XXI CONGRESO NACIONAL DE ACEDE

BARCELONA, SEPTIEMBRE 2011

Determinants of Loyalty in Business Banking: an offline and online comparison

Anabela Fragata

Instituto Politécnico de Viseu

Pablo Munõz Gallego

Universidad de Salamanca

Contacts:

Anabela Fragata

Escola Superior de Tecnologia e Gestão de Lamego

Av. Visconde Guedes Teixeira, 5100-074

Lamego PORTUGAL

Tel: +351 254 615 477   Fax: +351 254 613 029

Email: afragata@estgl.ipv.pt

Pablo A. Muñoz Gallego

Dpto. Administración y Economía de la Empresa

Universidad de Salamanca

Campus Miguel de Unamuno - Edificio FES

E-37007 Salamanca

Tel: +34.923294500 ext.3127 Fax: +34.923294715

Email: pmunoz@usal.es

XXI CONGRESO NACIONAL DE ACEDE

BARCELONA, SEPTIEMBRE 2011

Determinants of Loyalty in Business Banking: an offline and online comparison

Anabela Fragata

Instituto Politécnico de Viseu

Pablo Munõz Gallego

Universidad de Salamanca

Abstract

The aim of this study is to investigate and compare the main determinants of Banking Loyalty for Business Banking customers in an offline and online environment. The results showed that the major driver of Banking Loyalty in an offline environment is Perceived Service Quality. Satisfaction and Image overlap the last construct and business customers do not perceive Switching Costs. In an online context E-Banking Service Quality affects E-Banking Loyalty, E-Satisfaction and Image overlap the last construct, E-Banking Service Quality has a strong impact on E-Trust and Perceived Switching Costs has a strong impact on E-Banking Loyalty.

Keywords:

Loyalty, Banking, Internet, Perceived Service Quality, Satisfaction, Trust, Image, Perceived Switching Costs.

Determinants of Loyalty in Business Banking: an offline and online comparison

1-Introduction

There have been a large number of studies that focused on analyzing the determinants of Bank Loyalty in retail banking, research in business banking, especially for medium/large banking customers have remained limited. This study investigates the main determinants of Banking Loyalty for this important and profitable bank segment, because despite the fact of a low percentage of large companies in Portugal they are responsible for a big percentage of the turnover generated in the country (about 42, 1% of the total turnover). An important issue is also that substantial differences exist between the banks interaction with smaller companies or large companies. The high competence and specified advance needs of the larger companies characterize the exchange with banks. The movement of customers from traditional branch banking to stand-alone forms of banking via the Internet, telephone and mobile phones means a shift from personal relationships and face-to-face contacts to faceless digital relationships. The high cost of acquiring new e-customers can lead to unprofitable customer relationship for up to three years. As a consequence, it is critical for online companies to create a customer loyal base, as well as monitor the profitability of each segment. According to what was discussed before few were the studies who investigated and compared the determinants of Banking Loyalty in a traditional face-to-face and online banking, with a sample of medium/large customers.

2- The concept of Loyalty and E-Loyalty in Business Banking

Loyalty in financial services has been viewed in relation to the length of time a customer has been with a provider, number of services used and frequency of service use. A definition of the term which incorporates all the dimensions that have been found in the literature should include long –term intentional repurchase of services, high degree of customer preference, customer's recommendations and advocacy, customers price indifference , low like wood of switching and high potential of increasing volume of product use. Thus a combination of cognitive, affective, conative and behavioural loyalty (Lewis and Sourely, 2006).

Meidan (1996) argues that the degree of loyalty in banking can be gauged by "traking customer accounts over a defined time period and noting the degree of continuity in is patronage".

Bloemer et al. (1998) defines bank loyalty as the biased (i.e. non random) behavioural response (i.e. revisit), expressed over a period of time, by some decision-making unit with respect to one bank out of a set of banks, which is a function of psychological (decision-making and evaluative process resulting in brand commitment).

Loyalty for business customers has been relatively neglected in research studies, perhaps due to the complexity of decision-making processes by organizational buyers (Lam and Burton, 2006). While there are studies that have reviewed the extent of banks understanding of their business customers needs (Nielsen et al., 1995, 1998; Zineldin, 1995) and the relationship between customer participation and retention (Ennew and Binks, 1999), studies investigating the drivers of bank loyalty by business customers are almost completely lacking in the bank marketing literature. Corporate banking is traditionally considered a complex function since it involves relationships between corporate firms and financial institutions (Athanassopoulos and Labroukos, 1999). With respect to corporate banking there are differences between the nature of the relationship between a bank and its business customers depending on the size of the customers business (Butler and Durkin, 1998), as companies grow, their financial needs increase in complexity, as does their bargaining power in the bank customer relationship (Moriarty et al., 1983).

For the banks, the large corporate market segment provides the possibility for high, volume rated margins, and it`s therefore important to win lead bank status as this ensures the largest slice of the corporate banking business.

However, the larger the corporate, the grater the number of banks used (Tyler y Stanley, 1999). This means that the competition between banks in this segment of large companies is very big and that is a great challenge for banks to provide high standards of service quality to assure customer loyalty.

With the exception of some studies that used samples of the segment of small and medium companies, few has been investigated to understand the behaviour of the large corporate business customers. The studies that analyzed the relations between banks and large companies are scarce and old:

Turnbull (1983) for instance examined the relation between 44 corporate clients in United Kingdom and its bankers and found that the size plays an important role in the behaviour of split banks. Rosenblatt et al. (1988) found that the determinants that influenced the decision making of selection were banks with better networks of branches and that offer services of quality.

Turnbul and Gibbs (1989), in an empirical study focused on the banking behaviour of large corporate customers in South Africa, investigated the selection of banks and bank services and the most important factors in selection were found to be quality of service, quality of staff, the nature of relationships with managers, and price of services. Further, although most of responding companies had split banking arrangements, strong loyalty existed between organizations and their lead commercial banks. Tyler and Stanley (1999), also investigated the large corporate expectations of service delivery from their banks, and identified some elements of operational quality service: reliability, assurance, empathy, responsiveness and proactivity. Athanassopoulos and Labroukos (1999), examined the corporate behaviour towards financial services with a sample of the largest and profitable Greek companies, and found that some firms prefer to collaborate with the same bank for all their products while some others are not tied to one supplier and prefer a more open relationship.

E-loyalty is the customer's favourable attitude toward an electronic business, resulting in repeat purchasing behaviour (Anderson y Srinivasan, 2003). In order to enhance customer loyalty portals are required to put a stronger emphasis on their customers quality demands, which are steadily increasing over time due to the growing competition in the Internet banking Industry, most important, loyalty has been recognized as a key path to long-term profitability (Bauer, Hammerschmidt & Falk, 2005). The physical separation of the bank branch and the customer, and that of the customer and the financial advisor, and the overall environment of perceived insecurity on the Internet provide unique challenges to Internet banks to find ways in which to initiate and develop e-business relationships, in spite of these limitations, the bank must develop a trustworthy relationship on the Internet and foster customer loyalty (Mukherjee y Nath, 2003). In order to investigate the importance of e-loyalty, the identification of variables influencing repeat purchasing behaviour and worth-of-mouth recommendation is crucial area of research (Srinivasan et al. 2002).The widespread adoption of online banking services calls for research investigating those factors which are responsible for keeping customers loyalty. The perceived service quality of the website has been discussed as the principal antecedent of E-banking Loyalty.

Sathye (1999), for instance have developed a study about the adoption of Internet banking by Australian, with a sample of individual residents and business firms, and showed that security concerns and lack of awareness about Internet banking and its benefits stand out as being the obstacles to the adoption of Internet Banking in Australia.

Rotchanakitumnuai and Speece (2003) based on a survey of bank corporate clients in Singapore, investigated the impact of satisfaction, trust and use of electronic banking on commitment towards current banks and found that trust was the key factor influencing the adoption of electronic banking. Perceived customer satisfaction with the bank only impacted indirectly on the adoption of electronic banking. Customer satisfaction, trust and the use of electronic banking were found to have a positive impact on the corporate client's commitment towards their bank.

Rexha, Kingshott & Aw (2003), in their study shown that the satisfaction of corporate clients with their banks does not impact directly on the propensity to use electronic banking by the corporate client However , as satisfaction has a significant impact on both trust and commitment, and both of these constructs impact on the corporate clients propensity to use electronic banking, and they conclude that satisfaction indirectly impacts a customer's inclination toward the use of electronic banking.

Siriluck and Speece (2005), examined the impact of the benefits and barriers on the overall customer relationship to the bank and switching cost. The results of this study showed that web benefits do enhance relationships, whereas barriers have no significant impact and that the benefits of information accessibility and information quality lower switching costs.

3-Literature review and formulation of hypothesis

Perceived service quality has been described to have a positive association with customer loyalty, and it´s defined as a function of expected quality (generated from market communication, image, worth-of-mouth and customer needs) and experienced quality (generated from functional and technical quality) (Veloutsou el al., 2004).

Service quality has also been found to have a profound input on customer's satisfaction and loyalty as a whole and is defined as the result of the comparisons that customers make between their expectations about a service and their perception of the way the service has been performed (Caruana, 2002). In various studies the relationship between service quality and customer preference loyalty had been examined (Boulding, Kalra, Staelin, & Zeithaml, 1993; Cronin & Taylor, 1992). In their study Cronin and Taylor (1992) focused solely on repurchase intentions, whereas Boulding et al. (1993) focused on the elements of repurchasing as well as the willingness to recommend. In the study by Cronin and Taylor service quality did not appear to have a significant (positive) effect on repurchase intentions (in contrast to the significant positive impact of satisfaction on repurchase intention), whereas Boulding et al. (1993) found positive relationships between service quality and repurchase intentions and willingness to recommend. Rust and Zahorick (1993) related service quality perceptions to consumer loyalty in banking. Ruyter et al. (1998), also found a positive relationship between perceived service quality and preference loyalty and price indifference loyalty.

