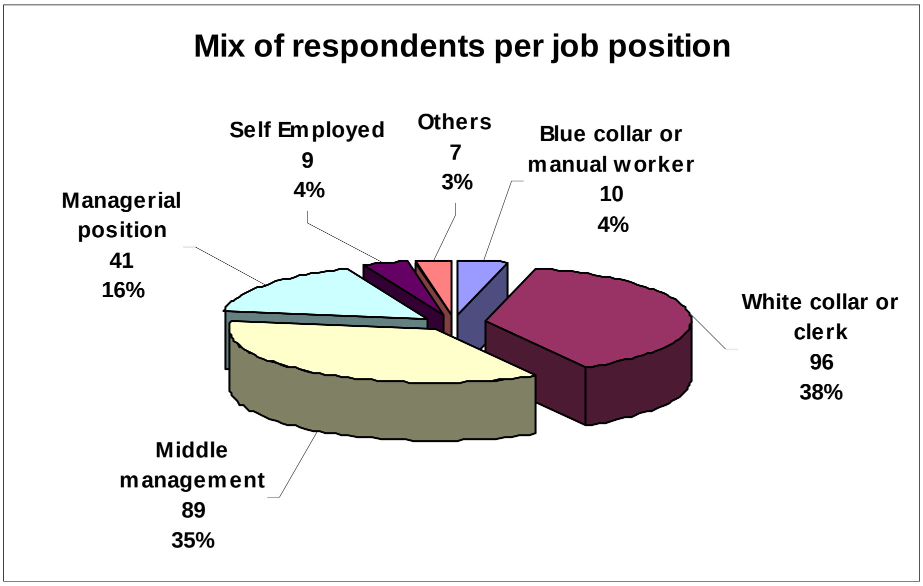
Figure 9. Rural v/s Urban respondents



5.3.6 Job position

Figure 10 shows the mix of respondents per job position. 73% of the respondents hold either white collar jobs (96) or are in middle management (89). A total of 41 (16%) of the respondents hold managerial positions. The category ‘Others’ (3%) consists of 4 students and 3 housewives.

Figure 10. Mix of respondents per job position



5.4 Data rescaling

Correspondence analysis was used to rescale the nominal values of the five point Likert scale. Appendix D shows the output of the correspondence analysis obtained from NCSS 97. The rescaled results are summarised in Table 28. The rescaled values in general do not correspond well with the nominal values of the Likert scale thus emphasizing the necessity for rescaling.

Table 28. Rescaling of Likert scale

Scale Point	Nominal Value	Rescaled Value
Strongly disagree	1	1.000
Disagree	2	2.898
Neither agree nor disagree	3	3.586
Agree	4	4.442
Strongly agree	5	5.000

5.5 Factor analysis

Several methods were used in order to determine the most appropriate number of factors to extract. With the latent root criterion approach (Hair *et al,* 1995), a Factor analysis produced ten factors having eigenvalues greater than one and therefore considered significant (see Appendix E). The scree plot of the eigenvalues of the solution revealed an optimum solution between four and ten factors. A Factor analysis with Varimax rotated factor loadings was carried out six times with the number of factors ranging from four to ten. Each solution was analysed and the nine factor solution was considered as the most appropriate. The NCSS output for the nine factor solution can be seen in Appendix F.

The statements loading on each of the nine factors and their respective factor loadings are presented below. Hair *et al* (1995) suggested to consider only statements that meet the minimum level of significance with an absolute loading greater than 0.4. For each factor, this minimum is respected excepted in cases where statements with a factor loading between 0.3 and 0.4 for the factors help to better explain the factors.

Loadings greater than 0.4 were considered important whilst those greater than 0.5 were considered practically significant (Hair *et al*, 1995). Any loading above 0.7 was considered very high. Cronbach's coefficient alpha was used to determine the internal reliability of each factor. A coefficient of 0.7 or greater is generally considered to be acceptable (Hair *et al*, 1995).

5.5.1 Factor 1- Corporate image

Table 29. Factor 1- Corporate image

Statement Number	Loading	Statement	Concept	Sub-concept	Cronbach coefficient
10	-0.78275	I use more than than one bank to make use of the most reputed banks	Reputation and Image	Institution	0.8614
49	-0.76754	To work with the most prestigeous banks	Reputation and Image	Institution	
19	-0.75196	It is always better to use the top tier banks	Reputation and Image	Institution	
55	-0.70840	Certain banks have a better reputation than others	Reputation and Image	Institution	
26	-0.67318	To work with the financially strong banks	Reputation and Image	Institution	

The Cronbach's coefficient alpha for factor 1 is 0.8614, which is well-above the accepted minimum of 0.7. All the statements loading on this factor are of practical significance and relate to the reputation and image of banks. This factor is named 'Corporate Image'.

5.5.2 Factor 2- Prestige and personal

Table 30. Factor 2- Prestige and personal

Statement Number	Loading	Statement	Concept	Sub-concept	Cronbach coefficient
35	-0.78367	For personal prestige	Personal	Prestige	0.7844
43	-0.76176	Because it makes me feel more important	Personal	Prestige	
53	-0.65031	Because it is well seen in society	Personal	Attributes	
3	-0.62351	Because it is part of my culture	Personal	Attributes	
5	-0.50600	Because I like diversity	Personal	Attributes	

The Cronbach's coefficient alpha for factor 2 is 0.7844, which is well-above the accepted minimum of 0.7. All statements loading on factor two relate to the personal characteristics of the individual. Statements regarding the prestige of the individual load more heavily on factor 2 than statements relating to the personal attributes of the individual. This factor is named 'Prestige and Personal'.

5.5.3 Factor 3- Lack of trust

Table 31. Factor 3- Lack of trust

Statement Number	Loading	Statement	Concept	Sub-concept	Cronbach coefficient
6	-0.74228	Due to lack of complete trust with a single bank	Trust	Institution	0.6633
9	-0.70084	It is better to trust several banks	Trust	Institution	
21	-0.41270	So that no bank has a complete exposure of my financial details	Trust	Institution	

The Cronbach's coefficient alpha for factor 3 is 0.6633, which is slightly below the accepted minimum of 0.7. If statement 21 is excluded, the Cronbach's coefficient alpha raises to 0.8055 which is well above the accepted minimum of 0.7. Including or excluding statement 21 from factor 3 does not change the interpretation of the factor since all the 3 factors loading onto this factor relate to the concept of lack of trust in the institution. However statements 6 and 9, which relate to general trust in the institution, have very high loadings onto factor 3 compare with statement 21 which has a lower loading onto this factor. Factor 3 is named ‘Lack of Trust’.

5.5.4 Factor 4- Absence of relationships

Table 32. Factor 4- Absence of relationships

Statement Number	Loading	Statement	Concept	Sub-concept	Cronbach coefficient
4	-0.71606	Because I do not have a sense of belonging with any bank	Absence of relationships	Institution	0.7662
16	-0.69537	Because I do not identify myself with any single bank	Absence of relationships	Institution	
22	-0.68301	Due to lack of strong relationship with a single bank	Absence of relationships	Institution	
45	-0.52532	Because of poor relationships with bank's employees	Absence of relationships	Personnel	
36	-0.50309	Due to the absence of relationship with bank's employees	Absence of relationships	Personnel	

The Cronbach’s coefficient alpha for factor 4 is 0.7662, which is well-above the accepted minimum of 0.7. All statements loading on to this factor are related to the issue of relationships with the banks or its employees. However the statements with very high and significant loadings relate to absence of relationships with the institution. Factor 4 is named ‘Absence of relationships’.

5.5.5 Factor 5- Diversification

Table 33. Factor 5- Diversification

Statement Number	Loading	Statement	Concept	Sub-concept	Cronbach coefficient
40	0.69532	To spread risks on deposits	Risk	Bankruptcy	0.8005
34	0.68266	To reduce risks through diversification	Risk	Bankruptcy	
28	0.63104	To reduce the risk that a bank might go out of business	Risk	Bankruptcy	
29	0.44882	To get access to more credit	Service facility	Credit facility	
30	0.42624	Because different banks offer different rates of return for various types of accounts and one bank may not offer the best returns for all accounts	Price	Rates	
32	0.41727	To obtain several credit cards	Service facility	Credit facility	
25	0.40715	To obtain better return on deposits	Price	Rates	
15	0.39792	To reduce risks of service failure	Risk	Service failure	
27	0.36772	To benefit from low interest rates on loans	Price	Rates	

All statements loading on to this factor have factor loadings greater than 0.4 except for statements 15 and 27 that have factor loadings of 0.39792 and 0.36772 respectively. Statements 15 and 27 are included in the solution as they help to better interpret the factor. Adding these two statements also increase the Cronbach's coefficient alpha of the factor to 0.8005 which is well-above the accepted minimum of 0.7.

The statements with practically significant loadings on this factor indicate a need to diversify risk. In fact 5 statements related to the concept of risk load onto this factor. Statements 29 and 32 are concerned with the necessity of increasing the sources of credit facility while statements 30, 25 and 27 indicate the need of obtaining the best rates whether on loans or deposits. This factor is named 'Diversification'.

5.5.6 Factor 6- Convenience

Table 34. Factor 6- Convenience

Statement Number	Loading	Statement	Concept	Sub-concept	Cronbach coefficient
13	-0.48711	For convenience of branch accessibility	Convenience	Location	0.6921
51	-0.45995	To have access to certain bank facilities that have been refused by other banks.	Service facility	Service accessibility	
8	-0.43009	For convenience of ATM accessibility	Convenience	Location	
38	-0.37428	Because all banks do not offer the same services	Service facility	Product Range	
54	-0.37143	To increase the range of services available to me	Service facility	Product Range	

The Cronbach's coefficient alpha for factor 6 is 0.6921, which is very close to the accepted minimum of 0.7. The statements loading onto this factor are from the concepts 'convenience' and 'Service facility'. These statements indicate a concern for convenience in terms of branch and Automatic Teller Machine accessibility as well as access to a wider range of services.

This factor is therefore named 'Convenience'.

5.5.7 Factor 7- Service quality

Table 35. Factor 7- Service quality

Statement Number	Loading	Statement	Concept	Sub-concept	Cronbach coefficient
33	0.79571	To make use of the fact that some banks are better at specific services than others	Service quality	Satisfaction	0.7152
11	0.75927	Each bank is better than others at certain things	Service quality	Satisfaction	
52	0.39133	Because some banks are faster at certain services than others	Service quality	Speed	

The Cronbach's coefficient alpha for factor 7 is 0.7152, which is above the accepted minimum of 0.7. All statements loading onto this factor are related to the concept of 'Service quality'. Statements 33 and 11, which relate to quality of service, have much higher loadings onto factor 7 than statement 52 which is about service speed. This factor is named ‘Service quality’.

5.5.8 Factor 8- Network building

Table 36. Factor 8- Network building

Statement Number	Loading	Statement	Concept	Sub-concept	Cronbach coefficient
48	0.73801	To enlarge my personal contacts	Network building	People	0.7646
7	0.59807	It enables me to meet more people	Network building	People	

The Cronbach’s coefficient alpha for factor 8 is 0.7646, which is well above the accepted minimum of 0.7. The two statements loading onto this factor indicate a concern to create a network of contacts. This factor is named ‘Network building’.

5.5.9 Factor 9- Fees

Table 37. Factor 9- Fees

Statement Number	Loading	Statement	Concept	Sub-concept	Cronbach coefficient
2	0.73801	Because different banks have different fees policy	Price	Fees	0.6781
46	0.59807	To minimise bank charges	Price	Fees	

The Cronbach’s coefficient alpha for factor 9 is 0.6781, which is slightly below the accepted minimum of 0.7. The two statements loading onto this factor are related to the sub-concept ‘Fees’. This factor is named ‘Fees’.

5.6 Reliability of the original motivational factors

The internal reliability of each of the original eleven motivational factors was determined using Cronbach's coefficient alpha and can be seen in the following table.

Table 38: Cronbach's coefficient alpha for the eleven original motivational factors

Concepts	Cronbach's coefficient alpha
Price	0.71496
Risk diversification	0.71364
Lack of trust	0.61378
Service quality	0.64342
Service facility	0.69244
Promotion and Advertising	0.37041
Convenience	0.54663
Network building	0.58869
Absence of relatioships	0.76624
Reputation and Image	0.86135
Personal characteristics	0.78441

Of the eleven original motivational factors identified through the literature review and qualitative study, 'Lack of trust', 'Service quality', 'Promotion and Advertising', 'Convenience' and 'Network building' have Cronbach coefficient alphas much lesser than the acceptable level of 0.7 (Hair *et al*, 1995). With five of the original motivational factors having such low alpha coefficients, the degree to which the statements (the construct indicators) depict the underlying constructs cannot be regarded as reliable. The nine factor solution extracted through the Factor analysis, in which every factor has a coefficient above or close to the generally accepted level of 0.7, can be considered as a reliable representation of the motives influencing the use of multiple banking.

5.7 Cluster Analysis

The factor scores were subjected to a k-means Cluster analysis. The NCSS Cluster analysis output can be seen in Appendix G. The minimum iteration section of the report is reproduced below in Figure 11. Table 39 shows the reduction in ‘Percent of variation’ by moving from cluster 2 to cluster 10. From Table 39, it can be seen that the creation of two clusters only reduce the variation by 8.69%. The creation of further clusters does not bring major reduction in the percent of variation. With 10 clusters, the percent of variation is still higher than 50% (58. 42%). This shows that the population is quite homogeneous and that there are no distinct clusters that can be identified.

