THE MIGRATION OF CLIENTS BETWEEN FINANCIAL INSTITUTIONS FROM A CUSTOMER MANAGEMENT PERSPECTIVE

BY

KELEBOGILE MCHARVEY SEBOKA

Student Number: 16070305

DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE *MASTERS IN BUSINESS ADMINISTRATION* AT THE MAFIKENG CAMPUS OF THE NORTH-WEST UNIVERSITY

SUPERVISOR: PROFESSOR W P J VAN RENSBURG

May 2013

AUTHOR'S DECLARATION

I declare that the work in this dissertation was carried out in accordance with the Regulations of the North-West University. The work is original except where indicated by special reference in the text and no part of the dissertation has been submitted for any other degree. The dissertation has not been presented to any other University for examination either in South Africa, Africa or overseas.

SIGNED: .... May 2013

DEDICATION AND ACKNOWLEDGEMENTS

With deep love, I dedicate this dissertation to my wife Pelonomi, my children Bonolo, Rehumile and Oarabile, my parents, brothers and sister for their patience and support throughout my studies.

My dissertation and studies would have not been successful without the help from many people, some of whom I may not remember. My heartfelt gratitude goes to my supervisor Professor W.J.P. van Rensburg for his careful review of my manuscripts. I would also like to acknowledge in particular the following:

- The provincial executive of First National Bank North-West under the leadership of Ms. Dina Mokone, for their encouragement and guidance during my studies.
- The CEO's of Public Sector Banking, Mr. Kgosi Ledimo and Mr. Sabatha Mbalekwa for affording me the chance to study and write exams whilst under their employ.
- Mr. Martin Boyens for providing guidance with very relevant literature that added value to this dissertation.
- First National Bank and all my colleagues who assisted in many ways to help me complete this dissertation.
- Management, staff and clientele of different financial institutions, who patiently took their time in helping me to complete the questionnaires.
- Mr. Phemelo Seaketso and Ms Ntebo Moroke who helped immensely with the analysis of data and guidance on statistical interpretations.

ABSTRACT

Title: The Migration of Clients between Financial Institutions from a Customer Management Perspective

Key terms: Customer loyalty, The Big Four, Primary Account, Leak rate, Customer Relationship Management and Migration

In recent competitive market conditions, whereby companies need to fight for their own survival, it is evident that building, maintaining and managing relationships with customers is essential in order to understand factors that influence your customers to remain your customers for as long as they exist and not to lose them to competitors.

At the basis of every relationship rests mutual understanding between the customers' needs and the extent to which the business is prepared to provide solutions to these needs. In the service industry, the foundation of customer satisfaction is the direct reflection of meeting customer expectations. The extent to which customers are satisfied has been directly linked to customer loyalty and has resulted in a long and beneficial relationship for both business and client.

This paper analyses the migration of clients amongst financial institutions from a customer management perspective.

The following variables were investigated in this study:

- customer satisfaction,
- service quality,
- customer relationships, and
- customer loyalty

These variables intend to assist the big four banks operating in South Africa to attract and retain customers, resulting in achieved customer loyalty and retail banking sustainability and growth. Further than that, the study intends to understand the dynamics behind these variables and what it means for clients wanting to remain at a particular bank as opposed to migrating to a competitor bank. It is clear from literature that the South African banking industry has not fully exploited these variables. The results presented and discussed in this study support this claim.

The results demonstrate that customers are willing to migrate from one banking institution to another, since banks rarely offer solutions to basic needs, and the customers are not satisfied with existing banking relations. A sizeable number of respondents indicated that given an opportunity, they will switch banks. An interesting observation is that there are clients who are very satisfied with services offered by their banks, indicating that, the banking industry still has

the potential to retain these clients, since they remain profitable assets and provide sustainability to the banking business.

This study has outlined specific needs of clients in the Mahikeng and Mmabatho area, and the factors that will influence them to stay with their current bank and/or migrate to other banks.

TABLE OF CONTENTS

LIST OF TABLES

TABLE OF FIGURES

CHAPTER ONE:

ORIENTATION

1.1 INTRODUCTION

Financial institutions, like other retail industries, are faced with a phenomenon where the acquisition of clients does not merely reflect growth or increase in customer base. Instead, some clients are lost in the process of acquiring new customers. The banks use the term "leak rate" to illustrate this point. This phenomenon is about the number of clients a banking institution lose in a specified period of time compared to the number of new clients acquired by that institution in the same period of time (Agunias, 2006). What this implies, is the total gain or loss of clients within a specific period. Clients in this instance are primary account holders, whose salaries, wages or income will be deposited in accounts held at a particular institution. It is also clients of whom major debit orders and other monthly expense transactions will be taking place in an account held by the institution. The leak rate will be determined by the number of primary accounts opened within a specified period compared to the number of accounts closed within that specified period. The total difference which will have a net positive or negative effect, will therefore determine gain or loss of total business (Boyens, 2009).