In a study conducted by Bahia & Nantel (2000) and Oppewal & Vriens (2000), proposed alternative models of perceived service quality in traditional banks.

Lewis and Soureli (2006), in a study about the antecedents of customer loyalty in retail banking, found that Service Quality, together with perceived value, service attributes satisfaction and trust were important antecedents to loyalty. Next we will briefly describe the six quality dimensions considered in the proposed model:

a) ***Tangibles***. In a study conducted by Veloutsou et al. (2004), perceived quality was determined by quality tangibles, that if the physical branch of the bank is functional and comfortable and if the existence of a physical branch of the bank near the company is important.
b) ***Responsiveness***. It concerns the willingness or readiness of employees to provide service (Parasuraman, 1985).
c) ***Product Variety*** has also been described as a driver of perceived service quality; it concerns the variety of products and services provided by the bank and their importance to the needs of the company.
d) ***Price conditions***. If the bank has competitive interest rates.
e) ***Reliability.*** In many investigations, reliability was an important construct to determine perceived service quality. Parasuraman (1985) defined reliability as the company's ability to perform the service right first time and honour its promises. For Tyler and Stanley (1999), this

construct has four principal aspects - minimal mistakes, efficient mistake handling, not needing to chase and consistent service between all bank contacts.

f) ***Interpersonal Relationships*** is the impact on business banking loyalty trough the extent of interpersonal relationships between the banks key personnel and the decision maker of the company. The personnel relationship can contribute to building durable B2B relationships witch make customers perceive the service as differentiated from other service providers (Berry, 1995).

For the offline environments it is a common knowledge that quality of services and products is a key determinant of customer Satisfaction and customer Loyalty, recent empirical evidence shows that, meanwhile, this holds true also for electronic providers.

The most important step in providing a sophisticated level of service through e-banking portals is to identify and measure the dimensions of portal quality. Customer loyalty is considered important because of its positive effects on long-term profitability of a company (Ribbick et al., 2004). According to Reichheld et al.,(2002) the high cost of acquiring new e-customers can lead to unprofitable customer relationship for up to three years. As a consequence, it is critical for online companies to create customer loyalty base, as well as monitor the profitability of each segment (Reinartz & Kumar, 2002). However, few companies seem to succeed in creating customer e-loyalty and little is also known about the mechanism of generating customer loyalty on the Internet (Ribbick et al., 2004). In business banking a major determinant of E-Banking Loyalty is the perception of the service provided by the web site of the bank.

E-banking Service Quality is defined as overall customer evaluations and judgments regarding the excellence and quality that influences consumption decisions in the context of electronic banking (Jun & Cai, 2001).

There are a lot of studies who examine the dimensions of e- banking service quality for the private e-banking customers (Joseph et al.,1999; Jayawardhena Y Foley,2000; Jun Y Cai ,2001); Liao Y Cheung, 2002;Waite Y Harrison, 2002; Flavian, Torres & Guinaliu, 2004; Yang, Jun Y Peterson,2004 ; Bauer, Hammerschmidt y Falk, 2005); and others examine the dimensions of e-banking service quality with samples of corporate customers (Sathye 1999; Rotchanakitumnuai Y Speece ,2003; Rexha, Kingshott & Aw ,2003; Ibbotson & Moran, 2003; Siriluk & Speece, 2005). As yet there isn't any consensus on the exact number of quality dimensions that customers consider when evaluating e-services (Ribbink, Riel, Liljander & Streukens, 2004).

For this study we considered seven e-banking quality dimensions for the business customers. These dimensions will be briefly discussed:

a) ***Product variety***. Online customers are more inclined to patronize firms which offer a substantial variety of services. The primary reason for this choice is that is more likely that their diverse needs can be fulfilled (Yang, Jun y Peterson, 2004). Many authors have identified the "Product variety" as one of the key dimensions that influences the perceived e-banking service quality

(Jun & Cai, 2001).Yang, Jun & Peterson (2004) described the "Product Portfolio" as a range and depth of products/services, and with free service offerings.

b) ***Assurance***. Is defined as the customer's perceived security and privacy when using the e-tailers services. Security and privacy are of serious concern to e-service customers. Security concerns the risk of third parties obtaining critical information about the customer, whereas privacy relates to the concern about the potential misuse of personal information by marketers (Ribbink, Riel, Liljander and Streuken,2004).

c) ***Responsiveness***. Is one of the dimensions with more statistical significance in many studies and it's defined as the speed, timeliness, and convenience of service delivery (Jun & Cai, 2001); Customers expect online stores to respond to their inquires promptly (Liao & Cheung, 2002).

d) ***Accuracy***. Means operational precision (Liao & Cheung, 2002), making the content and the interface of the bank's web site, and online transactions free of error (Jun & Cai, 2001).

e) ***Reliability.*** Is the ability of the Internet bank to perform the promised service dependably and accurately (Zeithaml et al., 1990; Jun & Cai, 2001), and the ability of the web site to fulfil orders correctly, deliver promptly and keep personal information secure (Lee y Lin, 2005).

f) ***Convenience***. Since individuals can e-bank over the Internet at any time in any properly equipped location, the quality attribute of time and location convenience is likely to be significant in differentiating it from traditional retail banking (Liao and Cheung, 2002).

According to what discussed before we propose the following hypothesis:

HA1: Banking Service Quality positively affects Banking Loyalty for Business Customers
HB1: E-Banking Service Quality positively affects E-Banking Loyalty for Business Customers.

Customer satisfaction is a function of customer expectations levels and service quality level provided by the organization (Rexha, Kingsshott and Aw , 2003).

In a context of e-banking, Jayawardhena and Foley (2000) also suggested that service quality feature in Internet Banking Websites are critical to enhance customer satisfaction. In Internet Banking unlimited access to variety of financial transaction and quality levels of bank products are becoming a key driving force in attracting new customers and enhancing customer satisfaction (Mols, 2000). In a study conducted by Floh & Treinblmaier (2006), overall satisfaction was positively affected by Web site Quality and Service Quality. Preference and favourable attitudes presume customer satisfaction, which is considered a major driver of loyalty and since it is considered difficult to gain loyal customers on the Internet, satisfaction with the merchant and their services may be even more important online than offline (Ribbink et al., 2004). Thus we propose the following hypothesis for both offline and online banking.

HA1: Banking Service Quality has a positive and indirect effect on Banking Loyalty, trough the mediating effect of Satisfaction.
HB2: E-Banking Service Quality has a positive and indirect effect on E-Banking Loyalty, trough the mediating effect of E-Satisfaction.

Trust has been identified as key to e-commerce, because it´s crucial wherever risk, uncertainty and interdependence exist. Customers are reluctant to adopt e-banking because of security and privacy concerns and trust related issues. Thus, the lack of customers trust both in the attributes of the bank and in the overall on-line environment has been and remains an obstacle in the widespread adoption of e-banking (Yousafzai et al. 2005). Bryant et al. (2002) stated that trust is an important consideration in the development and fostering of e-commerce relations in the context of knowledge –based economy. Lowering perceived risks associated with online transactions as well as maintaining transaction trust is vital keys to attracting and retaining customers (Verhagen and Tan, 2004). The quality elements of the e-service are expected to affect e-trust directly (Gronroös et al., 2000), because they represent trust cues that convey the trustworthiness of the site and the system to customers (Corritore et al., 2003). Therefore, we propose the next Hypothesis:

H3: E-Banking Quality has a positive and indirect effect on E-Banking Loyalty, trough the mediating effect of E-Trust.

The exact relationship between Image and Loyalty has remained a matter of debate by many previous investigations. Lai et al. (2009) demonstrated an integrative model to examine the relations among service quality, value, image, satisfaction, and loyalty in China and revealed that service quality directly influences both perceived value and image perceptions, that value and image influence satisfaction, that corporate image influences value, and that both customer satisfaction and value are significant determinants of loyalty
Few were the studies who try to measure the influence of Image in internet banking. Flavian et al. (2004) investigated the corporate image in internet banking and identified four dimensions of Image: services offered, access to services, perceived security and the reputation of the financial institution. In this study corporate Image refers to customers affective preconceptions towards the service provider, created by continuous service experiences. Based on what was discussed before, we propose the next Hypothesis:

HA4: Banking Service Quality has a positive and indirect effect on Banking Loyalty, trough the mediating effect of Image.
HB4: E-Banking Quality has a positive and indirect effect on E-Banking Loyalty, trough the mediating effect of Image.

Corporate image is believed to create a halo effect on customers´ satisfaction judgment. When customers are satisfied with the services rendered, their attitude towards the company is improved. This attitude will then affect the consumers´ satisfaction with the company (Andreassen and Lindestad, 1997). Thus, we propose the next Hypothesis:

HA5: Image has a positive and indirect effect on Banking Loyalty, trough the mediating effect of Satisfaction.
HB5: Image has a positive and indirect effect on E-Banking Loyalty, trough the mediating effect of E-Satisfaction.