Figure 11. Minimum iteration section of the Cluster analysis report

```
Minimum Iteration Section
Iteration   No. of     Percent of   Bar Chart
No.         Clusters   Variation    of Percent
1           2           91.31       ||||||||||||||||||||||||||||
6           3           84.40       ||||||||||||||||||||||||||
11          4           78.73       ||||||||||||||||||||||||
19          5           74.39       |||||||||||||||||||||||
22          6           70.12       ||||||||||||||||||||||
28          7           67.12       |||||||||||||||||||||
33          8           64.50       ||||||||||||||||||||
37          9           61.12       |||||||||||||||||||
42          10          58.42       ||||||||||||||||||
```

Table 39. Reduction in percent of variation

No. of Clusters	Percent of Variation	Reduction in Percent of variation
2	91.31	8.69
3	84.40	6.91
4	78.73	5.67
5	74.39	4.34
6	70.12	4.27
7	67.12	3.00
8	64.50	2.62
9	61.12	3.38
10	58.42	2.70

5.8 Impact of demographic variables on motivational factors

The factor scores of the nine factors identified through the Factor analysis were tested for differences in demographic characteristics. This was done in order to determine whether any of the demographic variables play a part in motivating customers to use multiple banking. The results of these tests are presented below per demographic variable.

5.8.1 Sex

This test involved comparing the nine motivational factors for differences in sex.

For each factor the hypothesis was:
H_0: All medians are equal
H_A: Not all medians are equal

Table 40 shows the results of a two sample T-test for sex. H_0 was rejected for factor 5 only. Based on the means of male and female on factor 5 (Table 41), it can be seen that male are more influenced by 'Diversification' than female.

Table 40. Test results for sex

Demographic variable	Factor name	Factor	Test Type	Decision
Sex	Corporate Image	Factor 1	Equal Variance T- Test	Accept Ho
	Prestige and Personal	Factor 2	Equal Variance T- Test	Accept Ho
	Lack of trust	Factor 3	Equal Variance T- Test	Accept Ho
	Absence of relationship	Factor 4	Equal Variance T- Test	Accept Ho
	Diversification	Factor 5	Equal Variance T- Test	Reject Ho
	Convenience	Factor 6	Equal Variance T- Test	Accept Ho
	Service quality	Factor 7	Equal Variance T- Test	Accept Ho
	Network building	Factor 8	Equal Variance T- Test	Accept Ho
	Fees	Factor 9	Equal Variance T- Test	Accept Ho

Table 41. Means of male and female on factor 5

Sex	Factor 5 means
Male	-0.0080
Female	-0.3116

5.8.2 Age

5.8.2.1 Age 1

This test involved checking for correlation between the different factors and the age of the respondents.

For each factor the hypothesis was:

H_0: Age and the factor are independent of each other

H_A: Age and the factor are correlated

Table 42. Test results for Age 1

Demographic variable	Factor name	Factor	Correlation coefficient	P-Value	Decision
Age 1	Corporate Image	Factor 1	0.07636	0.22706	Accept Ho
	Prestige and personal	Factor 2	0.01602	0.80020	Accept Ho
	Lack of trust	Factor 3	-0.11428	0.07013	Accept Ho
	Absence of relationships	Factor 4	0.16283	0.00962	Reject Ho
	Diversification	Factor 5	0.24902	0.00006	Reject Ho
	Convenience	Factor 6	0.10444	0.09808	Accept Ho
	Service quality	Factor 7	-0.11468	0.06915	Accept Ho
	Network building	Factor 8	0.08743	0.16648	Accept Ho
	Fees	Factor 9	-0.27734	0.00001	Reject Ho

H_0 was rejected for factor 4, 5 and 9 (Table 42). For the other factors, H_0 was not rejected. The results showed therefore a correlation between age and factors 4, 5 and 9.

5.8.2.2 Age 2

The second test for Age involved grouping the age of the respondents into two categories (up to 39 years and greater than 39 years) and testing for differences between the factors and these two age categories.

For each factor the hypothesis was:

H_0: All medians are equal

H_A: Not all medians are equal

Table 43. Test results for Age 2

Demographic variable	**Factor name**	**Factor**	**Test Type**	**Decision**
Age 2	Corporate Image	Factor 1	Equal Variance T- Test	Accept Ho
	Prestige and personal	Factor 2	Equal Variance T- Test	Accept Ho
	Lack of trust	Factor 3	Equal Variance T- Test	Accept Ho
	Absence of relationship	Factor 4	Equal Variance T- Test	Reject Ho
	Diversification	Factor 5	Aspin-Welch unequal variance	Reject Ho
	Convenience	Factor 6	Aspin-Welch unequal variance	Reject Ho
	Service quality	Factor 7	Equal Variance T- Test	Reject Ho
	Network building	Factor 8	Equal Variance T- Test	Accept Ho
	Fees	Factor 9	Equal Variance T- Test	Reject Ho

Table 44. Means of age 2 on factor 4

Age 2	**Factor 4 means**
Up to 39 years	**-0.0678**
Greater than 39 years	**0.4173**

Table 45. Means of age 2 on factor 5

Age 2	Factor 5 means
Up to 39 years	-0.3287
Greater than 39 years	0.2219

Table 46. Means of age 2 on factor 6

Age 2	Factor 6 means
Up to 39 years	-0.0109
Greater than 39 years	0.3057

Table 47. Means of age 2 on factor 7

Age 2	Factor 7 means
Up to 39 years	0.0700
Greater than 39 years	-0.3524

Table 48. Means of age 2 on factor 9

Age 2	Factor 9 means
Up to 39 years	0.2897
Greater than 39 years	-0.4605

H_0 for factors 4,5,6,7 and 9 was rejected (Table 43). Based on the means of the two age categories on the factors where H_0 was rejected, the following conclusions can be made:

1. absence of relationship as a motivational factor of multiple banking is more important for those aged below 40 years;
2. diversification has a greater influence on respondents aged above 39 years;
3. convenience is more a concern to those below 40 years;
4. service quality is of lesser importance to the respondents above 39 years old; and
5. fees are more important for the respondents above 39 years old.

5.8.3 Education level

This test involved comparing the nine motivational factors for differences in educational level.

For each factor the hypothesis was:

H_0: All medians are equal

H_A: Not all medians are equal

Table 49. Test results for education level

Demographic variable	Factor name	Factor	Test Type	Decision
Educational level	Corporate Image	Factor 1	Kruskal Wallis	Accept Ho
	Prestige and personal	Factor 2	Kruskal Wallis	Accept Ho
	Lack of trust	Factor 3	Kruskal Wallis	Accept Ho
	Absence of relationship	Factor 4	Kruskal Wallis	Accept Ho
	Diversification	Factor 5	Kruskal Wallis	Accept Ho
	Convenience	Factor 6	Kruskal Wallis	Accept Ho
	Service quality	Factor 7	Kruskal Wallis	Accept Ho
	Network building	Factor 8	Kruskal Wallis	Accept Ho
	Fees	Factor 9	Analysis Of Variance	Accept Ho

From Table 49, it can be seen that H_o is not rejected for any of the factors suggesting that there are no differences in educational level among the nine factors.

5.8.4 Income level

This test involved comparing the nine motivational factors for differences in income level.

For each factor the hypothesis was:

H_0: All medians are equal

H_A: Not all medians are equal

Table 50. Test results for income level

Demographic variable	Factor name	Factor	Test Type	Decision
Income level	Corporate Image	Factor 1	Kruskal Wallis	Accept Ho
	Prestige and personal	Factor 2	Kruskal Wallis	Accept Ho
	Lack of trust	Factor 3	Kruskal Wallis	Accept Ho
	Absence of relationship	Factor 4	Kruskal Wallis	Accept Ho
	Diversification	Factor 5	Kruskal Wallis	Reject Ho
	Convenience	Factor 6	Kruskal Wallis	Accept Ho
	Service quality	Factor 7	Kruskal Wallis	Accept Ho
	Network building	Factor 8	Kruskal Wallis	Accept Ho
	Fees	Factor 9	Analysis Of Variance	Accept Ho

Table 51. Bonferroni test for factor 5 on income level

Diversification	Less than Rs 10,000	Rs 10,000 to Rs 25,000	Greater than Rs 25,000	Median
Less than Rs 10,000	0.0000	2.4845	4.8452	-0.63
Rs 10,000 to Rs 25,000	2.4845	0.0000	3.3054	0.05
Greater than Rs 25,000	4.8452	3.3054	0.0000	0.50
Regular Test: Medians significantly different if z-value > 1.9600				
Bonferroni Test: Medians significantly different if z-value > 2.3940				

Table 50 indicates that H_0 is rejected for factor 5 and is not rejected for the other factors. The Bonferroni test, which is shown in Table 51 for factor 5, shows that there are significant differences between respondents of the 3 income groups. Looking at the medians of the 3 income groups on factor 5 shows that the higher the income level, the higher is the emphasis on 'Diversification'.

5.8.5 Residence

This test involved comparing the nine motivational factors for differences in place of residence.

For each factor the hypothesis was:

H_0: All medians are equal

H_A: Not all medians are equal

Table 52. Test results for residence

Demographic variable	Factor name	Factor	Test Type	Decision
Residence	Corporate Image	Factor 1	Equal Variance T- Test	Accept Ho
	Prestige and personal	Factor 2	Equal Variance T- Test	Accept Ho
	Lack of trust	Factor 3	Equal Variance T- Test	Accept Ho
	Absence of relationship	Factor 4	Equal Variance T- Test	Accept Ho
	Diversification	Factor 5	Equal Variance T- Test	Accept Ho
	Convenience	Factor 6	Equal Variance T- Test	Accept Ho
	Service quality	Factor 7	Equal Variance T- Test	Accept Ho
	Network building	Factor 8	Equal Variance T- Test	Accept Ho
	Fees	Factor 9	Equal Variance T- Test	Accept Ho

Table 52 shows the result of the T-Test. H_o was not rejected for any factor.

5.8.6 Job position

This test involved comparing the nine motivational factors for differences in Job position. For each factor the hypothesis was:

H_0: All medians are equal
H_A: Not all medians are equal

Table 53 indicates that H_o is rejected for factor 5 and is not rejected for the other factors. Looking at the Bonferroni test in Table 54 for factor 5, we can see that the medians for the category ‘Others’ are significantly different with the medians of the categories ‘Managerial Position’ and ‘Self Employed’. The analysis of the medians values shows that respondents from the category ‘Others’ put less emphasis on ‘Diversification’ than respondents from the categories ‘Managerial Position’ and ‘Self Employed’.

Table 53. Test results for job position

Demographic variable	Factor name	Factor	Test Type	Decision
Job position	Corporate Image	Factor 1	Kruskal Wallis	Accept Ho
	Prestige and personal	Factor 2	Kruskal Wallis	Accept Ho
	Lack of trust	Factor 3	Kruskal Wallis	Accept Ho
	Absence of relationship	Factor 4	Kruskal Wallis	Accept Ho
	Diversification	Factor 5	Kruskal Wallis	Reject Ho
	Convenience	Factor 6	Kruskal Wallis	Accept Ho
	Service quality	Factor 7	Kruskal Wallis	Accept Ho
	Network building	Factor 8	Kruskal Wallis	Accept Ho
	Fees	Factor 9	Analysis Of Variance	Accept Ho

Table 54. Bonferroni test for factor 5 on job position

Diversification	Blue collar or manual	White collar or clerk	Middle management	Managerial position	Self Employed	Others	Median
Blue collar or manual worker	0.0000	0.1879	0.2041	0.9741	1.4641	2.1440	0.05
White collar or clerk	0.1879	0.0000	0.0385	2.1760	2.1087	2.5393	0.27
Middle management	0.2041	0.0385	0.0000	2.1809	2.1179	2.5181	0.04
Managerial position	0.9741	2.1760	2.1809	0.0000	0.8942	3.4236	0.46
Self Employed	1.4641	2.1087	2.1179	0.8942	0.0000	3.4314	1.02
Others	2.1440	2.5393	2.5181	3.4236	3.4314	0.0000	-1.64
Regular Test: Medians significantly different if z-value > 1.9600							
Bonferroni Test: Medians significantly different if z-value > 2.9352							

5.9 Conclusion

Nine motivational factors were identified through the Factor analysis. These nine factors are:

1. Corporate image;
2. Prestige and personal ;
3. Lack of trust;
4. Absence of relationships;
5. Diversification;
6. Convenience;
7. Service quality;
8. Network building and;
9. Fees.

The Cluster analysis indicated that there are no distinct groups of multiple bankers but that they form a homogeneous population. However significant differences were found in the way different demographic groups are motivated. The following chapter provides an interpretation and possible explanations of these results.

INTERPRETATION OF THE QUANTITATIVE RESULTS

6.1 Introduction

The chapter presents an interpretation of the nine motivational factors extracted through the Factor analysis. Next the significant differences in motivation across the demographic groups are discussed. The chapter concludes with an interpretation of the Cluster analysis results.

6.2 Motivational factors

6.2.1 Corporate image

Corporate personality determines the corporate identity that constitutes the corporate image (Heerden & Gustav, 1995). Katz (1988) argues that corporate identity consists of visual and graphical artefacts only. Other author such as Croft (1989) argues that corporate identity consists of both visual elements and the way in which the corporation behaves.