As firms begin to measure both customer satisfaction and customer loyalty more comprehensively, specific actions can be suggested that will optimize managers' investment in improved service. The relationships between customer satisfaction, customer loyalty and profitability warrant further research. Any bank would be wise to target and serve only those customers whose needs it can meet better than its competitors can, in a profitable manner. These are the customers who are most likely to remain with that bank for long periods, which will purchase multiple products and services, who will recommend the bank to their friends and relatives, and who may be the source of superior returns to the bank's shareholders (Wang *et al.*, 2003).

1.2 PROBLEM STATEMENT

The theme of this study revolves around the migration of clients from one institution to the other. It is about client loyalty in banking institutions, though we would not want to limit the theme to loyalty in broad terms, but rather to the extent to which clients remain loyal to their financial institution and the reasons behind continuous client migration from one institution to another. The focus will be within the financial institutions dominating the financial market in South Africa given their competitive environment.

This is of course a broad topic. The intention, however, is to specifically focus on the factors or drivers that influence customer decisions to move their primary banking accounts from one institution to the other. There are general statements and perceptions not necessarily tested but believed to influence such decisions. An example will be service; that clients will move from one bank to the other because they perceive not to have been offered good service. What is the perception that clients have of service? What makes a client to believe that he/she is not offered a good service and that he/she will be offered the desired service elsewhere? Will a valid reason to decline a customer loan application when in need, be considered a service failure? Will the way that the outcome of a loan application is presented to the client (applicant) constitute a reason for either a migration or not, especially if the outcome of that application is negative? How does one then define not only commitment and/or loyalty of clients to financial institutions, but also why a client may decide otherwise even after being a loyal client for sometime at a particular institution?

Bloemer *et al.* (1998) analysed the drivers of bank loyalty, which they described as a complex relationship between image, service quality and satisfaction. Their study tried to establish whether there is a direct relationship between image and loyalty, or whether this relationship is mediated by, for instance, satisfaction and perceived service quality. The study focused on customer loyalty in the financial service industry, which is complex as opposed to some available literature that focus on product-related or brand loyalty. The deductions from their investigation are relevant to this study though one would like to take it further and investigate more on the correlation of service and satisfaction related to client movement from one institution to the other.

Although the Bloemer *et al.,* study has revealed interesting insights particularly focused on service loyalty, there is still vagueness in the analysis that consumers whose patronage is not based on bank loyalty may exhibit an attachment to other bank attributes and can easily be lured away by competitors through, for instance, pricing strategies. Therefore, the extent to which pricing influences client loyalty and attachment to a banking institution should also be investigated. One therefore need to understand by evidence what drives the behaviour of clients and ultimately their decisions to be moving from Bank A to Bank B and from Bank B to Bank C.

From this background one can therefore present the main problem statement of this research study as: what influences the migration of clients between financial institutions. The rationale to the problem and research questions will be comprehensively discussed in chapter three.

1.3 OBJECTIVES OF THE STUDY

The primary objective of this study is to determine the factors that influence migration, establish why there is a loss of customer loyalty within financial institutions, and why clients move from one institution to the other. What are clients really searching for? Is there an element of exploration, ambivalence, or is it the relationship between service quality and satisfaction, and how do we really measure the extent to which these factors influence clients' decisions? To what degree does service quality and satisfaction influence customer decisions? To what extent is one able to measure these elements as the real factors that directly influence the decision of clients to move from one bank to the other?

In investigating this concept "customer loyalty" we would also like to provide a clear framework of interventions required for an institution to sustain and retain its customer base. A thought provoking observation from new client business intake in one of the biggest retail banks in South Africa, First National Bank (internal communication, not published), is that, a high percentage of newly acquired clients are not from an non-banking background, instead they are from competitors in the same industry. Though this is not a formally studied concept, the assumption is that the experience in other banking institutions is fairly similar.