Dick and Basu (1994) discussed Switching Costs related to time, monetary and psychological effort involved in confronting the uncertainty of dealing with a new service provider.
According to Colgate and Hedge (2001), in banking, customers tend to switch mainly because of service failure. Bank customers perceive negative consequences if they switch service providers, related to psychological issues and financial consequences. Lee and Sohn (2004) also investigated trust and switching costs as a way to build e-loyalty in Internet markets. Yang and Peterson (2004) investigated the moderating effects of switching costs on customer loyalty through both satisfaction and perceived-value measures. The results, evoked from a Web-based survey of online service users, indicate that companies that strive for customer loyalty should focus primarily on satisfaction and perceived value. The moderating effects of switching costs on the association of customer loyalty and customer satisfaction and perceived value are significant only when the level of customer satisfaction or perceived value is above average. Chang and Chen (2009) findings confirm that customer interface quality, including customization, interaction, convenience and character, contributes to generating e-loyalty. Particularly, the results show that convenience directly enhances e-loyalty. Additionally, this study finds that customer interface quality positively influences switching costs for customers with higher Internet experience. According to what was discussed before we propose the next Hypothesis:

HA6: Banking Service Quality has a positive and indirect effect on Banking Loyalty, trough the mediating effect of Perceived Switching Costs.
HB6: E-Banking Service Quality has a positive and indirect effect on E-Banking Loyalty, trough the mediating effect of Perceived Switching Costs.

In Figures 1 and 2 we present the proposed models to be estimated in both an online and offline context.

Figure 1- Proposed Model A for an offline environment

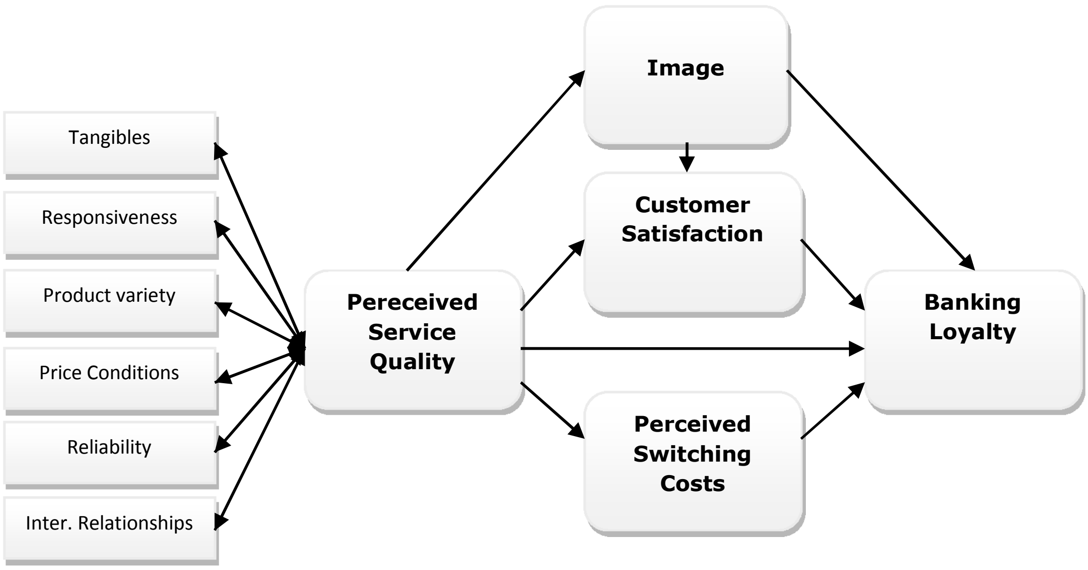
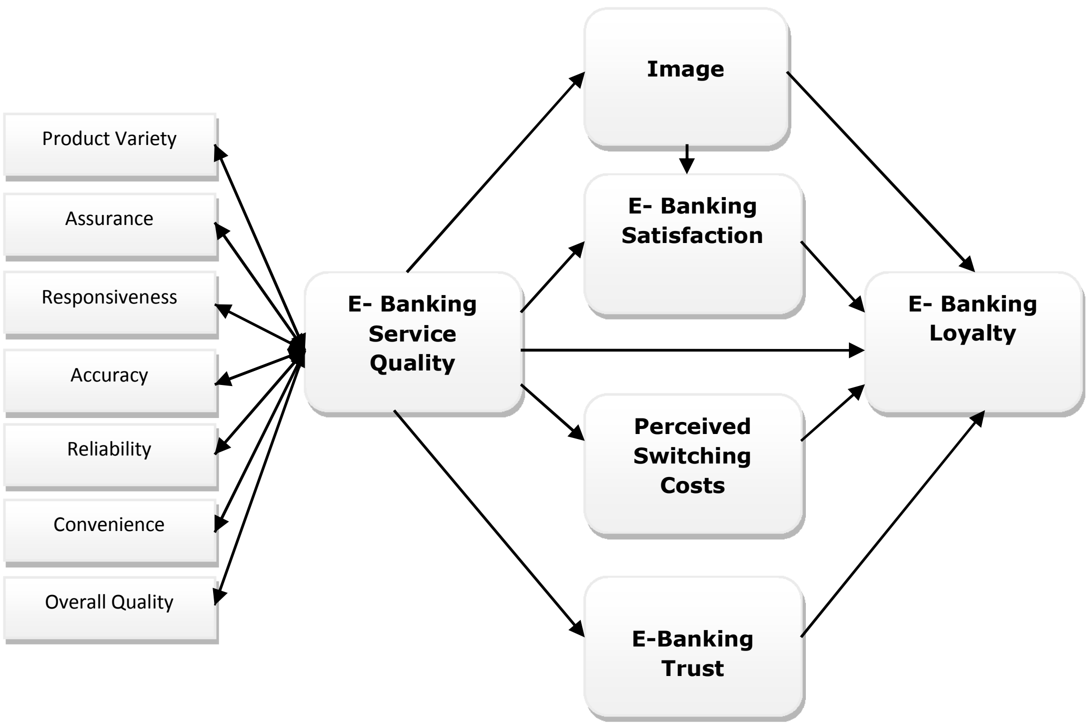


Figure 2- Proposed Model B for an online environment



3- Methodology and Design

A comprehensive pretest, including qualitative interviews with the decision maker of five large companies, was carried out to ensure the understandably of the items. With the main purpose of testing the proposed model, it was conducted a questionnaire to medium /large corporate customers of the main Portuguese banks. We selected randomly some of the 220 major companies in Portugal and then mail the questionnaire with some previous calls to assure they would answer and obtained 72 valid responses. The sample was randomly selected from a data base of Dun & Bradstreet and is representative of the medium/large companies in Portugal, 60% of the companies in our sample work with more than 250 employees and for about 80% have an annual turnover superior to 50 million Euros.

A 7-point Lickert scale was used to measure all items. Empirically validated scales were adapted to the context of the study and used to measure the respective constructs. All items are listed in Tables 1 and 2. The same data was used to answer questions for both models in an offline and online environment.

The empirical validation of the measurement models were performed by exploratory and confirmatory factor analysis as well as reliability analyses. In view of the explorative nature of our body, we first factor analysed the set of items with the help of principal component analysis to test our *a priori* assumptions about the underlying factor structure. We then calculated Cronbach Alpha´s for each obtained factor to ensure satisfactory levels of internal consistency and to select the best items for each facet. Scale purification was conducted by eliminating items and led to a significant reduction in the number of items. The development of the final measurement model follows the respecification guidelines suggested by Anderson and Gerbing (1988).

The practical reespecification process followed two steps. First, the study considered a item removable if it demonstrated one of the following characteristics:

- Loaded on the wrong factor or cross loaded; or
- Exhibited large standardized residuals.
- Then if the questionable item was considered to be represented by another indicator, it was removed from the analysis.

We established a removing routine procedure until all items were considered necessary, either theoretically or empirically (Yang, Jun and Peterson, 2004).

As the result of this procedure, five items were reduced from the original 12 items to measurement of Perceived Service for the business banking clients.

A second exploratory factor analysis carried out with the remaining items resulted in the extraction of the same factor structure. We then conducted a factor analysis of second order, which led to a further reduction of the quality factors to five fundamental quality dimensions. It was obtained a multiple-item scale for the construct Perceived Service Quality with the following items: Product Variety (with two items, PV1 and PV2), Interpersonal Relationships (one item IPR4), Reliability (with two items, REL 1 and REL2).

In the online model, five items were reduced from the original 15 items to measurement of E-Banking Quality for the business banking clients. They include Assurance (AS1), Reliability (REL1 and REL 2), Convenience (CON 2) and Overall E-Banking Quality.

The same procedure was conducted for the other constructs. On the first sight, the dimensionality of the construct Perceived Service Quality and E-Banking Quality, seems to be different to the one proposed. However considering the categorization of service elements resulting in a evaluation made by business customers, and not that from private customers, who were mainly used in previous scales to measure Service Quality in the banking industry. But even in previous investigations conducted in retail banking a single factor multiple-item scale was used, for instance Lewis and Soureli (2006) measured Perceived Quality the same way (the model had a single factor multiple-item scale with the following items :up-to-date facilities and equipment, individual attention, prompt service, knowledge and kindness of employees, and accuracy).

We also tested for the reliability and validity and in order to assure valid construct measurements, the GFI and the AGFI, the Variance Extracted and the Chi-Square test as overall fit measures were used in the following to evaluate the dimensions of each construct.

In addition to Cronbach´s Alpha, the local fit indices – indicator reliability, Variance Extracted, factor reliability and total variance explained- were employed to test the validity of the obtained factor.

We also test the Composite Reliability, the Variance extracted and Discriminant validity for each construct.

After this analysis, we estimated the final structural models with Amos 18.0.

Table 1 –The survey measures for the model A

Construct		Survey Measures
Customer satisfaction	CS1 CS2	I am satisfied with the bank overall. The bank meets my expectations in servicing my request.
Banking Loyalty	Loyalty	We will probably still be working with this bank in the future.
Perceived Switching Costs	PSC1 PSC2	It would be risky for the company if we switched to another bank. This bank provides services that cannot be easily replaced by other banks.
Image	Image 1 Image 2	Overall, I have a good impression of the main bank who works with the company. The bank provides friendly service.