Abratt (1989) said that the corporate personality is projected by ‘conscious cues’, which consist of a diverse set of elements, such as employee behaviour, customer service, need-satisfying products or services, and the corporate name, logo and slogan. These cues, the corporate identity, create impressions or perceptions in the minds of audiences to constitute an overall corporate image. Every corporation has a personality, which can be defined as a set of characteristics, behavioural and intellectual, that serve to distinguish one institution from another. This personality is therefore projected through visual identification cues, such as a corporate logo, and through behavioural cues, such as the level of customer satisfaction provided. Behavioural cues can be projected unintentionally through inadequate internal and external communication, customer dissatisfaction and low employee morale and performance. These corporate identity cues create a set of beliefs, experiences, feelings, knowledge, attitudes and perceptions about the institution in the minds of different stakeholders. This interaction creates overall impressions that constitute a corporate image.

Heerden & Puth (1995) identified 4 dimensions of corporate image namely:

1. *dynamism*- A corporation can be described as dynamic when it is growing fast, active, always improving, lively, aggressive, and flexible. Although these items are predominantly intangible, they can be seen to constitute corporate behaviour.
2. stability/credibility. A corporation can be described as stable/credible when it is trustworthy, stable and honest. This factor also constitutes corporate behaviour.
3. *client or customer service* - A warm corporation is likeable and friendly. A friendly corporation has friendly and knowledgeable employees, and provides good service.
4. *visual identity*. These are the visible symbols and artefacts of the corporation such as the corporate logo and the physical environment.

The first three factors are described as the intangible dimensions of corporate image as compared with the last factor, which is a tangible dimension. The intangible factors can enhance a visually stimulating identity. A great visual identity may not, however, compensate for corporate deficiencies with regard to other corporate behaviour factors such as client service, dynamism and credibility.

Several researchers have identified reputation and image of banks as being a criterion for bank selection (Anderson *et al*, 1976; Javalgi *et al*, 1989; Khazeh & Decker, 1992; Boyd *et al*, 1994; Haron *et al*, 1994; Yue & Tom, 1995 and Almossawi, 2001). In this study Corporate image is considered to consist of both tangible and intangibles factors based on the statements that loaded on this factor.

6.2.2 Prestige and personal

People's needs for appearances and materialism are increasing and there is an increasing demand for conspicuous and status products. Status brand strategies are intuitively recognized by marketing professionals and practitioners.

Self consciousness is defined as the tendency of persons to direct attention inward or outward (Fenigstein, Scheier & Buss, 1975) and this concept is used to represent consumer's responses to social influence. This theory recognizes two types of self-conscious people (a) publicly self conscious persons are particularly concerned about how they appear to others and (b) privately self conscious persons are more focused on their inner thought and feelings.

Eastman, Goldsmith & Flynn (1999) specify the domain of status consumption as the motivational process by which individuals strive to improve their social standing through conspicuous consumption of consumer products that confer or symbolize status for both the individual and surrounding others.

Marcoux, Filiatrault & Cheron (1997) describe social status demonstration as a dimension of conspicuous consumption.

Aron & Frost (2002) described status consumption as the process of gaining status or social prestige from the acquisition and consumption of goods that the individual and others perceive to be high in status. Aron & Frost (2002) also found that status-laden brands would be chosen for status consumption.

The above indicates the existence of status conscious consumers and in the case of multiple banking, status conscious customers use the reputation and image of banks to enhance their status and prestige in society.

6.2.3 Lack of trust

Ganesan (1994) pointed out in a business context that trust has two components namely performance or credibility trust and benevolence trust. The latter found that relationship commitment is impacted by credibility trust but not by benevolence trust. He argued that this was because businesses base their purchase and selling decisions much more on performance issues. However this suggests that performance or credibility trust is also important in business-to-consumer relationships. In fact other authors such as Singh & Sirdeshmukh (2000) have also suggested that loyalty is impacted by credibility trust. Sirdeshmukh, Singh & Sabol (2002) have even argued strongly for benevolence as a component of trust that may contribute to explaining loyalty.

Dwayne, Pedro & Alexandra (2004) have in a study of the banking industry in Portugal determined that trust is an important element in explaining customer loyalty.

Since either performance and/or benevolence trust are important aspects of customer loyalty, this explains why lack of trust is a motivator of multiple banking.

6.2.4 Absence of relationships

Grönroos (1990b) proposed a customer-oriented definition of marketing which highlights a number of essential elements in business relationships. According to him "marketing is to establish, maintain and enhance (usually, but not necessarily, long-term) relationship with customers and other partners, at a profit, so that the objectives of the parties involved are met. This is achieved by a mutual exchange and fulfilment of promises" (Grönroos, 1990b:138).

The origin of relationship marketing can be traced back to the areas of industrial and services marketing. Within these areas, a group of researchers from northern Europe began to develop a new approach to marketing in the late 1970s. The new perspective was created as a counter reaction to the view of marketing as the manipulation of the so called 4Ps. The importance of establishing, strengthening, and developing customer relations was stressed. The focus was on the profitable commercialization of customer relationships, and the pursuit of individual and organizational objectives. In particular, long-term and enduring relationships with customers were stressed. In this new theory of industrial marketing called the network or interaction theory, marketing is defined as all the activities of a firm to build, maintain, and develop customer relations. Thus marketing, with reference to industrial and international operations, is not primarily concerned with the manipulation of the 4Ps of consumer goods marketing. Instead, it is aimed at reaching a critical mass of relationships with customers, distributors, suppliers, public institutions, individuals, etc. (Gummesson, 1987).

Relationship marketing thus differs from traditional mass marketing since it does not seek a temporary increase in sales, but attempts to create involvement and product loyalty by building a permanent bond with the customer. While it may be used to facilitate product repositioning, gain competitors' customers, or help to launch new products, the ultimate goal is to increase sales in the long term (Andersson, Håkansson & Johansson, 1994). Relationship marketing represents the market-oriented point of view (in contrast to the production-oriented view) from which marketing may be regarded as a philosophy which states that the firm must base all its activities on the needs and wants of customers in selected target markets.

Customer relationship has to do with interaction and exchange (Takala & Uusitalo, 1996). The concept of exchange has been claimed to be central in marketing, for example, Bagozzi (1975) proposed that the core of marketplace behaviour is the exchange of values within different relationships. Kotler (1991:7) defined exchange as “the act of obtaining a desired product from someone by offering something in return”.

According to social exchange theory, social relationships are based on each partner’s motivational investment and anticipated social gain. Foa & Foa (1974) have proposed a social interaction theory which is applicable to the concept of marketing exchange. They present the idea that multiple, heterogeneous resources are given and/or taken away through interpersonal behaviour depending on the needs and power of the exchange parties. Resources are classified into six categories: love, status, information, money, goods, and services.

The concept of relationship implies at least two essential conditions. First, a relationship is a mutually rewarding connection between the provider and the customer, which is to say that both parties expect to obtain benefits from the contact. Second, the parties have a sort of commitment to the relationship over time, and they are therefore willing to make adaptations in their own production processes, i.e. in the routines with which the exchange situations deal (Ford, 1980). Each party in a relationship has certain expectations and objectives. Sellers, for instance, strive for continuing relationships because it is assumed that these relationships are more profitable. New contacts with potential customers are often costly, thus basing the business on short-term relations may be regarded as unprofitable. In establishing and maintaining customer relations, the seller gives a set of promises which are connected with goods, services, or other benefits. The buyer gives his/her own promises and these promises have to be kept on both sides if the relationship is expected to be maintained, developed and commercialized. The promise concept is important to both sides in order to ensure profitable business operations (Grönroos, 1990b). In sum, the concept of relationship marketing may be seen either from the sellers’ perspective as a means to tie customers into closer relationship with them, or from the buyers’ point of view as a way to obtain a group of preferred suppliers. Strategic connections with favourite partners may be established either individually or as a part of larger networks.

In the case of multiple banking, the need for building relationship originates from the customers who work with different banks in search of strong relationship.

6.2.5 Diversification

This motivational factor may be compared to the theoretical factors of risk and price identified through the literature review.

As per the statements loading on this factor, the diversification element is concerned with:

1. diversification of bankruptcy risk;
2. diversification of credit sources; and
3. diversification of prices to obtain the best rates.

The banking system has witnessed numerous bank failures during its history. In 1974, Bankhaus Herstatt (Germany) and Franklin National Bank (United States) failed. The latter was the twelfth largest bank in the United States. Also in the United States, 1984 saw the failure of Continental Illinois Bank, which was the eight largest bank in the United States. In this year, Johnson Matthey Bank failed in the United Kingdom and the Bank of Credit and Commerce International was forced to close its operations in 1991. From a customer perspective, multiple banking is a means of reducing the risks associated with the bankruptcy of a banking institution. Through multiple banking, the customer ensures he or she is not ‘putting all the eggs in the same basket’.

Through multiple banking, it is obvious that customers have access to more sources of credit. They can for example hold credit cards from several banks and therefore increase their overall credit card limit beyond what a single bank would have agreed. Customers also have the possibility of loan demand rejected by one bank being approved by another bank. As one of the interviewee of the qualitative study said ‘I am not limited to one answer’.

As mentioned earlier, one of the characteristics of services is its intangibility. Consumers rely on tangible cues for their judgments of intangible service. Price is one tangible element that can help customers in their buying decision. It is considered that the external cues of price are cues that affect perceived service quality, risk and value, and hence consuming intention (Zeithaml, 1988). Today the banking industry is becoming more and more competitive and price is one factor that can help banks to obtain a competitive advantage. Furthermore customers have more readily access to price information. Customers therefore have a wide choice and can, depending on their needs, choose the banking institutions that provide them the best rates.

6.2.6 Convenience

The concept of location is important for services organisations since the inseparability of production and consumption of services often requires direct contact between the customer and the service provider. Bell & Tang (1998) define a convenient location as providing a service to a customer at a place that minimises the overall travel cost to the customer. This travel cost is a fixed cost and refers to the distance the customer must travel between his/her point of origin (e.g. home or office) and the service provider.

Bell & Tang (1998) in their study found that a convenient location positively influence consumers' repurchase intentions for banks in the case of more standardised, less personalised services such as Automatic Teller Machine.

6.2.7 Service quality

Delivering quality service to customers is a must for success and survival in today's competitive banking environment (Samli & Frohlich, 1992). Among others, provision of high quality services enhances customer retention rates (Lewis, 1993).
Empirical evidence and theoretical arguments suggest that there may be two overriding dimensions to service quality; the core or outcome aspects (contractual) of the service and the relational or process aspects (customer employee relationship) of the service (Grönroos, 1985; Parasuraman and Berry, & Zeithaml, 1991). To elaborate on the two major dimensions of service quality, Parasuraman *et al* (1991) summarized the nature of the core (outcome) and relational (process) constructs. While reliability is largely

concerned with the service outcome, tangibles, responsiveness, assurance, and empathy are more concerned with the service process. Whereas customers judge the accuracy and dependability (i.e. reliability) of the delivered service, they judge the other dimensions as the service is being delivered.

Levesque & McDougall (1996) in their study of the determinants of customer satisfaction in retail banking also identified two dimensions of service quality namely the core and the relational dimensions.

The service quality items for the core dimension are to:

- provide services when promised;
- do it right the first time;
- perform service accurately;
- do something by a certain time; and
- tell when services performed.

The service quality items for the relational dimension are to:

- give individual attention;
- be consistently courteous;
- always wiling to help; and
- understands specific needs

In the case of Multiple Banking, customers' quest for better service quality explains why service quality is a motivator of multiple banking.

6.2.8 Network building

Perspectives on social capital are diverse but they agree on a social capital metaphor. Social capital is a metaphor about advantage (Ordonez, 2005). Society can be viewed as a market where individuals exchange diverse ideas and goods in pursuit of interest. The interest of some is better served than the interests of others (some get higher incomes, better projects, and so). The social capital metaphor is that people who do better are somehow better connected. Thus holding a position in the structure of these exchanges can be an asset in its own right. This asset is social capital, which refers to a kind of capital that can create for certain individuals or groups a competitive advantage in pursuing their ends (Burt, 2001).

Social researchers have offered different definitions of social capital. First, the definitions vary depending on whether they focus on the sources of social capital or the results of social capital. Second, they vary depending whether their focus is primarily on the structure of relations among actors within a group, the relations an actor maintains with other actors or both types of links. A focus on internal ties within group foregrounds 'bounding' forms of social capital whereas a focus on external relations foregrounds 'bridging' forms of social capital. Bounding perspective focus on collective actors' internal characteristics and bridging perspective sees social capital as a resource that inheres in the social network tying an actor with other actors.

From an external perspective, Bourdieu (1985:243) define social capital as "the aggregate of the actual or potential resources which are linked to possession of a durable network of more or less institutionalized relationships of mutual acquaintance or recognition". From an internal perspective, social capital is seen as "features of social organization such as networks, norms, and social trust that facilitates coordination and cooperation for mutual benefit" (Putnam, 1995:67). A third group of definitions is worded so as to be neutral on this internal/external dimension. Thus social capital is seen as "the sum of the actual and potential resources embedded within, available through, and derived from the network of relationships possessed by an individual or social unit" (Nahapiet & Ghoshal, 1998:243). Social capital thus comprises both the network and the assets that may be mobilized through that network.