1.4 SCOPE OF THE STUDY

The scope of the study refers to the parameters in which the study will be operating. Although the intention is to have a widespread observation on the branches of retail banks, specific focus will be at the four financial institutions, namely ABSA (Amalgamated Banks of South Africa), FNB (First National Bank), Standard Bank and Nedbank at Mmabatho and Mahikeng Branches in the North West Province of South Africa. These banks operate within the private sector. The researcher hopes that the results of this study will present a fair reflection of the investigated phenomenon to be applied in all other financial institutions. This study will further focus on clients having primary accounts, and a primary account holder in this instance means a client whose salary, wage or income will be deposited regularly in accounts held at that particular institution. Clients who only invest in an institution or a client with only a loan product will not be considered a client with a primary bank account.

Bloemer *et al.,* (1998:276-277) state that behavioural measures such as repeat purchasing or visiting sequence have been criticised for a lack of conceptual basis and for having a narrow, outcome focused view of what is in fact a dynamic process. It states that the low degree of repeat purchasing of a particular service may well be the result of situational factors such as non-availability, variety seeking and lack of provider preference.

It is for this reason that one will not be able to use repeat purchasing, number of interactions with the bank, nor similar factors as a basis for determining customer loyalty, but strictly the closure of an account where a new account will be opened elsewhere (Belz & Peattie, 2009). The outcome of this study is to provide the researcher with meaningful insights that will assist in future to manage and retain relationships with clients within financial institutions.

1.5 IMPORTANCE OF THE STUDY

This study intends to put into perspective reasons for customer migration between financial institutions so as to have possible measures in future to control such movements in an endeavour to sustain profitability within institutions. Most literature focuses on Customer Relationship Management theories and a number of researchers have critically analysed the nature of loyalty versus the quality of service in different institutions. Because this is an exploratory study, it seeks to explore what is happening and to ask questions about it. This type of study is useful when not enough is known about a phenomenon and also help to decide whether it is worth researching (Gray, 2008).

In an abstract from a study conducted by Cronin (2000), it is stated that "customer loyalty expresses an intended behaviour related to the service or the company". This includes the likelihood of future renewal of service contracts, how likely it is that the customer changes patronage, or how likely the customer is to provide positive word-of-mouth, or the likelihood of customers providing voice (Mowen, 2000). If real alternatives exist or switching barriers are low, management discovers the organization's inability to satisfy its customers via two feedback mechanisms: exit and voice. Exit implies that the customers stop buying the company's services while voice is customer complaints expressing the consumers' dissatisfaction directly to the company. Customer exit or change of patronage will have an impact on the long-term revenue of the company. Effects caused from changes in the retention rate are exponential (not linear) with regard to effects on the long-term revenue. Even a marginal reduction/increase in retention rate has significant effects on future revenue (Eggert & Ulaga, 2002).

The study further argues that customers may be loyal due to high switching barriers or lack of real alternatives. Customers may also be loyal because they are satisfied and thus want to continue the relationship. History has proven that most barriers to exit are limited with regard to durability; companies tend to consider customer satisfaction the only viable strategy in order to keep existing customers (Gil *et al.*, 2008). It is against this background that it is necessary to specifically conduct studies on this particular theme of why clients move from one bank to the other, as most related literature just broadly addresses loyalty versus service. It is noted, however, that there is a perceived relationship between the topics regarding customer service and this study (Dodson *et al.*, 2008).

1.6 CLARIFICATION OF CONCEPTS

Customer Loyalty -The behaviour of repeat customers, as well as those that offer good ratings, reviews, or testimonials for a particular brand or institution (Clerfeuille *et al.*, 2008).

The Big Four -The four biggest banks in South Africa, namely, ABSA (Amalgamated Banks of South Africa), Standard Bank of South Africa Limited, FNB (First National Bank of South Africa) and Nedbank Limited (CGAP,2009).

Primary Account - The account opened at a financial institution where a client's salary, wage or income will be deposited regularly. Clients who only invest in an institution or a client with only a loan product is not considered a primary bank account holder (Kotorov, 2003).

Leak rate - The total net effect of a number of clients opening primary accounts as opposed to clients closing primary accounts at an institution within a stated period (Manrai &Manrai, 2007).

Customer Relationship Management - is a system or process used by companies and institutions to manage their company's interactions with clients and anticipated potential clients (Mendoza *et al.*, 2007).

Migration – Movement, in this context meaning movement of clients from one financial institution to the other (Mendoza *et al.*, 2007).

1.7 PLAN OF THE STUDY

The outline of this study will comprise of the following:

Chapter 1: Orientation

Chapter 2: Literature Study and Theoretical Foundation
Background literature consulted in order to reflect a theoretical foundation for the study.

Chapter 3: Defining the Problem and Research Questions
This chapter details the problem and motivates the existence of the research problem being presented as: "The migration of clients between financial institutions from a customer management perspective".