Banking Service Qaulity	TAN1 TAN2	Tangibles	The physical branch of the bank is functional and comfortable. I value the existence of a physical branch of the bank near the company.
	RES1	Responsiveness	In general, I don't wait too long to solve my request.
	PV1 PV2	Product variety	The bank offers products and services according to the needs of the company. The bank offers a wide range of services.
	Price	Price Conditions	The bank has competitive interest rates.
	REL1 REL2	Reliability	The bank assures their services with a minimum of errors. I value that the bank quickly resolves the existing errors.
	IPR1 IPR2 IPR3 IPR4	Interpersonal Relationships	The bank has competent employees who demonstrate the necessary banking skills. The bank employees understand the needs of my company. The bank employees are trustworthy and sincere. I have a good relation with the business manager of the bank.

Table 2- The survey measures for the model B

Item			Description
E-Banking Service Quality	Product variety	PV1 PV2 PV3	All the needs of products and services by the company are included in the options of the online bank. The online bank suggests products and services according with the needs of the company. The online bank has competitive interest rates.
	Assurance	AS1 AS2	I consider that the risk in electronic transactions with the bank is high. The online bank is trustworthy.
	Responsiveness	RES1 RES2	I receive rapid and prompt responses, by email or telephone, when i request it in the website of the bank. The online bank answerer's quickly to my demands.

	Accuracy	AC1 AC2 AC3	The electronic transactions are free of errors in the interface. The electronic transactions are free of errors in the content. The electronic transactions are accurate.
	Reliability	REL1 REL2	The online bank keeps the records of the company with accuracy. The online bank performs the service correctly at first time.
	Convenience	CON1 CON2	I value the fact that we can use the online bank from any location. The use of online banking saves me time.
	Overall E-Banking Quality	OEBQ	In general the quality of the services of the online bank is good.
E-Banking Satisfaction		EBS1 EBS2 EBS3	We are generally pleased with this online bank services. The web site of this bank is enjoyable. So far, the online bank as exceeded our expectations of service.
E-Banking Trust		EBT1 EBT2 EBT3	We believe that the bank does not give our private information's to other entities. Online banks implement security measures to protect the users. This bank as a good reputation in the market.
Image		IMAGE1 IMAGE2	Overall, I have a good impression of the main bank who works with the company. The bank provides friendly service.
Perceived Switching Costs		PSC1 PSC2 PSC3	This online bank provides services that cannot be easily replaced by other banks. My company may increase the risk of receiving bad services if we change to another bank. It would be a major inconvenience to change to another bank.
E-Banking Loyalty		EBL1 EBL2 EBL3 EBL4	Is my intention continuing using this online bank. I prefer this online bank above others. Is my intention to increase the use of this online bank in the future. I recommend this online bank to third parties.

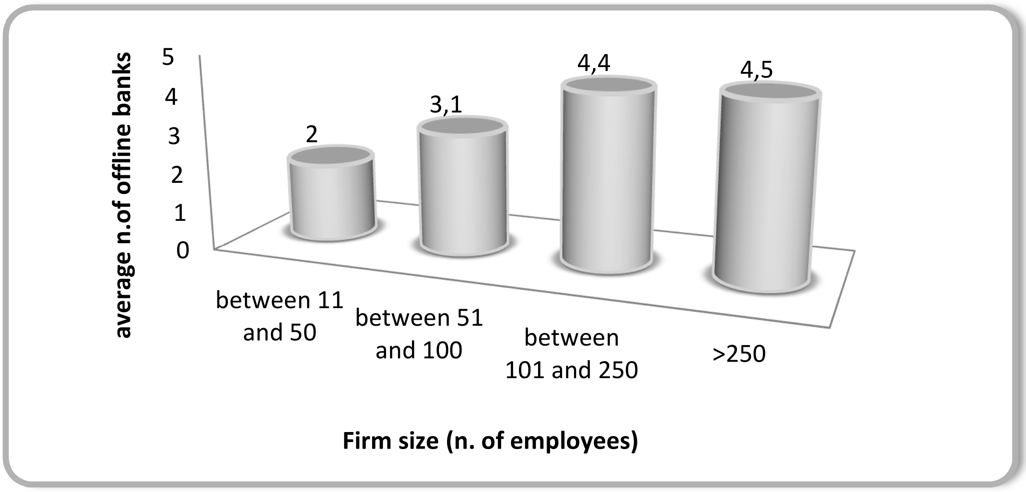
4-Findings

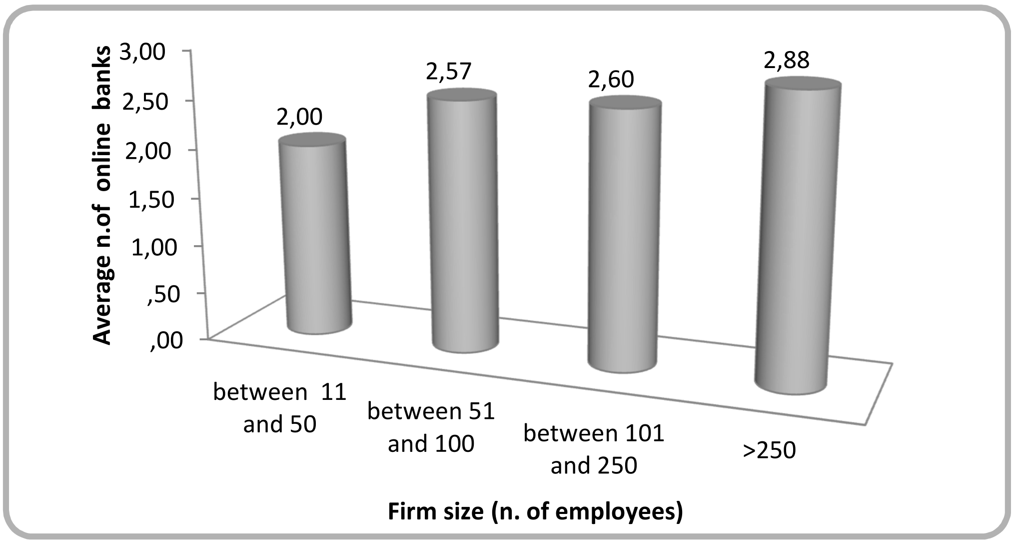
We concluded that companies have split bank arrangements, with 68, 6% working with more than 5 offline banks (Table 3) and 42, 9% working with more than 4 online banks. We found that the larger the size of the corporate segment, the greater the number of banks used, with the larger companies using the services of four or more banks on average (Figure 3), although strong loyalty exists between companies and their lead commercial bank. The same conclusion was obtained in a previous study conducted by Farinha, L. (1999, Banco de Portugal) with data from Portugal, the average number of banks in this study was 1.4 for very small firms (with less than 10 employees) and 5 for those with over 200 workers. Most of the latter borrowed from 4 banks. Although most of the responding companies use the services of four or more banks, strong loyalty existed between organizations and their lead commercial bank, as discussed in the previous study conducted by Turnbull and Gibbs (1989). The data showed that 73% of the companies have been working with their lead bank offline for more than 10 years, while 50% have been working with the main online bank for about 4 to 6 year

Table 3- Univariate Analysis of the number of banks used

N. of banks used	Category	Frequency	Valid percent
Offline	1	1	1,4
	2	9	12,9
	3	6	8,6
	4	6	8,6
	>=5	48	68,6
Online	1	3	4,3
	2 or 3	24	34,3
	4 to 6	30	42,9
	>=7	13	18,6

Figure 3- Average number of banks according to firm size





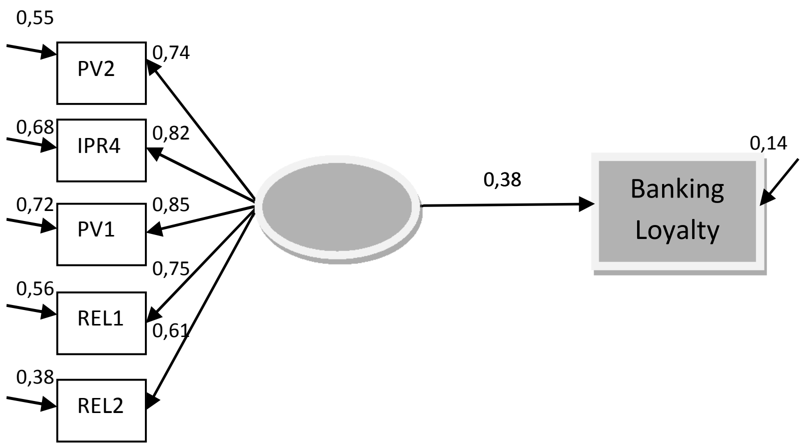
In Figure 4 and 5 we present the final structural models with the accepted hypothesis and in Tables 4 and 5 the results of the exploratory and confirmatory analysis.