On the other hand, other social capital theorists see the issue as not social networks per se, but the structure of those networks (Podolny & Baron, 1997 and Burt, 2001). Social capital refers to "the structure of individual's contact networks – the pattern of interconnection among various people with whom each person is tied" (Raider & Burt, 1996:187). The concept of social capital can be formalized through a structural hole theory, which describes how certain network structures offer a competitive advantage by providing access to more opportunities, and the ability to act on those opportunities (Burt, 1992). The term structural hole indicates the absence of connections among those in the network. The presence of structural holes enable access to diverse sets of information, control of the flow of information between disjoined parties, and the determination of the form of projects that bring together disconnected others. Information benefits include propitious timing in getting information, access to dissimilar information, and referrals, on one's behalf, by direct contacts to distant third parties. The control benefits derive from the entrepreneurial opportunities of brokering relations between disconnected others. In this sense, the entrepreneur is literally akin to 'the third who benefits', a person who benefits from brokering the connection between others.

Unlike economic capital that resides in people's bank accounts and human capital that is inside their heads, social capital is found in the nature of personal relationships. To possess social capital, a person must be related to others, and it is these others, not he or she, who is the actual source of his or her advantage (Portes, 1998).

Different benefits arise from social capital. In general, literature and empirical evidences identify three major benefits of social capital:
(1) it smoothes the access to broader sources of information (Koka & Prescott, 2002);
(2) it provides control and influence; and
(3) it provides solidarity benefits of closure and trust (Leana & Van Buren, 1999).

Through multiple banking, people can increase their contacts and thus enlarge their social network and enhance social capital.

6.2.9 Fees

Fees is one of the two sub concepts (the other one being rate) of the 'Price' factor identified through the literature review. However, through the Factor analysis rates and fees have loaded on two different factors. Rates being associated with the factor named 'Diversification' and 'Fees' loading onto a separate factor. This suggest that although 'fees' and 'rates' are both factors that customers used to differentiate between banks, they are two distinct factors with no strong positive correlation between them.
Fees as rates are tangible cues that allow customers to make buying decisions. Thus the same reasons mentioned above for rates apply for fees being a motivational factor of multiple banking.

6.3 Motivation across different demographic groups

The results of the tests of demographic variables on the motivational factors showed that sex, age, job position and income level influence the motivation of individuals to work with multiple banks. The following table summarises the differences in the way that the motivational factors are impacted by the demographic factors.

Table 55. Summary of significant differences

Factor name	More influence on	than on
Absence of relationships	0 to 39 years of age	older than 39 years
Diversification	Male	Female
	older than 39 years	0 to 39 years of age
	high income	low income
	Self employed and individuals at Management level	students and housewifes
Convenience	0 to 39 years of age	older than 39 years
Service quality	0 to 39 years of age	older than 39 years
Fees	older than 39 years	0 to 39 years of age

The results showed that younger individuals (between 0 to 39 years old), are more concerned with:

1. the need of building relationships with their bankers;
2. service quality; and
3. Convenience

On the other hand, the older individuals (older than 39 years) put more emphasis on fees and the need for diversification. As people get older, they become more and more concern about their retirement and the return that they will get from their investment. Old people seem to be more careful on their spending and this may explain why they also put more emphasis on fees.

It was also found that male is more concerned with diversification than female. This means that male will pay more attention to the different rates of banks than female and that they tend to use several banks much more than female for risk diversification.

The results also showed that individuals with high income tend to be more concerned about diversification than individuals with low income. Individuals with high income will logically have more funds available for investments. This may explain why individuals with high income put more emphasis on diversification than the low income individuals.

6.4 Cluster identification

The result of the Cluster analysis showed that there are no distinct groups of multiple banking customers. That is the research does not indicate the existence of distinct groups of individuals that place more emphasis on any of the nine motives of multiple banking. This tends to indicate that the population of multiple banking customers is a homogeneous population.

6.5 Conclusion

The nine motivational factors identified were reviewed and discussed. Next the significant differences in motivation across the demographic groups were analysed and lastly the results of the Cluster analysis were interpreted.

CONCLUSIONS

7.1 Introduction

In this chapter, the main findings are discussed with regards to the sub problems and propositions stated. This is followed by a discussion on the insights of the research as well as their implications to banks. The last section of this chapter looks at the suggestions for future research.

7.2 Main findings

The first sub problem was to identify the motivations of Mauritian retail banking customers to use multiple banking. The results of this research indicate that there are nine distinct factors that motivate multiple banking customers. These motives are:

1. Corporate image;
2. Prestige and personal;
3. Lack of trust;
4. Absence of relationships;
5. Diversification;
6. Convenience;
7. Service quality;
8. Network building; and
9. Fees.

With regards to the first sub problem, eleven propositions were stated. These propositions are reviewed below.

Proposition 1: Risk reduction is a motivator of multiple banking.

Risk reduction has not been identified as a separate motive during the research. However the essence of risk reduction as define for the study is found in the motive identified as ‘Diversification’. Therefore proposition 1 is **accepted**.

Proposition 2: Expectation of better service quality is a motivator of multiple banking.

Proposition 2 is **accepted** since the research has effectively identified service quality as a motivator of multiple banking.

Proposition 3: Increased service facility is a motivator of multiple banking.

Service facility has not come out as a motivator of multiple banking during the study. However, the factor 'Convenience' also incorporates the aspect of having access to a larger variety of services. For this reason, proposition 3 is **accepted**.

Proposition 4: Lack of trust in the main bank causes customers to use multiple banking.

Proposition 4 is **accepted** since lack of trust has been identified as one of the motives of multiple banking.

Proposition 5: Absence of relationships with the main bank causes customers to use multiple banking.

Absence of relationships is also one of the 9 motivators of multiple banking identified through the research. Therefore proposition 5 is **accepted**.

Proposition 6: Convenience is a motivator of multiple banking.

In the proposition, convenience was defined in terms of convenient location, opening hours, salary pay and ease of transactions. The research's result identified convenience as a motivator of multiple banking but the definition of convenience is slightly different. It is still about convenient location but does not incorporate the elements of opening hours, salary pay and ease of transactions. On the other hand, it has an additional dimension relating to the range of services.

Proposition 6 is **accepted** since in both cases the essence of the definition of convenience is the same.

Proposition 7: Different price in the retail sector favours the practice of multiple banking.

Price has not been identified as a separate factor in the study. However elements of price are found in the factors ’Diversification’ and ‘Fees’. For this reason, proposition 7 is **accepted**.

Proposition 8: Promotion and advertising motivate customers to use multiple banking.

Promotion and advertising has not been identified as a motive of multiple banking in the study. Furthermore aspects of promotion and advertising are not found in any of the 9 motives identified. Therefore proposition 8 is **rejected**.

Proposition 9: Reputation and image of banks motivate customers to use multiple banking.

The research has identified corporate image as a motive of multiple banking. The definition of corporate image is the same as that of reputation and image. Proposition 9 is therefore **accepted**.

Proposition 10: Network building is a motivator of multiple banking

Proposition 10 is **accepted** since the Factor analysis has revealed Network building as one of the motives of multiple banking

Proposition 11: Personal factors can motivate customers to use multiple banking.

The research has indeed identified personal factors as being a motive of multiple banking. However the factor was named prestige and personal. Proposition 11 is therefore **accepted**.

The second sub problem was to investigate any influence of demographic factors on the motivations of Mauritian retail banking customers to practice multiple banking. The results of the study showed that sex, age, job position and income level influence the motivations of individuals to use multiple banking as summarised in Table 55. However no distinct groups of multiple bankers were identified.

7.3 Limitations

The research was limited in that the samples taken in both the qualitative and quantitative studies were convenient in nature and therefore the samples cannot be considered as being representative. The result of the research cannot be generalized.

7.4 Implications to bank

The level of multiple banking was found to be 68 %. Banks need to carry out further study to determine how far they are affected by multiple banking. Banks that accommodate multiple bank customers may wish to consider whether they are the main bank or a subsidiary bank to that customer since from a profitability view point, being mainly a subsidiary bank, can be a disadvantage.

Once this is determined, banks can use the results of the research to design appropriate marketing strategies. The research has identified nine motivators of multiple banking. Strategies can therefore be designed that differentiate a particular bank along any one or groups of the motivators identified. The result of the study can also be used to design campaigns that are targeted to the needs of particular group of customers such as men versus woman or young versus old.

7.5 Further research

1. The research can be replicated with a more appropriate sample so that the results can be generalised.
2. A further study can be done to establish which banks the respondents patronise as main banks and secondary banks.
3. The study can also be carried out for other bank segments such as the corporate sector.
4. A study can also be carried out to investigate the behaviour of single bank users.
5. Another research avenue is to analyse how banks are adapting their strategies to multiple banking practices.

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APPENDIX A: Questionnaire for qualitative study

NAME	**NAME**
NAME	**NAME**
NAME	**NAME**

Part A

Question1

What is your definition of multiple banking?

Question 2

What personal factors motivate people to practice multiple banking?

Question 3

What economic factors motivate people to practice multiple banking?

Question 4

What social factors motivate people to practice multiple banking?

Question 5

What other factors motivate people to practice multiple banking?

Part B

Question 6

Do you practice multiple banking?

Question 7 ***(***To be answered only if answer to Question 6 of Part B is ***'Yes')***

What are the factors that motivate you to practice multiple banking?

Part C

Please confirm whether or not the motives listed below could contribute to the use of multiple banking.

Motives	Confirmation
Risk diversification	
Service quality	
Service facility	
Lack of trust	
Absence of relationships	
Convenience	
Price	
Promotion and advertising	
Reputation and image	

APPENDIX B: Questionnaire for quantitative study

Questionnaire on the motivations of multiple banking

All information will be used for academic research purposes and will be kept anonymous and confidential

PART A- PERSONAL DETAILS

1. **Sex :** **Male** ☐ **Female** ☐

2. **Age:** ☐

3. **Level of Education- Tick the highest level of education**

Primary ☐

Secondary ☐

Post Secondary ☐

4. **Income level (monthly, Rs)**

Less than 10,000 ☐

10,000 to 25,000 ☐

Above 25,000 ☐

5. **Job position (Choose the one that most closely suits you)**

Blue collar or Worker ☐

White collar or Clerk ☐

Middle Management ☐

Managerial position ☐

Self employed ☐

Others ☐

Others (please specify)

………………………………………………………………………………..

………………………………………………………………………………...

5. **Region of residence**

Rural ☐ **Urban** ☐

PART B- Single v/s Multiple banking

List all the retail banks with which you do business.

1……………………………………………………………

2……………………………………………………………

3 ……………………………………………………………

4……………………………………………………………

5……………………………………………………………

6……………………………………………………………

7……………………………………………………………

8……………………………………………………………

9……………………………………………………………

10……………………………………………………………

11……………………………………………………………

12……………………………………………………………

PART C- Statements

Please read the following instructions before proceeding:

1. Please indicate to what extent you agree or disagree with the following statements, as possible reasons for motivating you to use more than one bank.
2. In order to indicate to what extent you agree or disagree with each statement, please mark the appropriate box as shown in the example below.

Example:

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
To increase the number of automatic tellers at my disposal				x	

Thus in the above example, the respondent **agrees** that he / she uses multiple banking because it increases the number of automatic tellers at the disposal of the later.

Statements:

I use more than one bank:

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	To have a safety net in case one bank is out of service					
2	Because different banks have different fees policy					
3	Because it is part of my culture					
4	Because I do not have a sense of belonging with any bank					
5	Because I like diversity					
6	Due to lack of complete trust with a single bank					
7	It enables me to meet more people					
8	For convenience of ATM accessibility					
9	It is better to trust several banks					
10	I use more than than one bank to make use of the most reputed banks					
11	Each bank is better than others at certain things					
12	To obtain gifts from each bank					
13	For convenience of branch accessibility					
14	To maintain contact with several banks					
15	To reduce risks of service failure					
16	Because I do not identify myself with any single bank					
17	I trust bank employees from different banks					
18	To keep me inform of what is going on in these banks					
19	It is always better to use the top tier banks					
20	Because some banks are friendlier than others					
21	So that no bank has a complete exposure of my financial details					
22	Due to lack of strong relationship with a single bank					
23	Due to my parent's will					
24	To obtain my salary quickly					
25	To obtain better return on deposits					
26	To work with the financially strong banks					
27	To benefit from low interest rates on loans					
28	To reduce the risk that a bank might go out of business					

Statements:

I use more than one bank:

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
29	To get access to more credit					
30	Because different banks offer different rates of return for various types of accounts and one bank may not offer the best returns for all accounts					
31	For convenience in term of opening time					
32	To obtain several credit cards					
33	To make use of the fact that some banks are better at specific services than others					
34	To reduce risks through diversification					
35	For personal prestige					
36	Due to the absence of relationship with bank's employees					
37	To make more friends					
38	Because all banks do not offer the same services					
39	To benefit from special promotions offered by banks					
40	To spread risks on deposits					
41	Because my friends thought it was a good idea					
42	I do not trust all the personnel of a bank					
43	Because it makes me feel more important					
44	For ease of transactions					
45	Because of poor relationships with bank's employees					
46	To minimise bank charges					
47	Some bank accounts were opened by my parents when I was young and I have never closed them					
48	To enlarge my personal contacts					
49	To work with the most prestigeous banks					
50	In order to obtain more reliable services					
51	To have access to certain facilities that have been refused by another bank					
52	Because some banks are faster at certain services than others					
53	Because it is well seen in society					
54	To increase the range of services available to me					
55	Certain banks have a better reputation than others					

Thank You

APPENDIX C: Coded materials of the transcription of the interviews

Concept	Sub-Concepts	Items
Price	Fees	Avoid bank charges by having an account with the bank.
		Cherry picking services based on lowest fees
		Fees reduction
		Minimise fees and commissions
		There is a fee for using a Mauritius Commercial Bank maestro card on a State Commercial Bank ATM
		Less fees
		Cut down fees payment
		Bank fees is an obvious reason
	Rates	Choose best interest rates
		Cheaper loans
		Higher return on deposits
		Select best financial deal
		Bank have varying interest rates
		Competitive interest rates
		The banking sector is becoming more and more competitive on interest rate
		Opprtunities to get better rates
		Deposit your money in one bank and take a loan from another bank
		Interest rate differential
		I have taken my my housing and car laons from two different banks based on lowest interest rates
		Highest return
		Try to pay less on loans
		Lower rates

Concept	Sub-Concepts	Items
Risk diversification	Bankruptcy	Spread deposit risks
		Risk reduction
		Do not put all your eggs in the same basket
		Mitigate risk
		Diversification
		Deposits are safer in several banks
		You won't put all your money in the same bank
		To reduce risk
		For those with high savings, better not have it in one bank
	Service failure	If you badly need money and one bank's ATM is not working you can still use another bank's ATM
		Lower risk of service failure
		Use it as a safety net
		A bank information system can be down at any time
		To pay my utility bill through bank A was a nightmare. I switched to bank B.