Chapter 4: Research Methodology, Design and Analysis

This chapter outlines the methods used to collect data for this study

Chapter 5: Results and Interpretation

Collected data for this study is presented and analysed.

Chapter 6: Discussions, Conclusions, Implications and Recommendations

This chapter defines the outcome of the survey and the conclusion drawn from the research. It will also outline recommendations and implications of the research results.

CHAPTER TWO:

LITERATURE REVIEW

2.1 INTRODUCTION

The majority of studies regarding customer movement from one institution to the other within the same industry are based on consumer behaviour, the factors that influences consumer behaviour and to a large extent the phenomenon of customer retention and relationship management. Although these studies are mostly general and not specific to banking industries, the dynamics surrounding migration of clients are fairly similar. Ndubisi (2003:32) emphasises customer satisfaction and loyalty, which forms the basis of contention of clients based on quality of service and value. The author explains that a low perception of value, poor quality of services and uncaring personnel seriously places an organisation at a competitive disadvantage. Therefore, customers who are dissatisfied with quality provided by their respective banks believe to be receiving less value for money and may take their business elsewhere because customers support organisations offering the best perceived value for money. This principle therefore is further defined by the following formula:

$$\boxed{\text{Customer Satisfaction}} = \boxed{\text{Customer Perception}} - \boxed{\text{Customer Expectations}}$$

Zethaml (2009:104)

The question, however, is whether customer dissatisfaction in these terms being the direct opposite of customer satisfaction alone, will influence clients to such an extent that they would close an account and to open a primary account elsewhere at a competitor institution (Yavas *et al.,* 2004). What one will therefore explore in this chapter is to clarify concepts regarding consumer behaviour and factors that influence this behaviour, bearing in mind that the intent is to link available literature to the migration of clients within financial institutions and to ascertain as to whether the already studied concepts are applicable to this industry. This chapter also endeavours to examine available theories and related identifiable critical factors influencing consumer behaviour and the concept of customer satisfaction.

2.2 DEFINING CONSUMER BEHAVIOUR

In the study of consumer psychology, consumer behaviour is defined as:"The study of individuals, groups, or organisations and the processes they use to select, secure, use, and dispose of products, services, experiences, or ideas to satisfy needs and the impacts that these processes have on the consumer and society" (Wang *et al.*, 2003). Their study further explains consumer behaviour by stating that it involves the psychological process that consumers experience in recognizing needs, finding ways to solve these needs, making purchase decisions (e.g., whether or not to purchase a product and, if so, which brand and where), interpret information, make plans, and implement these plans (e.g., by engaging in comparison shopping or actually purchasing a product). Although the focus of this study is not necessarily on acquisition, rather a great deal of focus on retention and or migration and movement of clients, the basis of consumer behaviour remains relevant to existing clientele. The difference will be that existing clients will have more knowledge since they may have tested a product or service, unlike a new consumer who may have no idea of the anticipated service offering (Kheng *et al.*, 2010).

Zeithaml (2009:59) describes the steps that a consumer takes leading to a purchase of a particular service and the sequence that a consumer follows as a logical process. This logical sequence include, need recognition, information search, evaluation of alternatives and a purchase. One can make an assumption from this theory that, this process will, to a great extent, be applicable to even existing clients, who may have not been satisfied at a particular institution, meaning that a need has not been satisfied and therefore the logical sequence leading to another purchase will re-emerge. This matter leads us to the most relevant phenomenon called post purchase evaluation stage or post experience evaluation stage.

2.2.1 Post purchase evaluation stage

Athanassopoulos (2000) defines post purchase evaluation stage as a stage where a choice has been made and product is consumed. It is at this stage where consumers may experience varying levels of 'Cognitive Dissonance'. This means that at this stage, the consumer may doubt whether the correct purchase decision has been made. Although marketers attempt to minimise the consumer's cognitive dissonance by reassuring the customer that the correct decision has been made, this attempt may not be of value to the consumer of financial services if in application of his or her logic, actual needs are not satisfied.

According to Zethaml (2009:66), following the service experience, customers form an evaluation that determines to a large degree whether they will return or continue to patronise the service organisation. One can therefore deduct from Zethaml that, post purchase and post experience evaluation are important in predicting subsequent consumer behaviour and the intent to repurchase in services industries. Important elements to measure post purchase evaluation by institutions are consumer satisfaction, service quality, loyalty and even emotional management according to consumer behaviour theories.