Our results suggest that the determinants with major impact on Banking Service Quality (BSQ) were referred to the importance of the offer of products and services according to the needs of the company (PV1, PV2), the importance of the good relations generated between the decision-maker of the company and the bank's business manager (IPR4) and the reliability of the services (REL 1, REL2). We found a significant positive direct effect of 0,38 between BSQ and Banking Loyalty, consistent with the proposed hypothesis HA1. In online banking five main quality dimensions for the e-banking portals were identified in this investigation: Assurance (AS2), Reliability (REL1,REL2), Convenience (CON) and Overall E-Banking Quality (OEB) judgments by the decision makers of the company. Our results also confirm that E-Banking Loyalty is directly affected by E-Banking Service Quality (EBQ) perceptions of the managers of client firms with a total effect of 0,59, thus confirming the proposed hypothesis HB1. This suggests that Service Quality in online banking has a bigger impact on Banking Loyalty than that obtained in traditional banking, suggesting that bank managers should be more attempt and efficient in providing high quality services provided by the bank website, to assure retention and profitability in this important segment. We found a strong impact between BSQ and Customer Satisfaction with a total effect of 0,91, indicating high correlation between the two constructs. The same results were obtained in an online environment, we found a very high correlation between EBQ and E-Satisfaction, with a total effect of 0,92, but in both cases we found no empirical evidence to suggest that Satisfaction is a mediating construct between Perceived Service Quality and Banking Loyalty because of lack of discriminant validity. According to Dabholkar (1995) these two constructs may overlap when a long term relation is created, there may not be much difference between Customer Satisfaction and Service Quality perceptions because the affective aspect of evaluation will dissipate overtime. In fact a bigger percentage of respondents in our sample have been working with the main bank for many years. A strong impact was also found in the relation between BSQ and and Image with a total effect of 0,92 , indicating high correlation between the two constructs, although no discriminant validity was found, also suggesting that business respondents evaluate the two measures as being part of the same quality judgments. In online banking the results were similar, indicated high correlation of 0,807 between the constructs. We also couldn't prove discriminant validity between Image and E-Banking Quality. We also found that Image affects E-Satisfaction with a total effect of 0,85 in an online environment. In traditional banking we found no evidence to support this relation because no discriminant validity was found between Image and Customer Satisfaction.

Our results indicate that there is no statistical significance to prove that there is an indirect and positive effect between BSQ and Banking Loyalty via Perceived Switching Costs (PSC), on traditional banking, this means that business respondents do not perceive high costs of switching banks. The bigger companies have a great variety and complexity in their transactions, which may explain the fact that they prefer to benefit from the advantages of having relations with several banks and don´t perceive risk in changing to another bank when they need to develop a new transaction. In the online environment the results were somewhat different, we also didn´t find evidence to support the fact that the perceptions of

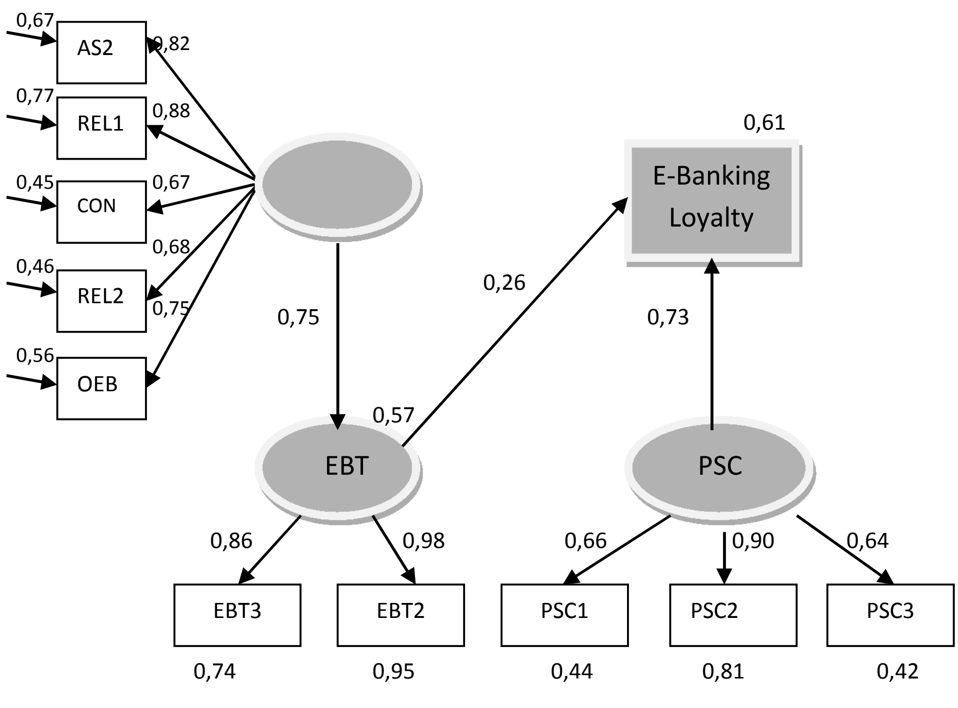
E-banking Quality may affect the perceived switching costs, but we found a strong impact of 0,73 in the relation between Perceived Switching Costs and E-Loyalty. For business customers PSC do affect the creation of long term relations and retention with the services provided by the web site of the bank. Finally we also tested the relation between BSQ and EBQ, and the results showed that these two constructs have high levels of correlation (0,877), with lack of discriminant validty, this means that the perceptions of quality in an offline and online environment are similar in the banking industry.

Figure 4- Offline Structural Equation- Model A



[X^2= 9,4 (df = 9); GFI = 0,955; CFI = 0,981; TLI= 0,968; RMSEA= 0,02; AGFI = 0,89]

Figure 5- Online Structural Equation -Model B



[X^2= 58 (df=42); CFI = 0,959; RMSEA = 0,072; TLI =0,946; GFI =0,876; AGFI =0,806]

The results show a significant impact (0, 75) of E-Banking Quality in E-Banking Trust (EBT). The Web –site quality of the bank is a strong factor in the perceptions of trustworthiness, the performance of the online bank in terms of dependably, accuracy, fulfil orders correctly, and the security and privacy concerns have strong impact in assuring EBT, to business customers. The results also showed that EBT impacts on EBL with a total effect of 0,26 and has a mediating effect.

Table 4- Exploratory and confirmatory analyses for model A

Constructs	Item Name	Indicator Reliability	Total Explained Variance	Cronbach Alpha	Composite Reliability	Variance Extracted	Global Fit
Banking Service Quality (BSQ)	PV2 IPR4 PV1 REL1 REL2	0,74 0,82 0,85 0,75 0,61	62,8%	0,85	0,87	0,55	*X^2= 9,4* *df = 9* *GFI = 0,955* *CFI = 0,981* *TLI= 0,968* *RMSEA= 0,026* *AGFI = 0,894*

Table 5-Exploratory and confirmatory analyses for model B

Constructs	Item Name	Indicator Reliability	Total Explained Variance	Cronbach Alpha	Composite Reliability	Variance Extracted	Global Fit
E-Banking Service Quality	AS2 REL1 CON2 REL2 OEBQ	0,76 0,90 0,67 0,71 0,77	66,32%	0,86	0,88	0,59	*X^2= 58* *df=42* *CFI = 0,959* *RMSEA = 0,072* *TLI =0,946* *GFI =0,876* *AGFI =0,806*
E-banking Trust	Etrust2 Etrust3	0,959 0,959	92%	0,84	0,96	0,92	
Perceived Switching Costs	PSC1 PSC2 PSC3	0,808 0,882 0,798	68,9%	0,77	0,89	0,70	

In table 6 we present the comparisons between the results in the two environments and in table 7 we present the comparisons between our results and conclusions in previous investigations.

Table 6- Offline and online banking results comparisons

Relations	Offline Banking	Online Banking	Statistical Significance	Observations
BSQ -> Loyalty	0,38	0,59	✓	Both have a positive relation with loyalty, but we found a higher correlation in Online banking.
BSQ - >Satisfaction	0,91	0,92	✓	The results were similar in both contexts. No discriminate validity was found between the two constructs. The concepts overlap.
Satisfaction ->Loyalty	0,39*	0,25	-	No statistical significance was found in traditional banking.
BSQ ->Image	0,92	0,81	✓	Strong impact was found in both contexts. No discriminate validity was found.
Image->Loyalty	0,41	0,31	✓	Both have significant impact.
Image ->Satisfaction	0,93	0,85	✓	No discriminant validity was found in traditional banking.
BSQ->PSC	-0,09*	0,09*	-	No significant impact was found.
PSC->Loyalty	0,05*	0,73	-	No statistical significance was found in traditional banking, but on the contrary strong impact exists in online banking.
BSQ->E-Trust	-	0,75	✓	Strong impact.
E-Trust->E-Loyalty	-	0,26	✓	Significant impact.

*Statistical significance was not found

Table 7- Comparisons between our results and previous investigations

Conclusions in this study	Conclusions in other investigations
• The bigger the company, the bigger the number of banks used, with the largest companies using the services in average of 4.5 banks. • 73% of the companies of the sample have been working with their lead bank for more than 10 years.	• Farinha, L. (1999) also concluded that the companies more than 200 employees work in average with 5 banks. • Turnbull and Gibs (1989) concluded that the big companies use the services of 4 or but banks in average, nevertheless a strong loyalty exists between the companies and their main bank.
• The perceived quality is the main determinant of loyalty.	• These authors also conclude that for the corporate customers the quality of service was the most important determinant to establish a relation.
• The concepts of Satisfaction and Image overlap with the construct Perceived Service Quality by the corporate clients.	• For Dabholcar (1995) these constructs can overlap in the long term. For Spreng and Singh (1993) no discriminant validity was found between Satisfaction and Quality.

• The business customers do not perceived switching costs. • E-quality has a strong impact in E-Loyalty via the mediating effect of E-Trust. • The constructs E-Satisfaction and Image overlap with E-Quality. • A strong direct impact was found between Switching Costs and E-Loyalty for business customers.	• Lewis and Soureli (2006) also found the lowest factorial loadings for switching costs, indicating that the clients do not perceive costs change in changing bank. • According to Ribbink et al. (2004) the dimension Security of E-Quality, that is, the confidence in the retailer, influences E-loyalty via E-Trust and E-satisfaction. • Some authors (Grönroos, 1983) discussed that there is a significant overlap between quality and satisfaction, and thus, they can alternatively be used. • Lee and Sohn (2004) concluded that E-Trust and Switching Costs are the most important determinants of E-Loyalty.