Concept	Sub-Concepts	Items
Lack of trust	Institution	Cannot trust only one bank
		To hide exposure-no bank has full exposure of a customer
		Feel more secure when dealing with more than one bank
		Trusting a group of bank is better
	Personnel	Trust some bank personnel more
		Some people you trust, some you don't

Concept	Sub-Concepts	Items
Service quality	Satisfaction	To have access to better service
		You may like the card department of a bank and not like the loan department
		I look for what is good in the service
		Looking for the best service
		Its about service
		If you don't, you won't know others service quality
		In search of the best
		Service is definitely a factor
		Today the customer is king and can choose
		Satisfaction varies
		You take the best from the different banks
	Speed	I prefer to withdraw money at bank A. Its faster.
		Time is money
		Look for fast deliveries
	Reliability	In search of reliable services
		When you give an instruction to your bank, you must be sure it will be executed
	Personnel	The staff approach is important
		Courteous personnel
		Pleasant tellers

Concept	Sub-Concepts	Items
Personal Characteristics	Attributes	Personal attributes
		Like diversity
		Just want to have multiple accounts
		level of education can play a role
		Part of the person's culture
		Can be due to the person's background
	Prestige	You look smarter with several cards in your pocket
		Feel more important
		Personal prestige
		It is well seen in society
		It’s a hint about your payment capacity

Concept	Sub-Concepts	Items
Service facility	Credit facility	Increase borrowing capacity
		Access to more credits
		Several credit cards
		Increase card limit
		More loans
		You need more and more money
		Can get additional loans
		Who don't have loans ?
		The new banks are more prone to give you loans
		Get more credit
	Product Range	Wider range of services
		To use internet banking
		To benefit from attractive products of banks
		More delivery channels at your disposition
		Some banks can pay your utility bills
		It means more services available to you
		To obtain new facilities
		Telephone banking
		Benefit from advantages of new product release
	Service accessibility	To have access to certain products
		What is refused by one bank is accepted by another bank
		To get a facility that has been refused by another bank
		Certain banks have lower requirements

Concept	Sub-Concepts	Items
Advertising/ promotion	Incentives	To benefit bonus points on credit card
		Promotional campaigns
		I have an account with bank A in order to participate in the monthly lottery draw
		I get gifts from both banks
		Differenet attractive schemes
	Recommendations	I have got a friend there
		Recommendation by friends
		Parents will
		Family habit
		Influence of friends
		Request by parents

Concept	Sub-Concepts	Items
Reputation and Image	Institution	Use of top tier banks
		Work with reputed banks
		High profile banks
		Prestigeous banks
		Banks with good reputation
		To have an account with the most reputed banks

Concept	Sub-Concepts	Items
Convenience	Time	limit clearing time
		Saturday banking
		Opening hours
		Get the money faster on your account
		Business on Saturday
		Save time
	Location	More ATM available
		One bank near home, one bank near the office
		More branches at your disposal
		Closer to work
		Easy access
		You choose what is easily accessible
		More practical
	Salary pay	To get my pay quiclky
		Use the same bank as my employer
		I need to have an account at my employer's bank
		Salary requirement
		Employer requirement
	Transactions	Ease of transactions
		Working with several banks is better
		It allows you to bank anywhere
		Payment facility
		Withdrawal possibility increases

Concept	Sub-Concepts	Items
Network building	People	Personal relationships with bank officers
		Enlarge personal contact
		Make more friends
		If one bank fails you already have an history with another bank
		Networking
		Get to know more people
		Contacts are important in Mauritius
		Make the best of your personal contact
	Knowledge	Broaden your horizon
		Know what is going on there
		It could be by curiosity
		You are kept informed

Concept	Sub-Concepts	Items
Absence of relationships	Institution	No strong link
		Bank relationship
		You do not feel important with a bank
		No sense of belonging with any bank
	Personnel	Relationship with personnel
		Bank/Customer relationship

APPENDIX D: Correspondence Analysis

Output from NCSS 97 Correspondence analysis

Correspondence Analysis Report

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Database C:\Program Files\NCSS97\Report\Corres.S0

Variables C1 to C5

Raw Data Section

	C1	C2	C3	C4	C5	Total
Row 1	0	7	67	128	50	252
Row 2	2	6	80	105	59	252
Row 3	34	95	112	10	1	252
Row 4	7	61	101	77	6	252
Row 5	11	57	107	72	5	252
Row 6	5	51	97	91	8	252
Row 7	12	54	136	45	5	252
Row 8	2	7	40	134	69	252
Row 9	6	42	106	91	7	252
Row 10	5	24	74	118	31	252
Row 11	1	2	35	140	74	252
Row 12	78	67	100	7	0	252
Row 13	2	13	40	146	51	252
Row 14	6	30	90	101	25	252
Row 15	2	8	69	111	62	252
Row 16	8	31	105	91	17	252
Row 17	2	55	145	42	8	252
Row 18	27	69	104	45	7	252
Row 19	3	29	65	117	38	252
Row 20	3	4	79	125	41	252
Row 21	25	39	107	75	6	252
Row 22	10	41	112	79	10	252
Row 23	79	81	84	7	1	252
Row 24	4	31	110	87	20	252
Row 25	2	7	32	144	67	252
Row 26	0	10	71	121	50	252
Row 27	0	5	19	153	75	252
Row 28	1	14	44	115	78	252
Row 29	5	11	49	109	78	252
Row 30	1	6	16	134	95	252
Row 31	0	11	96	102	43	252

Row 32	4	16	75	113	44	252
Row 33	0	6	42	133	71	252
Row 34	4	8	53	132	55	252
Row 35	40	92	100	18	2	252
Row 36	11	55	151	31	4	252
Row 37	37	89	99	23	4	252
Row 38	3	13	48	140	48	252
Row 39	4	15	78	100	55	252
Row 40	1	12	51	117	71	252
Row 41	66	98	83	3	2	252
Row 42	6	77	134	32	3	252
Row 43	38	113	92	7	2	252
Row 44	1	7	36	139	69	252
Row 45	7	70	136	34	5	252
Total	639	1890	4520	4883	1928	13860

Correspondence Analysis Report

Page/Date/Time	2 07/05/2005 16:05:44
Database	C:\Program Files\NCSS97\Report\Corres.S0
Variables	C1 to C5

Raw Data Section

	C1	**C2**	**C3**	**C4**	**C5**	**Total**
Row 46	1	11	89	123	28	252
Row 47	4	47	103	74	24	252
Row 48	12	53	133	53	1	252
Row 49	2	19	81	96	54	252
Row 50	0	2	80	110	60	252
Row 51	4	10	77	104	57	252
Row 52	1	3	58	127	63	252
Row 53	48	91	106	4	3	252
Row 54	1	6	45	138	62	252
Row 55	1	9	78	110	54	252
Total	639	1890	4520	4883	1928	13860

Eigenvalue Section

Factor No.	**Eigenvalue**	**Individual Percent**	**Cumulative Percent**	**Bar Chart**
1	0.372780	80.61	80.61	|IIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIII
2	0.065807	14.23	94.84	|IIIIIIIII
3	0.013994	3.03	97.87	|II
4	0.009855	2.13	100.00	|I

Total 0.462436

Plot Detail Section for Rows

				--------	Axis1	--------	--------	Axis2	--------
Name	**Quality**	**Mass**	**Inertia**	**Factor**	**COR**	**CTR**	**Factor**	**COR**	**CTR**
1 Row 1	0.975	0.018	0.009	-0.481	0.973	0.011	0.023	0.002	0.000
2 Row 2	0.853	0.018	0.008	-0.414	0.852	0.008	0.013	0.001	0.000
3 Row 3	0.970	0.018	0.041	1.008	0.969	0.050	-0.017	0.000	0.000
4 Row 4	0.833	0.018	0.008	0.321	0.496	0.005	0.265	0.337	0.019
5 Row 5	0.930	0.018	0.008	0.365	0.655	0.007	0.237	0.275	0.016
6 Row 6	0.736	0.018	0.006	0.186	0.245	0.002	0.263	0.491	0.019
7 Row 7	0.972	0.018	0.015	0.497	0.664	0.012	0.339	0.309	0.032
8 Row 8	0.994	0.018	0.017	-0.623	0.912	0.019	-0.187	0.082	0.010
9 Row 9	0.807	0.018	0.005	0.165	0.202	0.001	0.285	0.604	0.022
10 Row 10	0.661	0.018	0.003	-0.206	0.599	0.002	0.067	0.063	0.001
11 Row 11	0.996	0.018	0.022	-0.712	0.913	0.025	-0.216	0.084	0.013
12 Row 12	0.935	0.018	0.082	1.225	0.721	0.073	-0.668	0.214	0.123
13 Row 13	0.887	0.018	0.014	-0.542	0.850	0.014	-0.114	0.037	0.004
14 Row 14	0.684	0.018	0.001	-0.050	0.075	0.000	0.144	0.609	0.006
15 Row 15	0.938	0.018	0.009	-0.457	0.930	0.010	-0.042	0.008	0.000
16 Row 16	0.717	0.018	0.003	0.070	0.073	0.000	0.209	0.644	0.012
17 Row 17	0.955	0.018	0.018	0.428	0.404	0.009	0.499	0.550	0.069
18 Row 18	0.995	0.018	0.016	0.644	0.995	0.020	0.008	0.000	0.000
19 Row 19	0.747	0.018	0.003	-0.242	0.734	0.003	0.032	0.013	0.000
20 Row 20	0.830	0.018	0.008	-0.397	0.809	0.008	0.064	0.021	0.001
21 Row 21	0.705	0.018	0.008	0.371	0.698	0.007	0.036	0.006	0.000
22 Row 22	0.898	0.018	0.005	0.229	0.423	0.003	0.243	0.475	0.016
23 Row 23	0.980	0.018	0.088	1.279	0.732	0.080	-0.743	0.247	0.152
24 Row 24	0.897	0.018	0.003	0.043	0.022	0.000	0.272	0.875	0.020
25 Row 25	0.978	0.018	0.019	-0.660	0.887	0.021	-0.211	0.091	0.012
26 Row 26	0.988	0.018	0.008	-0.434	0.980	0.009	0.041	0.009	0.000

Plot Detail Section for Rows

				--------	Axis1	--------	--------	Axis2	--------
Name	**Quality**	**Mass**	**Inertia**	**Factor**	**COR**	**CTR**	**Factor**	**COR**	**CTR**
27 Row 27	0.968	0.018	0.028	-0.780	0.865	0.030	-0.269	0.103	0.020
28 Row 28	0.901	0.018	0.016	-0.567	0.811	0.016	-0.189	0.090	0.010
29 Row 29	0.896	0.018	0.014	-0.520	0.756	0.013	-0.224	0.140	0.014
30 Row 30	0.936	0.018	0.033	-0.806	0.772	0.032	-0.372	0.165	0.038
31 Row 31	0.837	0.018	0.005	-0.288	0.623	0.004	0.169	0.215	0.008
32 Row 32	0.964	0.018	0.004	-0.304	0.955	0.004	0.029	0.009	0.000
33 Row 33	0.991	0.018	0.018	-0.649	0.934	0.021	-0.160	0.057	0.007
34 Row 34	0.979	0.018	0.011	-0.503	0.937	0.012	-0.106	0.042	0.003
35 Row 35	0.983	0.018	0.040	0.990	0.960	0.048	-0.152	0.023	0.006
36 Row 36	0.933	0.018	0.021	0.571	0.609	0.016	0.417	0.325	0.048
37 Row 37	0.978	0.018	0.035	0.920	0.961	0.041	-0.125	0.018	0.004
38 Row 38	0.894	0.018	0.011	-0.485	0.868	0.011	-0.083	0.026	0.002
39 Row 39	0.864	0.018	0.005	-0.315	0.864	0.005	-0.002	0.000	0.000
40 Row 40	0.947	0.018	0.013	-0.538	0.891	0.014	-0.134	0.055	0.005
41 Row 41	0.999	0.018	0.076	1.268	0.832	0.078	-0.567	0.167	0.089
42 Row 42	0.939	0.018	0.024	0.622	0.634	0.019	0.431	0.304	0.051
43 Row 43	0.913	0.018	0.054	1.112	0.897	0.060	-0.146	0.016	0.006
44 Row 44	0.987	0.018	0.019	-0.655	0.911	0.021	-0.190	0.076	0.010
45 Row 45	0.957	0.018	0.021	0.579	0.633	0.016	0.414	0.324	0.047
46 Row 46	0.727	0.018	0.006	-0.288	0.513	0.004	0.186	0.214	0.010
47 Row 47	0.921	0.018	0.003	0.143	0.249	0.001	0.236	0.673	0.015
48 Row 48	0.981	0.018	0.014	0.479	0.650	0.011	0.342	0.331	0.032
49 Row 49	0.823	0.018	0.004	-0.286	0.805	0.004	0.043	0.018	0.001
50 Row 50	0.880	0.018	0.010	-0.475	0.876	0.011	0.034	0.004	0.000
51 Row 51	0.874	0.018	0.006	-0.367	0.872	0.007	-0.016	0.002	0.000
52 Row 52	0.992	0.018	0.013	-0.570	0.973	0.016	-0.080	0.019	0.002
53 Row 53	0.994	0.018	0.051	1.106	0.949	0.060	-0.240	0.045	0.016
54 Row 54	0.991	0.018	0.015	-0.608	0.950	0.018	-0.127	0.041	0.004
55 Row 55	0.935	0.018	0.007	-0.402	0.926	0.008	0.039	0.009	0.000