2.3 CONSUMER SATISFACTION

Consumer satisfaction is defined as a measure of how products and services supplied by a company meet or surpass customer expectation. Customer satisfaction is defined as "the number of customers, or percentage of total customers, whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goals. Zethaml (2009:104) also says satisfaction is the consumer's fulfilment response, where a judgement is made as to whether a product or service feature or the product or service itself provides a pleasurable level of consumption related fulfilment. Arnould (2004:772) includes comparative standards of satisfaction, and these are desires and fairness. With regards to fairness, he says, satisfaction is a function of the consumers' assessment of the degree to which a product meets or exceeds his or her desires, the outcome called "Desires Congruency". Desires are defined as the levels of a product's attributes and benefits that a consumer believes will lead to or are connected with high value levels.

Regarding fairness, Arnould further state that, when consumers feel they have been exposed to unfair treatment, for example deceptive pricing procedure, they may seek reparation by switching brands. An approach used by a new competitor in the market (Capitec Bank) in its advertising campaign. They focus on service fees with the intention, presumably to influence consumer perceptions as the cheapest bank, thus resulting in consumers intending to switch.

The fairness concept is deducted from "Homan's rule of justice" which proclaims that "parties' rewards in exchange with others should be proportional to their investments or losses" (Arnould, 2004:773).

Customer satisfaction is said to be a vague and abstract concept as the actual manifestation of the state of satisfaction will vary from person to person and between products and services. Satisfaction in this instance will mostly depend on a number of both psychological and physical variables which correlate with satisfaction behaviours such as return and recommend rate (Arnould, 2004:774). The level of satisfaction can also vary depending on other options the customer may have and other products against which the customer can compare an organization's products. Measures of customer satisfaction are usually done by surveys (Caruana, 2002). As indicated in the introduction of this chapter, the basis for the measurement of customer satisfaction is done by using the gap between the customer's expectation of performance and their perceived experience of performance. This provides the measurer with a satisfaction "gap" which is objective and quantitative in nature. Customers were asked to evaluate each statement in terms of their perception and expectation of performance of the organization being measured. Their satisfaction is generally measured on a five-point scale as in Figure 2.1below.

Very dissatisfied	Somewhat dissatisfied	Neither satisfied nor dissatisfied	Somewhat satisfied	Very satisfied
1	2	3	4	5

Figure 2.1 Customer Satisfaction Survey Scale

The above form of measurement is also called the Likert Scale. It is a psychometric scale commonly involved in research that employs questionnaires. It is the most widely used approach to scaling responses in survey research, such that the term is often used interchangeably with rating scale.

2.3.1 Customer satisfaction as a core element in banking

The part of the decline in customer satisfaction can be attributed to fees as indicated by some literature. A variety of unexplained charges, in particular, generate customer discontentment. Fees attracted by, bounced checks and debit cards, overdraft fees and similar charges if not explained to clients triggers lack of trust to an institution, consequently accounts for serious dissatisfaction of clients (author's own observation). Customers want more personal service and better service such as ATMs and working websites for doing transactions (Chacravarty *et al.*, 2004). A lot of it has to do with being transparent and making sure customers understand what they will receive in return for fees paid, for example explaining fees and informing customers who have brought a problem to the bank's attention, on the progress of solving the problem. Banks that did well in customer satisfaction, called their customers three days after the account was opened. It is also not that smaller banks have any sort of special advantage but that they face more consumer concerns about their financial stability than the mega banks. Fact is - it does not matter what a bank's ranking is, it takes effort to keep customers happy. A survey may highlight the dissatisfaction levels of customers with their banks and urge the institutions to get the message: listen to your customer and enhance your service and product offering (Zeithaml *et al.*, 2009).

According to Colgate and Hedge (2001) key findings that resulted from customer satisfaction surveys included:

- Less than half (46%) of retail banking customers said they were likely to purchase their next financial product from their current bank – a drop of 20 percentage points from the conclusions in their survey.
- The percentage of customers who had purchased a financial product from their current bank dropped from 29% to 22%.
- 20% of complaints were handled poorly.
- Customers aged between 18 to 24 years were 50% more likely to switch banks.

- Younger customers were also 30% less likely to complain – suggesting that they do not hesitate to switch banks when they are dissatisfied.
- Satisfaction levels also fell, from 84% to 73% while recommendation levels declined from 64% to 58%.

Baran *et al.* (2008) found that one bank only recorded complaints from a third of its customer base. If banks don't stop and listen to their customers, they risk losing them to new entrants and other competitors. Another recommendation that Baran *et al.* suggest is that, banks need to find the balance between offering generation-specific products and services to retain customers. While the South African economy may be showing signs of a modest recovery, retail banks continue to struggle with their most basic mission: satisfying customers.