5. Managerial implications and future research

A large and growing literature in finance shows that firms benefit by borrowing from banks that they have existing relationships with (Petersen and Rajan ,1994); Berger and Udell, 1995). Given the benefits of strong exclusive banking relationships, it is not clear why firms switch to non-relationship banks for their repeat credit needs, and in many cases choose to maintain multiple banking relationships (Ongena and Smith ,2000, 2001), Houston and James ,2001).

This is also the major problem in our conclusions, business customer's don´t perceive high switching costs when changing to another bank, besides the fact that they do maintain long-term relationships with the main bank. The business customers in our sample also choose to maintain multiple relations with several banks.

This means that competition in this segment is fierce and banks have built aggressive strategies to retain their big volume customers.

Commitment between the company and the bank allows for intertemporal transfers because it introduces a long-term perspective for the bank. If the company cannot switch to another financier easily, then the bank can expect to earn rents in future periods. These rents may in turn offset losses at other stages of the business.

All of these benefits have implications for two crucial issues: credit availability in general, and credit availability when borrowers face financial distress.

Despite this, large companies prefer to benefit from multiple relations with several banks simultaneously and seem to don´t recognize financial and psychological constraints if they have to switch to another bank.

This problem can reduce bargaining power to banks, indeed to assure the continuance of the relationship with this important customer, banks have to reduce their prices.

Two related papers that examine the question of why firms switch banks are Farinha and Santos (2002) and Ioannidou and Ongena (2006). Using the monthly credit reports led by Portuguese banks with their central bank, Farinha and Santos (2002) found that firms with more growth opportunities and poorly performing firms are more likely to prefer multiple bank relationships.

Our findings also suggest that constructs like Satisfaction and Image are highly correlated with Perceived Service Quality, indicating that these measures overlap that of Perceived Service Quality in business customers minds, especially because the long-term relationship generated between the company and is first choice bank.

This suggests that for business customers Perceived service quality is the most important antecedent of Bank Loyalty.

Further research should develop a bigger sample study, although many limitations were found to obtain the collaboration of the decision makers of large companies.

It´s also urgent to further investigate ways of creating perceived switching costs, to assure commitment and higher profitability in this segment.

The results in our data suggest that the quality perceptions of the online bank seem extremely important in E-trust building. The preeminent importance of E-trust can be explained by both the core products of the financial industry, which can be seen as the transmission and processing of highly confidential information , and trust in the medium as such, which again stands for the banks capability to securely transfer and store confidential personal information. Thus the banks must build high quality websites in order to signal competence and trustworthiness to its business customers.

A practical implication for the bank industry is that the banks web site must communicate the procedures for handling private information are performed within the framework of well-thought-out customer-services policies, thus demonstrating reliability and credibility (Yousafzai et al. 2005).

The privacy and policy must be presented as manner that is obvious, accessible.

In our results Perceived Switching Costs are not affected by the perceptions of the quality of the bank website. In the Internet market, the materialization of the Internet as a marketplace force has helped reduce searching costs for price and quality information, and comparisons across online banks, has diminished physical travel. It seems that for business online customers the quality attributes of the Bank web site are not strong enough to create switching barriers.

Although our findings suggest that Switching costs have a strong impact in creating retention in the banking online environment obtain substantial benefits by holding most of their banking business with one bank. Switching barriers make it costly for the customer to switch to another supplier, the implication for this preposition is a positive relationship between switching costs and customer loyalty, therefore an increase in switching costs will lead to an increase in loyalty.

Competition is, of course, just a click away in the Internet market, and various antiswitching barriers have been embraced by online banks. Although a firm may institute switching costs for its offerings, its competitors frequently erect various strategies and incentives to assist potential customers in overcoming the barriers. For example, numerous online banks and retail brokerage firms afford cash premiums to new customers as an incentive for switching service providers.

According to Siriluck and Speece (2005), customers Internet banking service need to integrate web – based service in bank business strategy as a way to supplement and enhance the relationships because delivery channels cannot replace the traditional face-to-face service. This means that customer relationships cannot be ignored when implementing Internet banking. Banks have to work on other relationship elements to perceive high switching costs from the service they are rendering.

The major limitation in this investigation was, like in previous chapters, to obtain a bigger sample of the medium/large bank customer segment.

Future research should accomplish a bigger sample, and try to determine the drivers of creation perceived switching costs. Since this investigation concluded that if they exist they have a strong impact on retention of online business customers.

6. References

1. Anderson & Srinivasan, (2003): "E-satisfaction and e-loyalty: a contingency framework", Psychology and Marketing, Vol. 20, N. 2, pp. 123-38;
2. Anderson, J. C., & Gerbing, D. W. (1988): "Structural equation modeling in practice: A review and recommended two-step approach", Psychological Bulletin, 103 (3), 411-423;
3. Anderson, J.C. and Narus, J.A. (1990): "A model of distributor firm and manufacturer firm working partnerships", Journal of Marketing Research, Vol. 54, No. 1, pp. 42-58;
4. Andreassen, T. And Lindestad, B. (1997): " Customer Loyalty and complex services: The impact of corporate image on Quality, Customer Satisfaction and Loyalty for customers with varying degrees of service expertise", The International Journal of Service Industry Management, 8 (4).
5. Anguelov, C., Hilguert, M. and Hogarth, (2004) : "U.S. Consumers and Electronic Banking, 1995-2003, Federal Reserve Bulletin. Vol.90, N. 1; Pg.1;
6. Athanassopoulos and Labroukos (1999): "Corporate customer behaviour towards financial services: empirical results from emerging market of Greece", International Journal of Bank Marketing, 17/6, pp. 274-285;
7. Azjen, I. and Fishbein, M. (1980), Understanding Attitudes and Predicting Social Behaviour, Prentice Hall, Englewood Cliffs, NJ;
8. Bahia, K. and Nantel, J. (2000), "A reliable and valid measurement scale for the perceived service quality of banks", International Journal of Bank Marketing, Vol. 18, N. 2, pp. 84-91;
9. Ball, D., Coelho, P. and Machás, A.(2003): "The role of communication and trust in explaining customer loyalty. An extension to the ECSI Model", European Journal of Marketing, Vol. 38, Nº 9/10, pp. 1272-1293;

10. Barns, S. and Vidgen, R. (2001): “An evaluation of cyber-bookshops: the WebQual method”, International Journal of Electronic Commerce, Vol. 6, N. 1, pgs. 11-30;
11. Barrutia, J. and Echebarria, C. (2005): “The Internet and consumer power: the case of Spanish retail banking”, Journal of Retailing and Consumer Services, Volume 12, Issue 4, pgs. 255-271;
12. Bass, F. (1974): “The theory of stochastic, preference and brand switching”, Journal of Marketing Research, Vol. 11, pp. 178-202;
13. Bauer, Hammerschmidt and Falk (2004): “Measuring the quality of e-banking portals”, International Journal of Bank Marketing, Vol.23, Nº 2, pp. 153-175;
14. Baumann, C. , Burton, S. and Elliot, G. (2004):“Determinants of customer loyalty and share of wallet in retail banking”, Journal of Financial Services Marketing, Vol. 9, pp. 231-248;
15. Berger, I.E. and Mitchell, A. A. (1989): “The effect of advertising on attitude accessibility, Attitude confidence, and attitude behaviour relationship”, Journal of Consumer Research, Vol. 16, December, pp. 269-79;
16. Bryant, A., and College, B. (2002): “ Trust in Electronic Commerce and Business Relationships”, Journal of Electronic Commerce Research, 3 (2).
17. Butler, P. and Durkin, M. (1998): “Relationship intermediaries: business advisers in the small firm-bank relationship”, International Journal of Bank Marketing, Vol.16, Nº 1, p.32-38;
18. Cai, S. Y Jun, M., (2003): “Internet User´s Perceptions Of Online Service Quality: A Comparison Of Online Buyers And Information Searchers”, Managing Service Quality. Vol. 13, Num 6 Pg. 504, 16 Pgs.
19. Chang, A. And Ma, V. (1990): “Corporate banking behavior: a survey in Hong Kong”, International Journal of Bank Marketing, Vol.8, Nº.2, pp.25-31;
20. Chang, H., and Chen S. (2009). Consumer perception of interface quality, security, and loyalty in electronic commerce, Information & Management, 46 (7), 411-417.
21. Clark, M. and Payne, A. (1994): ``Achieving long-term customer loyalty: a strategic approach", working paper, Centre for Services Management, Cranfield School of Management;
22. Colgate, M. and Hedge, R. (2001): “An investigation into the switching process in retail banking service”, International Journal of Bank Marketing, 19 (5), 201-212.
23. Corritore C, Kracher B, and Wiedenbeck S. (2003): “On-line trust: Concepts, evolving themes, a model”, International Journal of Human Computer Studies, 58, 737-58.
24. Cronin J. Joseph, Jr. and Steven A. Taylor (1992): "Measuring Service Quality: Reexamination and Extension," Journal of Marketing, 56 (July), 55-68.
25. Cunningham, Scott M. 1966: "Brand Loyalty--What, Where, How Much?" Harvard Business Review 34 (January-February): 116-128.
26. Dabholkar, P. (1995). The convergence of customer satisfaction and service quality evaluations with increasing customer patronage, Journal of consumer satisfaction, dissatisfaction and complaint behaviour, 8, 32-43.
27. Daughtrey, T., (2001): “ Costs of trust for e-business”, Quality progress, pp. 38-43;
28. Day, G.S. (1969), “A two-dimensional concept of brand loyalty”, Journal of Advertising Research, Vol. 9, September, pp. 29-35;
29. Dick, A. and Basu, K. (1994): “Customer Loyalty: Toward an integrated conceptual framework”, Journal of the Academy of Marketing Science, Vol.22, Nº 20, pp.119-132;
30. Dick, A. and Basu, K. (1994): “Customer Loyalty: Toward an integrated conceptual framework”, Journal of the Academy of Marketing Science, 22 (20),119-132.
31. Doll, J. and Torkzadeth, G. (1988): “The measurement of end-user computing satisfaction”, MIS Quarterly, June, pp. 259-274;
32. Dowling, G. R. And Uncles, M. (1997): “Do customer loyalty programmes really work?”, Sloana Management Review, Summer, pp. 71-82;
33. Ennew, C.T.; Binks, M.R.(1999), "The Impact of Participative Service Relationships on Quality, Satisfaction and Retention: An Exploratory Study", Journal of Business Research, Vol.46, pp.121-132;
34. Farinha, L. (1999): “The relationships between firms and bank: Choosing between single and multiple Bank Relationships”, Banco de Portugal, Economic Bulletin;
35. Flavian, C., Torres, E. and Guinaliu, M. (2004): “Corporate image measurement: a further problem for the tangibilization of internet banking services”. International Journal of Bank Marketing, 22 (5), 366-84;