Plot Detail Section for Columns

				-------- Axis1 --------			-------- Axis2 --------		
Name	**Quality**	**Mass**	**Inertia**	**Factor**	**COR**	**CTR**	**Factor**	**COR**	**CTR**
1 C1	0.979	0.046	0.263	1.344	0.683	0.223	-0.884	0.296	0.548
2 C2	0.930	0.136	0.242	0.873	0.930	0.279	0.019	0.000	0.001
3 C3	0.931	0.326	0.108	0.286	0.535	0.072	0.246	0.396	0.301
4 C4	0.952	0.352	0.193	-0.490	0.951	0.227	-0.014	0.001	0.001
5 C5	0.936	0.139	0.194	-0.731	0.827	0.199	-0.266	0.110	0.150

Correspondence Analysis Report

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Variables C1 to C5

Principal Coordinate Section for Rows - Axis 1

Name	**Mass**	**Inertia**	**Distance**	**Factor**	**COR**	**CTR**	**Angle**	**Eigenvalue**
1 Row 1	0.018	0.009	0.238	-0.481	0.973	0.011	9.5	0.004204
2 Row 2	0.018	0.008	0.201	-0.414	0.852	0.008	22.6	0.003121
3 Row 3	0.018	0.041	1.047	1.008	0.969	0.050	10.1	0.018460
4 Row 4	0.018	0.008	0.208	0.321	0.496	0.005	45.2	0.001877
5 Row 5	0.018	0.008	0.204	0.365	0.655	0.007	36.0	0.002428
6 Row 6	0.018	0.006	0.141	0.186	0.245	0.002	60.3	0.000626
7 Row 7	0.018	0.015	0.372	0.497	0.664	0.012	35.4	0.004493
8 Row 8	0.018	0.017	0.426	-0.623	0.912	0.019	17.3	0.007057
9 Row 9	0.018	0.005	0.134	0.165	0.202	0.001	63.3	0.000494
10 Row 10	0.018	0.003	0.071	-0.206	0.599	0.002	39.3	0.000769
11 Row 11	0.018	0.022	0.556	-0.712	0.913	0.025	17.2	0.009224
12 Row 12	0.018	0.082	2.081	1.225	0.721	0.073	31.9	0.027285
13 Row 13	0.018	0.014	0.345	-0.542	0.850	0.014	22.8	0.005335
14 Row 14	0.018	0.001	0.034	-0.050	0.075	0.000	74.1	0.000046
15 Row 15	0.018	0.009	0.225	-0.457	0.930	0.010	15.4	0.003795
16 Row 16	0.018	0.003	0.068	0.070	0.073	0.000	74.3	0.000090
17 Row 17	0.018	0.018	0.452	0.428	0.404	0.009	50.5	0.003323
18 Row 18	0.018	0.016	0.417	0.644	0.995	0.020	4.2	0.007544
19 Row 19	0.018	0.003	0.080	-0.242	0.734	0.003	31.1	0.001061
20 Row 20	0.018	0.008	0.195	-0.397	0.809	0.008	25.9	0.002866
21 Row 21	0.018	0.008	0.197	0.371	0.698	0.007	33.3	0.002506
22 Row 22	0.018	0.005	0.124	0.229	0.423	0.003	49.4	0.000955
23 Row 23	0.018	0.088	2.232	1.279	0.732	0.080	31.2	0.029725
24 Row 24	0.018	0.003	0.084	0.043	0.022	0.000	81.4	0.000034
25 Row 25	0.018	0.019	0.491	-0.660	0.887	0.021	19.6	0.007926
26 Row 26	0.018	0.008	0.192	-0.434	0.980	0.009	8.2	0.003426

27 Row 27	0.018	0.028	0.703	-0.780	0.865	0.030	21.6	0.011060
28 Row 28	0.018	0.016	0.396	-0.567	0.811	0.016	25.8	0.005842
29 Row 29	0.018	0.014	0.358	-0.520	0.756	0.013	29.6	0.004926
30 Row 30	0.018	0.033	0.841	-0.806	0.772	0.032	28.5	0.011800
31 Row 31	0.018	0.005	0.133	-0.288	0.623	0.004	37.9	0.001509
32 Row 32	0.018	0.004	0.097	-0.304	0.955	0.004	12.2	0.001677
33 Row 33	0.018	0.018	0.451	-0.649	0.934	0.021	14.9	0.007652
34 Row 34	0.018	0.011	0.270	-0.503	0.937	0.012	14.5	0.004597
35 Row 35	0.018	0.040	1.022	0.990	0.960	0.048	11.5	0.017835
36 Row 36	0.018	0.021	0.536	0.571	0.609	0.016	38.7	0.005935
37 Row 37	0.018	0.035	0.881	0.920	0.961	0.041	11.5	0.015387
38 Row 38	0.018	0.011	0.271	-0.485	0.868	0.011	21.3	0.004272
39 Row 39	0.018	0.005	0.115	-0.315	0.864	0.005	21.7	0.001800
40 Row 40	0.018	0.013	0.325	-0.538	0.891	0.014	19.3	0.005268
41 Row 41	0.018	0.076	1.930	1.268	0.832	0.078	24.2	0.029217
42 Row 42	0.018	0.024	0.611	0.622	0.634	0.019	37.2	0.007043
43 Row 43	0.018	0.054	1.379	1.112	0.897	0.060	18.7	0.022492
44 Row 44	0.018	0.019	0.471	-0.655	0.911	0.021	17.4	0.007803
45 Row 45	0.018	0.021	0.530	0.579	0.633	0.016	37.3	0.006101
46 Row 46	0.018	0.006	0.162	-0.288	0.513	0.004	44.3	0.001509
47 Row 47	0.018	0.003	0.083	0.143	0.249	0.001	60.1	0.000374
48 Row 48	0.018	0.014	0.353	0.479	0.650	0.011	36.2	0.004178
49 Row 49	0.018	0.004	0.102	-0.286	0.805	0.004	26.2	0.001491
50 Row 50	0.018	0.010	0.258	-0.475	0.876	0.011	20.6	0.004105
51 Row 51	0.018	0.006	0.155	-0.367	0.872	0.007	21.0	0.002450
52 Row 52	0.018	0.013	0.334	-0.570	0.973	0.016	9.4	0.005910
53 Row 53	0.018	0.051	1.287	1.106	0.949	0.060	13.0	0.022226
54 Row 54	0.018	0.015	0.389	-0.608	0.950	0.018	12.9	0.006712
55 Row 55	0.018	0.007	0.174	-0.402	0.926	0.008	15.7	0.002938

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Variables C1 to C5

Principal Coordinate Section for Rows - Axis 2

Name	Mass	Inertia	Distance	Factor	COR	CTR	Angle	Eigenvalue
1 Row 1	0.018	0.009	0.238	0.023	0.002	0.000	87.3	0.000010
2 Row 2	0.018	0.008	0.201	0.013	0.001	0.000	88.4	0.000003
3 Row 3	0.018	0.041	1.047	-0.017	0.000	0.000	89.0	0.000005
4 Row 4	0.018	0.008	0.208	0.265	0.337	0.019	54.5	0.001274
5 Row 5	0.018	0.008	0.204	0.237	0.275	0.016	58.3	0.001021
6 Row 6	0.018	0.006	0.141	0.263	0.491	0.019	45.5	0.001254
7 Row 7	0.018	0.015	0.372	0.339	0.309	0.032	56.2	0.002090
8 Row 8	0.018	0.017	0.426	-0.187	0.082	0.010	73.4	0.000635
9 Row 9	0.018	0.005	0.134	0.285	0.604	0.022	39.0	0.001475
10 Row 10	0.018	0.003	0.071	0.067	0.063	0.001	75.5	0.000080
11 Row 11	0.018	0.022	0.556	-0.216	0.084	0.013	73.2	0.000846
12 Row 12	0.018	0.082	2.081	-0.668	0.214	0.123	62.4	0.008114
13 Row 13	0.018	0.014	0.345	-0.114	0.037	0.004	78.8	0.000235
14 Row 14	0.018	0.001	0.034	0.144	0.609	0.006	38.7	0.000377
15 Row 15	0.018	0.009	0.225	-0.042	0.008	0.000	84.9	0.000032
16 Row 16	0.018	0.003	0.068	0.209	0.644	0.012	36.6	0.000796
17 Row 17	0.018	0.018	0.452	0.499	0.550	0.069	42.1	0.004522
18 Row 18	0.018	0.016	0.417	0.008	0.000	0.000	89.3	0.000001
19 Row 19	0.018	0.003	0.080	0.032	0.013	0.000	83.4	0.000019
20 Row 20	0.018	0.008	0.195	0.064	0.021	0.001	81.6	0.000076
21 Row 21	0.018	0.008	0.197	0.036	0.006	0.000	85.4	0.000023
22 Row 22	0.018	0.005	0.124	0.243	0.475	0.016	46.4	0.001074
23 Row 23	0.018	0.088	2.232	-0.743	0.247	0.152	60.2	0.010032
24 Row 24	0.018	0.003	0.084	0.272	0.875	0.020	20.7	0.001341
25 Row 25	0.018	0.019	0.491	-0.211	0.091	0.012	72.4	0.000813
26 Row 26	0.018	0.008	0.192	0.041	0.009	0.000	84.7	0.000030
27 Row 27	0.018	0.028	0.703	-0.269	0.103	0.020	71.3	0.001317
28 Row 28	0.018	0.016	0.396	-0.189	0.090	0.010	72.6	0.000648
29 Row 29	0.018	0.014	0.358	-0.224	0.140	0.014	68.0	0.000912
30 Row 30	0.018	0.033	0.841	-0.372	0.165	0.038	66.1	0.002516
31 Row 31	0.018	0.005	0.133	0.169	0.215	0.008	62.4	0.000520
32 Row 32	0.018	0.004	0.097	0.029	0.009	0.000	84.6	0.000016
33 Row 33	0.018	0.018	0.451	-0.160	0.057	0.007	76.2	0.000467
34 Row 34	0.018	0.011	0.270	-0.106	0.042	0.003	78.2	0.000206
35 Row 35	0.018	0.040	1.022	-0.152	0.023	0.006	81.4	0.000419

36 Row 36	0.018	0.021	0.536	0.417	0.325	0.048	55.3	0.003168
37 Row 37	0.018	0.035	0.881	-0.125	0.018	0.004	82.4	0.000283
38 Row 38	0.018	0.011	0.271	-0.083	0.026	0.002	80.8	0.000126
39 Row 39	0.018	0.005	0.115	-0.002	0.000	0.000	89.7	0.000000
40 Row 40	0.018	0.013	0.325	-0.134	0.055	0.005	76.4	0.000328
41 Row 41	0.018	0.076	1.930	-0.567	0.167	0.089	65.9	0.005848
42 Row 42	0.018	0.024	0.611	0.431	0.304	0.051	56.5	0.003381
43 Row 43	0.018	0.054	1.379	-0.146	0.016	0.006	82.8	0.000390
44 Row 44	0.018	0.019	0.471	-0.190	0.076	0.010	74.0	0.000654
45 Row 45	0.018	0.021	0.530	0.414	0.324	0.047	55.3	0.003124
46 Row 46	0.018	0.006	0.162	0.186	0.214	0.010	62.5	0.000628
47 Row 47	0.018	0.003	0.083	0.236	0.673	0.015	34.9	0.001012
48 Row 48	0.018	0.014	0.353	0.342	0.331	0.032	54.9	0.002126
49 Row 49	0.018	0.004	0.102	0.043	0.018	0.001	82.2	0.000034
50 Row 50	0.018	0.010	0.258	0.034	0.004	0.000	86.2	0.000021
51 Row 51	0.018	0.006	0.155	-0.016	0.002	0.000	87.6	0.000005
52 Row 52	0.018	0.013	0.334	-0.080	0.019	0.002	82.1	0.000115
53 Row 53	0.018	0.051	1.287	-0.240	0.045	0.016	77.8	0.001044
54 Row 54	0.018	0.015	0.389	-0.127	0.041	0.004	78.3	0.000291
55 Row 55	0.018	0.007	0.174	0.039	0.009	0.000	84.6	0.000028