Eggert and Ulaga (2002) gauged consumer attitudes, where they asked them to rate their bank on a variety of topics relating to account activities, account information, bank facility, fees, problem resolution and product offerings. Results of the study showed that poor customer service is the most common reason why customers switch banks. According to the study, 37 percent of customers who changed their primary banking relationship did so because of poor customer service at their previous bank. This represents a real missed opportunity for banks, according to the study.

As retail banking customers become considerably less loyal, banks need to focus on getting the essentials right. Banks which get back to the basics such as maintaining a clean branch and welcoming customers as they enter the branch may help to improve some of the grievances that the customers are feeling and increase overall satisfaction (Clerfeuille *et al.*,2008). Practicing simple service acts such as greeting customers as they enter the branch, offering additional assistance, and thanking them for their business may boost overall satisfaction by nearly 50 index points. However, less than one-half of customers reported experiencing those services.

Authors from the various research articles indicate that there is a clear connection between customer satisfaction and customer loyalty, and in general, satisfied customers are loyal customers. On the flipside, customers who report lower levels of satisfaction are much more likely to switch service providers, no matter what the industry (Gil *et al.*, 2008).

According to a study conducted by Kotcrov (2003), the percentage of customers saying they will certainly not switch in the next 12 months, expressing loyalty to banks had fallen significantly during a three year period. It was only 34 percent in 2010, compared with 46 percent in 2007.

2.4 SERVICE QUALITY

Service quality is defined as another important element of measuring post-purchase evaluation of clients (Baran, 2008). Closely related to customer satisfaction, service quality involves a comparison of expectations with performance. Quality is also relative in some instance and therefore perceptual in explaining. According to Arnould (2004:320), perceived quality, whether in reference to a product or a service, is defined as "the consumer's evaluative judgement about an entity's overall excellence or superiority in providing desired benefits". Quality is also interpreted as a general key determinant of national competitiveness. Marketing authors suggest that customers may care more about quality than economy hence they believe that providing evidence of incremental quality is key to a competitive advantage.

Clerfeuille *et al.,*(2008:45) in their attempt to differentiate service quality between goods and services, came to a conclusion that where a small number of firms that offer nearly identical services are competing within a small area, such as banks might do, establishing service quality may be the only way of differentiating oneself. They continue by stating that service quality differentiation can generate increased market share and ultimately mean the difference between financial success and failure. This phenomenon is of relevance therefore to this study and may provide some answers as to why clients would switch from one institution to the other, of course being mindful of other factors we are exploring. The relevant question in the discussions of quality of service is really how quality of service is measured. Researchers suggest that quality of service is evaluated by perceived outcomes, being outcome quality, interaction quality and physical environment quality as captured by Zeithaml *et al* (2009). The dimensions of service quality will now be explored.

2.4.1 Dimensions of Service Quality

Literature suggests that service quality is a multidimensional concept and that judgement of quality is based on multiple factors relevant to the context. The dimension of service quality has been developed and described by Zeithaml, Parasuraman and Berry (2009:32), as an instrument for measuring quality of service as sourced on the Service Quality Website (2011). These authors state that service quality is measured using the scale they call the SERVQUAL scale, which originally contained five generic dimensions of perceived quality, tangibility, reliability, responsiveness, assurance and empathy. Further studies related to SERVQUAL concept include more dimensions of perceived quality being, credibility, security, access, communication and understanding of customer. The authors describe SERVQUAL as a diagnostic tool that uncovers a firm's broad weaknesses and strengths in the area of service quality.

Table 2. below illustrates this tool.

Quality Dimension	Samples of questions to ask
Tangibility: Appearance of physical facilities, equipment, personnel, printed and visual materials	• Are facilities attractive? • Is staff dressed appropriately? • Are written materials easy to understand? • Does technology look modern?
Reliability: Ability to perform promised service dependably and accurately	• If a response is promised in a certain time, does it happen? • Are exact specifications of client followed? • Are statements or reports free of error? • Is service performed right the first time? • Is level of service same at all times of day and for all members of staff?
Responsiveness: Willingness to help customers to provide prompt service	• When there is a problem, does organization respond to it quickly? • Are personnel willing to answer client questions? • Are specific times for service accomplishments given to client? • Are public situations treated with care and seriousness? •
Assurance : Possession of required skill and knowledge to perform service	• Can staff provide service without fumbling around? • Are materials provided appropriate and up to date? • Can staff use the technology quickly and skilfully? • Do staff appear to know what they are doing?
Empathy: Politeness, respect, consideration and friendliness of contact personnel	• Does staff member have a pleasant demeanour? • Do personnel refrain from acting busy or being rude when clients ask questions? • Are those who answer the telephone considerate and polite? • Does staff observe consideration of the property and values of clients?
Credibility:	• Does service organisation have a good reputation?