36. Floh, A. and Treiblmaier, H. (2006): "What keeps the e-banking customer loyalty? A multigroup analysis of the moderating role of consumer characteristics on e-loyalty in the financial service industry, Journal of electronic commerce research, 7 (2), 97-110.
37. Fornell, C. (1992)," A national customer satisfaction barometer: the Swedish experience", Journal of Marketing, Vol. 56, pp. 6-2;
38. Ganesh, L.Arnold, M.J.and Reynolds, K.E.(2000), "Understanding the customer base of service provider:an examination of the differences between switchers and stayers", Journal of Marketing, Vol. 64 No. 3, pp. 65-102;
39. Granbois, D.(1981), "An integrated view of the store choice/patronage process", in Monroe, K.B. (ed.), advances in Consumer Research, Vol. 8, Association for Consumer Research, AnnArbor, MI, pp.693-5;
40. Gremler, D. D. (1995),"The effect of Satisfaction, Switching Costs, and Interpersonal Bonds on Service Loyalty", Doctor of Philosophy Dissertation, Arizona State University, E.U.A.;
41. Gremler, D.D. and Brown, S. W. (1996): "Service loyalty; its nature, importance and implications", in Edvarson B., Brown, S. W. Johnston, R. and Scheuing, E. (Eds), QUIS V: Advancing Service Quality: A Global Perspective, ISQA, New York, NY, pp. 171-81;
42. Gremler, Dwayne D., Kevin P. Gwinner, and Mary Jo Bitner (1997): "An Empirical Examination of Relational Benefits in Services Industries: What Do Customers Receive From the Relationship?" in 1997 Winter Educators' Conference: Marketing Theory and Applications, Vol.8, D. T. LeClair and M. Hartline, eds. Chicago, IL: American Marketing Association, 241-242
43. Grönroos, C. (1982): 'An Applied Service Marketing Theory', European Journal of Marketing 16(7):30-
44. Gronroos, C. (1984), "A service quality model and its marketing implications", European Journal of Marketing, Vol. 18, No 4, pp. 36-44;
45. Gronroos, C. (1990), "Relationship approach to marketing in service contexts: the marketing and organizational interface", Journal of Business Research, 20 (1), pp.3-11;
46. Grönroos, C., Heinonen, F.,and Lindholm M. (2000): "The NetOffer model: a case example from the virtual market space, Management Decision, 38 (4), 243–252.
47. Gurău, C. (2002), "E-Banking in Transition economies: The case of Romania", Journal of Financial Services Marketing. London, Jun 2002. Vol.6, Num 4; Pg.362;
48. Hair, J.F; Anderson, R.L.; Tatham, R.L. and Black, W.C.(1998): Multivariate data analysis. Fifth edition. Prentice Hall International;
49. Heskett, J.L., Sasser, W.E. Jr. and Schlesinger, L.A. (1997): "The Service Profit Chain", The Free Press, New York, NY.
50. Howard, John A. and Jagdish N. Sheth. 1969. The Theory of Buyer Behavior. New York: Wiley.
51. Ibbotson, P. and Moran, L. (2003),"E-banking and the SME/ bank relationship in Northern Ireland", International Journal of Bank Marketing, 21/2;94-103;
52. Iwaarden, J. and Wiele, T. (2002), "Applying SERVQUAL to web sites: an exploratory study", International Journal of Quality & Reliability Management, Vol.20, Nº 8. pp. 919-935;
53. Jacoby, J. and Chesnut, R. W. (1978); "Brand Loyalty Measurement and Management", Wiley, New York, NY;
54. Jain, A.K., Pinson, C. and Malhotra, N.K. (1987), "Customer Loyalty as a construct in the marketing of bank services", International Journal of Bank Marketing, Vol. 5, pp.49- 72;
55. Javalgi, R. and Moberg, C. (1997), "Service loyalty: implications for service providers", The Journal of Services Marketing, Vol.11, 3, pp.165-179;
56. Jayawardhena, C., and Foley, P.(2000): "Changes in the Banking Sector – The Case of Internet Banking in the UK". Internet Research: Electronic Networking Applications and Policy. 10(1), 19-30.
57. Jayawardhena, C., and Foley, P.,(2000): " Changes in the Banking Sector – The Case of Internet Banking in the UK", Internet Research: Electronic Networking Applications and Policy. 10(1), 19-30;
58. Johnston, R. (1995), "The Determinants of Service Quality: Satisfiers and Dissatisfiers", International Journal of Service Industry Management, 6 (5);
59. Jones, T.O. and Earl Sasser, W. (1995), "Why satisfied customers", Harvard Business Review, Vol. 73 Nº. 6,pp. 88-89;
60. Joseph, M., Mcclure, C. and Joseph, B. (1999), "Service quality in the banking sector: the impact of technology in service delivery", International Journal of Bank Marketing, Vol. 17, Nº 4, pp. 182-191;

61. Jun, M. and Cai, S.(2001), "The Key determinants of Internet banking service quality: a content analysis", International Journal of Bank Marketing, pgs. 276-291;
62. Jun, M.; Yang, Z., Kim, D.(2004),"Customers Perceptions Of Online Retailing Service Quality And Their Satisfaction", The International Journal Of Quality & Reliability Management, Vol. 21, Num 8 ; Pg.817;
63. Karjaluoto, H., Mattila, M., and Pento, T., (2002), "Electronic Banking in Finland – Consumer Beliefs and Reactions to a New Delivery Channel", Journal of Financial Services Marketing. 6(4), 346-361;
64. Lai, F., Griffin, M. and Babin, B. (2009). How quality, value, image and satisfaction create loyalty at a Chinese telecom. Journal of Business Research, 62 (10), 980-986
65. Lam R. and Burton, S. (2006), "SME banking loyalty: a qualitative study in Hong Kong"; International Journal of Bank Marketing, Vol.24, Nº 1, pp.37-52;
66. Lam, R., Lo, H. and Burton, S. (2005), "Investigating the drivers of SME´s banking loyalty in Hong Kong", ANZMAC 2005 Conference: Consumer Behaviour;
67. Lee y Lin (2005), "Customer perceptions of e-service quality in online shopping", International Journal of Retail & Distribution Management, Vol. 33, Nº 2, pp.161-176;
68. Lee, B. A. and Zeiss, C. A. (1980), "Behavioural commitment to the role of sport consumer: an exploratory analysis", Sociology and Social Research, Vol. 64, April, pp.405-19;
69. Lee, H. , Kim, S., and Sohn, Y.(2004), Situation judgment and action selection: Roles of expertise and task complexity, Korean Journal of Industrial and Organizational Psychology, 17, 265-278.
70. Lee, M. and Cunningham, L. (2001), "A Cost/Benefit Approach to Understanding Service Loyalty, Journal of Services Marketing, Vol. 15, Nº 2, pp. 113-130;
71. Lewis, B. and Soureli, M. (2006), "The antecedents of consumer loyalty in retail banking", Journal of Consumer Behavior, 5, pp. 15-31;
72. Liao, Z. Y Cheung, M. (2002); "Internet-based e-banking and consumer attitudes: an empirical study", Information & Management, volume39, Issue 4, Pgs. 283-295;
73. Liu, C. and Arnett, P. (2000), "Exploring the factors associated with web site success in the context of electronic commerce", Information and Management, Vol.38, pp.23-34;
74. Madu, C. and Madu, A. (2002), "Dimensions of e-quality", International Journal of Quality & Reliability Management, Vol. 19, Nº 3, pgs. 246-258;
75. Meidan, A. (1996), Marketing Financial Services, MacMillan Press, Houndmills;
76. Mols, N. (2000), The Internet and services technology marketing- The case of Danish retail banking Internet Research. Electronic Networking Applications and Policy, 10 (1), pp. 7-18.
77. Morgan, R. and Hunt, S. (1994), "The commitment-trust theory of relationship marketing", Journal of Marketing, 58, pp. 20-38;
78. Moriarty, R. Kimball, R. and Gay, J. (1983), "The management of corporate banking relationships", Sloan Management Review, Spring, pp. 3-15;
79. Mukherjee y Nath,(2003), " A model of trust in online relationship banking", International Journal of Banking Marketing, 21/1, 5-15;
80. Nielsen, J. F., Terry, C., and Trayler, R. M. (1998), "Business banking in Australia: a comparison of expectations", International Journal of Bank Marketing, 16 (6), 253-63.
81. O´Donnell, A. , Durkin, M., and McCartan-Quinn D. (2002), "Corporate banking in the U.K. : Personnel vs remote interaction", International Journal of bank marketing, 20/6, pp.273-284 ;
82. O´Malley, L. (1998), "Can Loyalty schemes really build loyalty", Marketing Intelligence & Planning, 16/1, pp.47-55;
83. Oliver, R. L. (1996): "Satisfaction - A Behavioural Perspective on the Consumer, McGraw Hill. New York, NY;
84. Oliver, R.L. (1999):"Whence customer loyalty?" Journal of Marketing, Vol.63, Nº 4, pp. 33-44;
85. Olson, J. C. and Jacoby, J. (1971), "A construct validations study of brand loyalty", Proceedings of the American Psychological Association, Vol. 6, pp. 657-8;
86. Oppewal, H. and Vriens, M. (2000): "Measuring perceived service quality using integrated conjoint experiments", International Journal of Bank Marketing, Vol. 18, Nº 4, pp.154-169;
87. Parasuraman, A, Zeithaml, V. & Berry, l.(1985), "A conceptual Model of Service quality and its implications for future research", Journal of Marketing Vol. 49, Fall 1985, 41-50;
88. Parasuraman, A, Zeithaml, V. & Berry, l.(1988), "SERVQUAL: a multiple-item scale for measuring consumer perceptions of service quality", Journal of Retailing, Vol. 64, Nº 1, pgs. 12-40;