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Variables C1 to C5

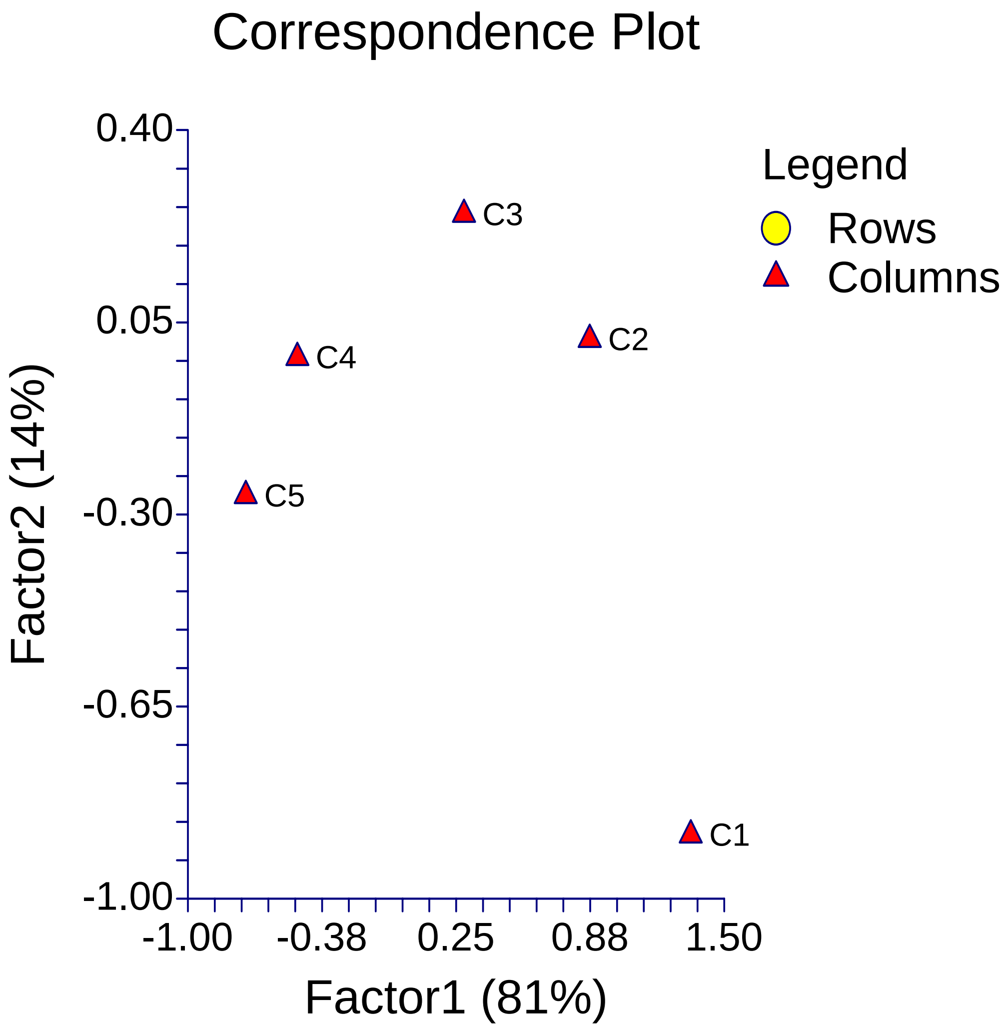
Principal Coordinate Section for Columns - Axis 1

Name	Mass	Inertia	Distance	Factor	COR	CTR	Angle	Eigenvalue
1 C1	0.046	0.263	2.643	1.344	0.683	0.223	34.3	0.083236
2 C2	0.136	0.242	0.819	0.873	0.930	0.279	15.4	0.103847
3 C3	0.326	0.108	0.153	0.286	0.535	0.072	43.0	0.026752
4 C4	0.352	0.193	0.253	-0.490	0.951	0.227	12.8	0.084642
5 C5	0.139	0.194	0.646	-0.731	0.827	0.199	24.6	0.074303

Principal Coordinate Section for Columns - Axis 2

Name	Mass	Inertia	Distance	Factor	COR	CTR	Angle	Eigenvalue
1 C1	0.046	0.263	2.643	-0.884	0.296	0.548	57.1	0.036043
2 C2	0.136	0.242	0.819	0.019	0.000	0.001	88.8	0.000047
3 C3	0.326	0.108	0.153	0.246	0.396	0.301	51.0	0.019795
4 C4	0.352	0.193	0.253	-0.014	0.001	0.001	88.3	0.000074
5 C5	0.139	0.194	0.646	-0.266	0.110	0.150	70.7	0.009847

Plots


Correspondence Plot
0.40
0.05
-0.30
-0.65
-1.00
Factor2 (14%)
-1.00
-0.38
0.25
0.88
1.50
Factor1 (81%)
C3
C2
C4
C5
C1
Legend
Rows
Columns

APPENDIX E: Factor Analysis- Ten Factor Solution

Factor Analysis Report

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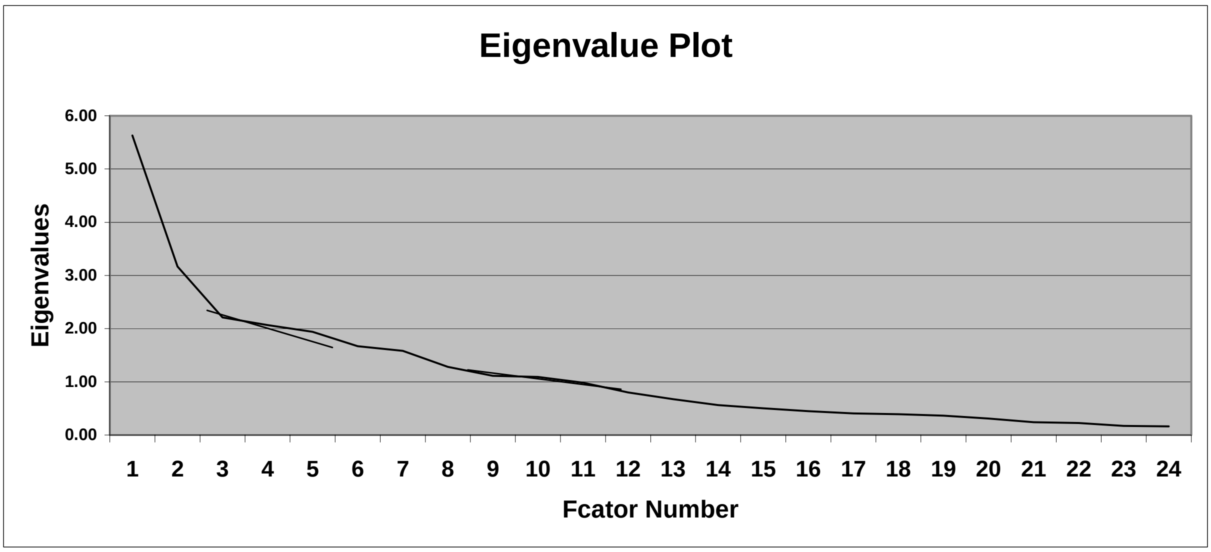
Eigenvalues

No.	Eigenvalue	Individual Percent	Cumulative Percent	Scree Plot
1	5.628554	24.25	24.25	|||||
2	3.165358	13.64	37.89	|||
3	2.209224	9.52	47.41	||
4	2.066164	8.90	56.31	||
5	1.940226	8.36	64.67	||
6	1.668851	7.19	71.86	||
7	1.582439	6.82	78.67	||
8	1.279385	5.51	84.19	||
9	1.115598	4.81	88.99	|
10	1.091072	4.70	93.69	|
11	0.983354	4.24	97.93	|
12	0.798841	3.44	101.37	|
13	0.674936	2.91	104.28	|
14	0.563034	2.43	106.71	|
15	0.505350	2.18	108.88	|
16	0.450489	1.94	110.82	|
17	0.408065	1.76	112.58	|
18	0.394360	1.70	114.28	|
19	0.363452	1.57	115.85	|
20	0.310224	1.34	117.18	|
21	0.241731	1.04	118.23	|
22	0.226895	0.98	119.20	|
23	0.169271	0.73	119.93	|
24	0.159627	0.69	120.62	|
25	0.142788	0.62	121.23	|
26	0.126424	0.54	121.78	|
27	0.079985	0.34	122.12	|
28	0.057482	0.25	122.37	|
29	0.027504	0.12	122.49	|
30	0.001175	0.01	122.50	|
31	-0.012568	-0.05	122.44	|
32	-0.021055	-0.09	122.35	|
33	-0.032483	-0.14	122.21	|

34	-0.062980	-0.27	121.94	|
35	-0.078304	-0.34	121.60	|
36	-0.104972	-0.45	121.15	|
37	-0.120162	-0.52	120.63	|
38	-0.133892	-0.58	120.06	|
39	-0.151904	-0.65	119.40	|
40	-0.173027	-0.75	118.66	|
41	-0.173875	-0.75	117.91	|
42	-0.182692	-0.79	117.12	|
43	-0.210797	-0.91	116.21	|
44	-0.217046	-0.94	115.28	|
45	-0.241199	-1.04	114.24	|
46	-0.256233	-1.10	113.13	|
47	-0.265244	-1.14	111.99	|
48	-0.274515	-1.18	110.81	|
49	-0.294521	-1.27	109.54	|
50	-0.319684	-1.38	108.16	|
51	-0.328529	-1.42	106.75	|
52	-0.371328	-1.60	105.15	|
53	-0.382831	-1.65	103.50	|
54	-0.395455	-1.70	101.79	|
55	-0.416006	-1.79	100.00	|

Figure 12. Plot of the eigenvalues against the number of factors for the factor analysis.



APPENDIX F: Factor Analysis- Nine Factor Solution

Factor Analysis Report

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Robust and Missing-Value Estimation Iteration Section

No.	Count	Trace of Covar Matrix	Percent Change
0	252	29.84385	0.00
1	252	29.84385	0.00
2	252	25.2719	-15.32
3	252	25.2719	0.00
4	252	24.20839	-4.21
5	252	24.20839	0.00
6	252	23.92294	-1.18

Eigenvalues after Varimax Rotation

No.	Eigenvalue	Individual Percent	Cumulative Percent	Scree Plot
1	3.368497	16.03	16.03	||||
2	2.691008	12.80	28.83	|||
3	1.905901	9.07	37.90	||
4	2.268989	10.80	48.70	|||
5	3.076368	14.64	63.34	|||
6	1.959987	9.33	72.66	||
7	1.885758	8.97	81.64	||
8	1.770988	8.43	90.07	||
9	1.413022	6.72	96.79	||
10	0.997694	4.75	101.54	|
11	0.845907	4.03	105.56	|
12	0.752122	3.58	109.14	|
13	0.644930	3.07	112.21	|
14	0.529933	2.52	114.73	|
15	0.479481	2.28	117.01	|
16	0.426154	2.03	119.04	|
17	0.374590	1.78	120.82	|
18	0.366503	1.74	122.57	|
19	0.333718	1.59	124.15	|
20	0.267733	1.27	125.43	|
21	0.205834	0.98	126.41	|
22	0.191776	0.91	127.32	|

23	0.141628	0.67	127.99	|
24	0.130433	0.62	128.62	|
25	0.117266	0.56	129.17	|
26	0.076001	0.36	129.53	|
27	0.053551	0.25	129.79	|
28	0.025493	0.12	129.91	|
29	-0.002308	-0.01	129.90	|
30	-0.024105	-0.11	129.79	|
31	-0.042038	-0.20	129.59	|
32	-0.055822	-0.27	129.32	|
33	-0.071504	-0.34	128.98	|
34	-0.104652	-0.50	128.48	|
35	-0.118702	-0.56	127.92	|
36	-0.139397	-0.66	127.25	|
37	-0.150617	-0.72	126.54	|
38	-0.179153	-0.85	125.68	|
39	-0.185120	-0.88	124.80	|
40	-0.199682	-0.95	123.85	|
41	-0.222901	-1.06	122.79	|
42	-0.235135	-1.12	121.67	|
43	-0.243407	-1.16	120.52	|
44	-0.263247	-1.25	119.26	|
45	-0.281088	-1.34	117.93	|
46	-0.289672	-1.38	116.55	|
47	-0.305535	-1.45	115.09	|
48	-0.317276	-1.51	113.58	|
49	-0.349111	-1.66	111.92	|
50	-0.368110	-1.75	110.17	|
51	-0.398704	-1.90	108.27	|
52	-0.415223	-1.98	106.30	|
53	-0.422629	-2.01	104.29	|
54	-0.449967	-2.14	102.15	|
55	-0.450798	-2.15	100.00	|

Factor Analysis Report

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Factor Loadings after Varimax Rotation