Quality Dimension	Samples of questions to ask
Trustworthiness, believability, honesty of the service provider	• Do staff members refrain from pressuring the client? • Are responses given accurate and consistent with other reliable sources? • Does the organization guarantee its services?
Security: Freedom from danger, risk, or doubt	• Is it safe to enter the premises and to use the equipment? • Are documents and other information provided for the client held securely? • Are use records of clients safe from unauthorised use? • Can client be confident that service provided was done correctly?
Access: Approachability and ease of contact.	• How easy is it to talk to a knowledgeable staff member when a client has a problem? • Is it easy to reach the appropriate staff person – in person? – by telephone? – by email? • Are service access points conveniently located?
Communication: Listening to customers and acknowledging their comments; Keeping customers informed in a language they can understand.	• When client contacts service point, will staff person listen to their problem and demonstrate understanding and concern? • Can staff explain clearly the various options available to a particular query? • Does staff avoid using technical jargon when speaking with clients? • Does staff member call if a scheduled appointment will be missed?
Understanding the customer: Making the effort to know customers and their needs.	• Does someone on staff recognize each regular client and address them by name? • Do staff try to determine what client's specific objectives are? • Is level of service and cost of service consistent with

Quality Dimension	Samples of questions to ask
	what client requires and can afford? • Are service providers flexible enough to accommodate to client's schedule?

Source: http://www.12manage.com/methods_zeithaml_servqual.html

Table 2.2 Adapted from SERVQUAL

2.4.2 Customer Loyalty

Jordaan and Prinsloo (2004:45) define loyalty as a deeply held commitment to re-buy or re-patronise a preferred service in the future despite situational influences and marketing efforts having the potential to cause switching behaviour. Loyalty is therefore not the same as satisfaction, considering that satisfaction is described as a temporary post-purchase state that reflects how the service has fulfilled its purpose. Loyalty therefore includes both readiness to act (repeat purchase) and resistance to alternatives as explained by Arnould (2005:783).

Loyalty has been described by researchers as leading to an increase in profits, as it leads to more predictable sales and profit streams and largely powerful positive word of mouth (author's own observation). One can also deduct from this assumption that loyalty would therefore defend influences of client movements from one institution to the other as one intends to test the hypothesis related to reasons as to why clients switch from one institution to the other.

An overview of literature consulted in this study suggests that customer satisfaction leads to customer loyalty and continued patronage. Loyal customers would as a result not easily switch service providers unless a threshold of dissatisfaction is reached. Although customer loyalty is not an easy phenomenon, companies are encouraged to generate and maintain customer loyalty.

2.5 CUSTOMER RELATIONSHIPS

It is believed that a company that is interested in a committed relationship with its customers will experience long term benefits. Companies that are able to understand clients more and more respond appropriately to their needs and wants, and also adapt quickly to the ever changing needs of their customers. The endeavour to build relations is explained by Zethaml *et al.* (2009:176) as a paradigm shift from an acquisition and transaction focus towards retention and sustenance of relationships with clients. The researcher's view is that like any other relationship, similar to parent and child relationship or husband and wife relationship, understanding of one another is key because where there is less understanding, cooperation is ought to be weak.

Customer relationship studies further indicate that, like other social relationships, relationships with customers tend to evolve over time. These relationships have the potential to evolve from strangers to acquaintances to friends, to partners. Customers as strangers are customers who have not yet had any transaction with an institution, or customers who may have not entered that market. This is a stage where a new client is attracted to the business with primary marketing efforts directed towards familiarising them with the company's offering. Acquaintance customers are customers' trialling the offering, where an exchange relationship takes place or the initial purchase takes place and what is received on the other hand is perceived to be of fair value. The customer at this stage is familiarising him/herself with the firm and gaining experience of the offering. This is an encounter where uncertainties may be reduced and the client begins to derive satisfaction from the offering.

The customer now becomes a friend, and continues to make purchases from the company and receives value from the relationship. The firm on the other hand starts to acquire knowledge of the client's needs, and begins to tailor service offering specific to those needs. The provision of a unique tailor-made offering automatically converts the relationship from acquaintance to a friendship. Trust is developed steadily provided the company is fulfilling its promises. This is a stage where companies may need to maximise on retention initiatives. Customers becoming partners is a stage where interaction with the firm deepens, and customers may receive more customised services. The Impact Factory, a company providing professional training on customer relationship management and communication state on their website that "customer relationships are at the heart of every business: how the people who keep your company afloat are treated".