89. Parasuraman, A.; Berry, Leonard L.; Zeithaml, Valarie A.(1991), “Refinement and Reassessment of the SERVQUAL Scale”, Journal of Retailing, 67, 4, 420-450.
90. Pritchard, M. P.(1991), “Development of the psychological commitment instrument (PCI) for measurement of travel service loyalty, unpublished doctoral dissertation, University of Oregon;
91. Pyun, C., Sruggs, Les Y Nam, K. (2002): “Internet Banking In The U.S., Japan And Europe”, Multinational Business Review. Detroit: Fall 2002. Vol. 10, N. 2; Pp. 73, 9;
92. Raj, S. P. (1985), “Striking a balance between brand popularity and brand loyalty”, Journal of Marketing, Winter, Vol. 49, N. 1, pp.53-9;
93. Reichheld , Markey, and Hopton (2000):“ E-customer loyalty-applying the tradicional rules of business for online success”, European Business Journal, Vl. 12, Nº 4, pp. 173-9;
94. Reichheld, F.F. (1994), “Loyalty and the renaissance of marketing”, Marketing Management, Vol.2, N. 4, pp. 10-21;
95. Reichheld, F.F. (1996), ``Learning from customer defections'', Harvard Business Review, Vol. 74, March-April, pp. 56-69.
96. Reichheld, F.F. and Sasser, W. E. (1990), “Zero defects: quality comes to service”, Harvard Business Review, September/October, pp.105-11;
97. Reinartz, W.J. and Kumar, V. (2002), “The mismanagement of customer loyalty”, Harvard Business Review, Vol. 80 No. 7, pp. 86-94;
98. Rexha,N., Kingshott, R and Aw, A. (2003).The impact of the relational plan on adoption of electronic banking, Journal of services marketing, 17 (1), 53-67.
99. Ribbink, R., Liljander and Streukens (2004). Confort your online customer: quality, trust and Loyalty on the Internet, Managing Service Quality, 14 (6), 446-456.
100. Riley, F.D.O., Ehrenberg, A.S.C., Castleberry, S.B., Barwise, T.P. and Barnard, N.R. (1997), “The variability of attitudinal repeat-rayes”, International Journal of Reseachin Marketing, Vol. 14, No. 5, pp.437-50;
101. Rose, S. (2000), “The truth about online banking”, Money, Vol.29, No.4,pp.114-22;
102. Rotchanakitumnuai, S. & Speece, M., “Barriers to Internet banking adoption: A qualitative study among corporate customers in Thailand”, International Journal of Bank Marketing, 21/6/7, 312-323;
103. Rust, R. and Zahorik, A. (1993), “Customer Satisfaction, Customer Retention and Market Share”, Journal of Retailing, Vol. 69, (2);
104. Rust, R.; Kahorik, A. and Keiningham, T. (1993), “Return on Quality (ROQ):Making Service Quality financially accountable”, Journal of Marketing Vol. 59, pp. 58-70;
105. Rust, Roland T. and Richard L. Oliver (1994): "Service Quality: Insights and Managerial Implications from the Frontier," in Roland T. Rust and Richard L. Oliver, Eds., Service Quality: New Directions in Theory and Practice. Thousand Oaks, CA: Sage Publications, 1-19.
106. Ruyter, K., Wetzels, M., and Bloemer, J. (1998): “On the relationship between perceived service quality, service loyalty and switching costs”, International Journal of service Industry Management, Vol.9, Nº. 5, pp. 436-453;
107. Santos, J.(2003): “E-service quality: A model of virtual service quality dimensions”, Managing Service Quality, Vol. 13, Nº 3,pp.36-40;
108. Sathye, M.(1999): “Adoption of Internet banking by Australian consumers: an empirical investigation”, International Journal of Bank Marketing, 17/7, 324-334;
109. Schlesinger, L. and Heskett, J. (1991): "Breaking the cycle of failure in service", Sloan Management Review, spring, 1991, pp. 17-28.
110. Selnes, F., (1993) "An Examination of the Effect of Product Performance on Brand Reputation, Satisfaction and Loyalty", European Journal of Marketing, Vol. 27 Iss: 9, pp.19 – 35;
111. Srinivasan, R., Lilien, G.L., and Rangaswamy, A., (2002), Technological Opportunism and Radical Technological Adoption: An application to E-Business, [online], PA: Penn State University;
112. Syriluck,R. and Speece, M. (2005): “The Impact of web-based service on Switching Cost: Evidence from Thai Internet Banking”,ICEC´05, 15-17;
113. Szymanski, D. Y Hise, R. (2000): “E-Satisfaction: An Initial Examination” , Journal Of Retailing, Volume 73(3), Pp.309-322;
114. Tan, M. & Teo, T. (2000), “Factors influencing the adoption of Internet banking”, Journal of the Association for Information Systems, 1(5), pp. 1-42;

115. Tong , C.K. and Yong, P.K., (1998), “Guanxi bases, Xinyong and Chinese business networks”, The British Journal of Sociology, 49 (1), 75;
116. Tranberg, H. and Hansen, F. (1986), “Patterns of brand loyalty: their determinants and their role for leading brands”, European Journal of Marketing, Vol.20, No.3, pp. 81-109;
117. Turnbull, P. and Gibbs, M. (1989), “The selection of banks and banking services among corporate customers in South Africa”, International Journal of Bank Marketing, Vol.7, Nº 5;
118. Tyler, K. and Stanley, E. (1999), “Marketing financial services to business: a critical review and research agenda”, International Journal of Bank Marketing, Vol.17, Nº 3, pp. 98-115;
119. Veloutsou, C, Daskou, S. and Daskou, A. (2004), “Are the determinants of bank loyalty brand specific?” Journal of Financial Services Marketing, Vol.9, 2, pp.113-12;
120. Verhagen, T. and Tan, Y-H. (2004): “ Perceived risk and trust associated with purchasing at electronic marketplaces”, Proceedings of the 12th European conference on information systems, Turku, Finland;
121. Waite, K. and Harrison, T. (2002): “Consumer expectations of online information provided by banking web sites”, Journal of Financial Services Marketing, Vol. 6, Nº 4, pp. 309-322;
122. Walfried M. Lassar, Chris Manolis, Sharon S. Lassar (2005): "The relationship between consumer innovativeness, personal characteristics, and online banking adoption", International Journal of Bank Marketing; Volume: 23 (2);
123. Wolfinbarger, M. and Gilly, M.(2003): “eTailQ: dimensionalizing, measuring and predicting Etail quality”, Journal of Retailing, Vol.79, Nº 3, pgs. 183-198;
124. Yang, Z. and Fang, X. (2004): ´Online service quality dimensions and their relationships with satisfaction: A content analysis of customer reviews of securities brokerage services´, International Journal of Service Industry Management , Vol. 15 No. 3, pp. 302-326;
125. Yang, Z., Jun, M. and Peterson, R. (2004). Measuring Customer Perceived Online Service Quality: Scale Development And Managerial Implications, International Journal of Operations & Production Management, 24(11/12).
126. Yoo, B. and Donthu, N. (2001):”Developing a scale to measure the perceived quality of Internet shopping sites (SITEQUAL)”; Quarterly Journal of Electronic Commerce, Vol. 2, Nº 1, pp. 31-47;
127. Yousafzai, S., Pallister, J. and Foxall, G. (2005).Strategies for building and communicating trust in electronic banking: a field experiment, Psychology & Marketing, 22 (2), 181-201
128. Zeithaml, V. A., Berry, L.L. and Parasuraman, A. (1996), “The behavioural consequences of service quality”, Journal of Marketing, Vol. 60, N. 2, pp. 33-38;
129. Zeithaml, V., Parasuraman, A. and Malhotra, A. (2002),”Service quality delivery through Web sites: a critical review of extant knowledge”, Journal of the Academy of Marketing Science, Vol.28, Nº 4, pgs. 362-375
130. Zeithaml, V.A. (1981), “How consumer evaluation processes differ between goods and services”, Marketing of Services, American Marketing Association, Chicago, IL
131. Zeithaml, V.A. and Bitner, M.J. (1996), Services Marketing, McGraw-Hill, New York, NY.
132. Zhu, K.; Kraemer, K. and Xu, S. (2002), “A Cross-country study of electronic business adoption using technology-organization-environment framework”, Twenty Third International Conference on Information Systems.
133. Zineldin, M. (1995): “Bank-Company Interactions and Relationships: Some Empirical Evidence”, International Journal of Bank Marketing, 13 (2). 30-40;