	Factors				
Variables	**Factor1**	**Factor2**	**Factor3**	**Factor4**	**Factor5**
Q1	0.019097	-0.109989	-0.182958	0.142794	0.288786
Q2	-0.267258	-0.094513	-0.120149	-0.056238	0.240539
Q3	0.117194	-0.623511	-0.065822	-0.064558	0.096404
Q4	-0.039159	-0.084039	-0.208942	-0.702005	0.068267
Q5	-0.092556	-0.505998	-0.161561	0.000199	0.037986
Q6	-0.027620	-0.058329	-0.742283	-0.046389	0.119283
Q7	-0.092814	-0.045544	-0.034562	0.046823	0.144616
Q8	-0.023234	-0.040643	-0.153411	-0.053983	0.134452
Q9	-0.156856	-0.048311	-0.700835	-0.032208	-0.008748
Q10	-0.782748	0.052243	-0.028273	-0.006179	0.129444
Q11	-0.028663	-0.019969	0.006518	-0.007267	0.007876
Q12	0.080527	-0.105869	-0.376087	-0.052803	0.029077
Q13	-0.054378	-0.060586	-0.050301	-0.010291	0.113166
Q14	-0.223251	-0.081969	-0.088586	-0.027071	0.270038
Q15	-0.072602	-0.112937	-0.058976	0.040681	0.397915
Q16	-0.019050	-0.178230	-0.139813	-0.692594	0.162568
Q17	-0.052774	0.021115	-0.221601	-0.000713	-0.030108
Q18	-0.003582	-0.070953	-0.118334	0.085071	0.168673
Q19	-0.751958	-0.058306	-0.039552	-0.037859	0.155551
Q20	-0.186991	0.059341	0.035979	0.025024	0.226469
Q21	-0.047309	-0.021373	-0.412703	-0.023728	-0.000463
Q22	-0.101534	-0.184962	-0.186560	-0.681248	0.098560
Q23	0.032455	-0.199420	-0.248292	-0.137686	-0.078447
Q24	0.010493	0.027430	-0.078551	-0.016615	-0.093649
Q25	-0.178872	0.082743	-0.003000	-0.174335	0.403648
Q26	-0.673181	-0.029706	-0.093968	-0.014542	0.141253
Q27	-0.177356	0.124311	0.013671	-0.123435	0.367717
Q28	-0.103745	0.025617	-0.003519	-0.012431	0.637661
Q29	-0.108426	0.093416	-0.054808	-0.109701	0.483070
Q30	-0.230501	0.041380	0.053624	-0.192118	0.423304
Q31	-0.002561	-0.133782	0.055051	0.023291	0.092285
Q32	-0.165425	0.035299	-0.114675	-0.057069	0.411196
Q33	-0.090346	-0.000807	0.053525	-0.058657	0.110367
Q34	-0.052177	-0.063156	-0.032329	0.000622	0.678577
Q35	-0.034824	-0.783667	0.031765	-0.027899	-0.046850

Q36	0.007296	0.055250	0.103285	-0.526431	-0.035946
Q37	-0.012361	-0.246290	-0.028336	-0.001561	0.039088
Q38	-0.158074	-0.077928	0.016086	-0.001551	0.070821
Q39	-0.211964	0.135419	0.016463	-0.014911	0.160254
Q40	-0.000484	-0.033453	0.055701	0.094909	0.692441
Q41	0.182872	-0.223998	-0.164047	-0.127246	-0.024759
Q42	-0.029849	-0.062988	-0.097353	-0.066258	-0.038591
Q43	-0.010190	-0.761762	0.026541	-0.088714	-0.094800
Q44	-0.086993	-0.094014	0.133542	0.032515	0.082266
Q45	-0.011283	0.067520	0.132482	-0.535023	-0.096641
Q46	-0.227795	0.033560	0.081442	-0.128997	0.049000
Q47	-0.150781	-0.070722	-0.027856	-0.152053	-0.023315
Q48	-0.055005	-0.022599	0.078269	-0.041067	0.161461

Factor Analysis Report

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Factor Loadings after Varimax Rotation

	Factors			
Variables	**Factor6**	**Factor7**	**Factor8**	**Factor9**
Q1	-0.107032	-0.023865	-0.233563	-0.107571
Q2	-0.054803	-0.020273	0.011627	-0.493258
Q3	0.010644	0.020657	-0.053207	-0.098917
Q4	0.009841	-0.056190	-0.071398	0.127517
Q5	-0.054388	0.051059	-0.156687	0.161946
Q6	-0.080357	0.039179	-0.108100	-0.091451
Q7	-0.040748	-0.081586	0.606569	0.036305
Q8	-0.448345	0.053424	0.061487	-0.135941
Q9	-0.165918	0.129005	0.001984	0.009917
Q10	-0.069352	0.130273	0.133993	-0.044390
Q11	-0.146236	0.759270	-0.133236	0.035461
Q12	0.041085	0.193348	0.005697	0.120820
Q13	-0.512116	-0.020550	-0.011126	-0.219325
Q14	-0.032601	0.000861	0.376654	-0.046856
Q15	-0.165694	0.091049	-0.030585	-0.059070
Q16	0.006920	-0.030496	-0.104281	0.014573
Q17	-0.284251	-0.099314	0.152168	-0.132835
Q18	0.066800	0.085276	0.113554	-0.327198
Q19	0.028648	-0.007247	0.078121	-0.165835
Q20	-0.106684	0.215541	0.107242	0.029941
Q21	-0.039012	-0.078431	0.073765	-0.000802

Q22	0.014463	-0.027012	-0.083057	-0.012664
Q23	0.062184	0.090655	0.173955	-0.189690
Q24	-0.363375	0.082887	-0.075092	0.202404
Q25	-0.120089	0.092969	0.092866	-0.123838
Q26	-0.045008	0.129810	-0.007994	-0.159939
Q27	-0.241072	0.040051	0.063934	-0.088321
Q28	-0.007467	0.021920	0.103421	0.015865
Q29	-0.225518	0.002864	0.174855	0.373904
Q30	-0.172822	0.092172	0.072724	-0.006845
Q31	-0.324600	-0.047417	0.035148	0.138281
Q32	-0.177495	-0.058626	0.076002	0.361472
Q33	-0.036701	0.795713	-0.076890	-0.079262
Q34	-0.029606	0.060814	0.031480	-0.071972
Q35	-0.201224	-0.133285	0.099908	0.044215
Q36	-0.034537	0.036953	0.119399	-0.083069
Q37	0.074032	0.032443	0.269915	-0.080759
Q38	-0.374282	0.210184	0.104662	0.194725
Q39	-0.175117	0.115022	0.022503	0.036777
Q40	0.081804	0.095291	0.076766	-0.117674
Q41	-0.038297	-0.037129	0.076500	-0.109330
Q42	-0.224545	-0.133642	0.310094	-0.014573
Q43	-0.150612	-0.083627	0.125506	-0.034753
Q44	-0.398894	0.029639	0.011280	-0.116185
Q45	0.046452	0.110057	0.209446	-0.063358
Q46	-0.088593	0.036806	-0.006120	-0.443728
Q47	-0.112116	0.082661	0.181873	0.170887
Q48	-0.007683	0.034562	0.744747	-0.019097

Factor Analysis Report

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Factor Loadings after Varimax Rotation

	Factors				
Variables	**Factor1**	**Factor2**	**Factor3**	**Factor4**	**Factor5**
Q49	-0.767543	0.032783	0.003966	-0.037099	0.105043
Q50	-0.049431	-0.003526	-0.126391	-0.065214	0.214670
Q51	0.046923	-0.032025	-0.120105	0.016401	0.105430
Q52	-0.072311	0.008992	-0.142725	0.051813	0.088077
Q53	0.018616	-0.650306	-0.086836	-0.038654	0.005381
Q54	-0.142040	-0.105995	-0.062647	0.049061	0.089614
Q55	-0.708403	0.015624	-0.055030	-0.053834	0.076398

	Factors			
Variables	**Factor6**	**Factor7**	**Factor8**	**Factor9**
Q49	-0.057477	-0.006753	0.119246	-0.018528
Q50	-0.012308	0.297860	-0.043352	0.058509
Q51	-0.456457	0.101415	-0.035380	0.113025
Q52	-0.069507	0.391328	0.130224	-0.112543
Q53	-0.116553	0.153249	0.193252	-0.047682
Q54	-0.371427	0.187671	0.008167	0.243558
Q55	-0.091292	-0.000383	0.007437	0.094162

Factor Structure Summary after Varimax Rotation

	Factors				
Factor1	**Factor2**	**Factor3**	**Factor4**	**Factor5**	**Factor6**
Q10	Q35	Q6	Q4	Q40	Q13
Q49	Q43	Q9	Q16	Q34	Q51
Q19	Q53	Q21	Q22	Q28	Q8
Q55	Q3		Q45	Q29	
Q26	Q5		Q36	Q30	
				Q32	
				Q25	

	Factors		
Factor1	**Factor7**	**Factor8**	**Factor9**
Q10	Q33	Q48	Q2
Q49	Q11	Q7	Q46
Q19			
Q55			
Q26			

APPENDIX G: Cluster Analysis report

K-Means Cluster Analysis Report

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Minimum Iteration Section

<table>
<tr><th>Iteration No.</th><th>No. of Clusters</th><th>Percent of Variation</th><th>Bar Chart of Percent</th></tr>
<tr><td>1</td><td>2</td><td>91.31</td><td>||||||||||||||||||||||||||||</td></tr>
<tr><td>6</td><td>3</td><td>84.40</td><td>||||||||||||||||||||||||||</td></tr>
<tr><td>11</td><td>4</td><td>78.73</td><td>||||||||||||||||||||||||</td></tr>
<tr><td>19</td><td>5</td><td>74.39</td><td>|||||||||||||||||||||||</td></tr>
<tr><td>22</td><td>6</td><td>70.12</td><td>||||||||||||||||||||||</td></tr>
<tr><td>28</td><td>7</td><td>67.12</td><td>|||||||||||||||||||||</td></tr>
<tr><td>33</td><td>8</td><td>64.50</td><td>||||||||||||||||||||</td></tr>
<tr><td>37</td><td>9</td><td>61.12</td><td>|||||||||||||||||||</td></tr>
<tr><td>42</td><td>10</td><td>58.42</td><td>||||||||||||||||||</td></tr>
</table>

Iteration Section

<table>
<tr><th>Iteration No.</th><th>No. of Clusters</th><th>Percent of Variation</th><th>Bar Chart of Percent</th></tr>
<tr><td>1</td><td>2</td><td>91.31</td><td>||||||||||||||||||||||||||||</td></tr>
<tr><td>2</td><td>2</td><td>91.41</td><td>||||||||||||||||||||||||||||</td></tr>
<tr><td>3</td><td>2</td><td>91.99</td><td>||||||||||||||||||||||||||||</td></tr>
<tr><td>4</td><td>2</td><td>91.31</td><td>||||||||||||||||||||||||||||</td></tr>
<tr><td>5</td><td>2</td><td>91.98</td><td>||||||||||||||||||||||||||||</td></tr>
<tr><td>6</td><td>3</td><td>84.40</td><td>||||||||||||||||||||||||||</td></tr>
<tr><td>7</td><td>3</td><td>84.64</td><td>||||||||||||||||||||||||||</td></tr>
<tr><td>8</td><td>3</td><td>84.43</td><td>||||||||||||||||||||||||||</td></tr>
<tr><td>9</td><td>3</td><td>85.49</td><td>||||||||||||||||||||||||||</td></tr>
<tr><td>10</td><td>3</td><td>85.26</td><td>||||||||||||||||||||||||||</td></tr>
<tr><td>11</td><td>4</td><td>78.73</td><td>||||||||||||||||||||||||</td></tr>
<tr><td>12</td><td>4</td><td>80.63</td><td>|||||||||||||||||||||||||</td></tr>
<tr><td>13</td><td>4</td><td>79.73</td><td>||||||||||||||||||||||||</td></tr>
<tr><td>14</td><td>4</td><td>79.37</td><td>||||||||||||||||||||||||</td></tr>
<tr><td>15</td><td>4</td><td>79.20</td><td>||||||||||||||||||||||||</td></tr>
<tr><td>16</td><td>5</td><td>75.58</td><td>|||||||||||||||||||||||</td></tr>
<tr><td>17</td><td>5</td><td>74.44</td><td>|||||||||||||||||||||||</td></tr>
<tr><td>18</td><td>5</td><td>74.64</td><td>|||||||||||||||||||||||</td></tr>
<tr><td>19</td><td>5</td><td>74.39</td><td>|||||||||||||||||||||||</td></tr>
</table>

20	5	74.73	|||||||||||||||||||||||
21	6	74.24	|||||||||||||||||||||||
22	6	70.12	||||||||||||||||||||||
23	6	73.16	||||||||||||||||||||||
24	6	70.29	||||||||||||||||||||||
25	6	70.25	||||||||||||||||||||||
26	7	68.07	|||||||||||||||||||||
27	7	67.58	|||||||||||||||||||||
28	7	67.12	|||||||||||||||||||||
29	7	68.13	|||||||||||||||||||||
30	7	67.89	|||||||||||||||||||||
31	8	64.53	||||||||||||||||||||
32	8	64.77	||||||||||||||||||||
33	8	64.50	||||||||||||||||||||
34	8	65.16	||||||||||||||||||||
35	8	65.14	||||||||||||||||||||
36	9	62.28	|||||||||||||||||||
37	9	61.12	|||||||||||||||||||
38	9	61.64	|||||||||||||||||||
39	9	63.93	||||||||||||||||||||
40	9	62.14	|||||||||||||||||||
41	10	61.25	|||||||||||||||||||
42	10	58.42	||||||||||||||||||
43	10	58.66	||||||||||||||||||
44	10	59.89	||||||||||||||||||
45	10	59.35	||||||||||||||||||