2.6 THEORETICAL FOUNDATIONS

The theoretical foundation of this study is based on already investigated variables that may influence clients to decide to close their primary account at one financial institution and open one at another institution. Researched dynamics of this study related to this topic are mostly identifiable in the retention theories, as broad as it may be put. Amongst others, consumer satisfaction, service quality and customer loyalty has been identified as some of the key elements exceedingly critical in theories of consumer behaviour and strongly related to retention and the phenomenon of switching of service companies and institutions by consumers.

2.6.1 High fees often regarded as a reason for switching banks

Fees continue to have a major impact on customer loyalty. Kotorov (2003) found that 29 percent of customers who switched banks indicated high fees as their reason for leaving their current institution. The study also found that customers can be highly satisfied even when paying fees, provided that they receive adequate value for the price paid. Fee paying customers with above average fee satisfaction indicated better experiences with branch access and appearance, promptness of being served, and the bank's web site navigation and range of services.

While fees have a significant impact on customer satisfaction, banks can alleviate this effect by giving the customer choices. Customers tend to be considerably less dissatisfied when they have different overdraft options, such as transferring from a savings account or sending a balance alert. The customer's way of banking is changing (Manrai & Manrai, 2007).

As technology continues to infiltrate every aspect of daily life, banks too need to adapt to changing customer preferences. According to a study by Manrai and Manrai (2007), 51 percent of customers reported a preference to bank online - an increase from 44 percent in 2008. In addition, 7 percent of customers reported using a mobile device to check balances, transfer funds and pay bills (Manrai &Manrai, 2007).

Banks have made significant progress in creating a more satisfying experience, mainly with younger customers. Small banks have matched with credit unions among younger, so-called Generation Y and Generation X customers, while credit unions have increased satisfaction among older members. Banks have increased in satisfaction but still have work to do to win back their customers' trust. Customers experience more problems or more complaints with banks and are not sure that the banks are acting in their best interest, particularly when it comes to fees. While customer satisfaction is improving, banks and credit unions are slipping in some key behaviours that make customers feel better about their banking experience. Using the customer's name dropped by 5% and thanking the customer fell by 3% (Manrai & Manrai, 2007). While credit unions and community banks enjoy high satisfaction and customer loyalty, their larger competitors are closing the gap, especially with younger customers (Mendoza *et al.*, 2007). If small banks and credit unions don't live up to customer expectations and provide a more personalized service they run the risk of losing their service advantage.

Customer satisfaction is the key to the profitability of retail banking and it implies the retention of customers for the long term, which is cheaper than attracting new customers. In the current scenario of retail banking in South Africa particularly with banks becoming larger, and in some instances closure of branches and the advent of internet banking, the question arises whether the customers are satisfied, and which elements of retail banking lead to the satisfaction or dissatisfaction of customers (Peyton *et al.*, 2003). The knowledge of current levels of satisfaction and, in particular, the key determinants of satisfaction benefit those in the industry allowing them to focus and build upon key areas that lead to highly satisfied customers. Results highlight that in branch factors particularly staff, branch location and convenience are the most significant factors influencing customer satisfaction in retail banking (Ndubisi, 2003).

Banking is a service which comprises of all the characteristics of service entities, directed towards the customer's money and its management. A membership relationship is entailed in this industry due to its continuous nature. Banking is also high in credence qualities meaning that it cannot be evaluated confidently even immediately after receipt of the goods due to customer ignorance or lack of knowledge. In addition, an extended period of time may be required in this industry for a fully informed evaluation (Yavas *et al.*, 2004). Hence, customer satisfaction in banking is difficult to measure and ascertain.

2.6.2 Customer Satisfaction

Customer satisfaction is a judgement by the customer's post-purchase experience. The most popular view of customer satisfaction in academia is that customer satisfaction is the judgement derived from the comparison of pre-purchase expectations with post-purchase evaluation of the product or service experience (Wang *et al.*, 2003). Customer satisfaction can result from any dimension (whether or not it is quality related) and its judgements may arise from non-quality issues (e.g. needs, equity, and perceptions of 'fairness') and require experience with the service or provider (Kheng *et al.*, 2010). In banking, this would be judged through an evaluation of the personnel's efficiency and speed in dealing with problems as well as the opening or closing hours of the bank. Effectively, once technical quality has attained an acceptable level, functional quality becomes more imperative in determining the overall perception of the service (Athanassopoulos, 2000). Due to the relative speed in which innovations in products and other aspects of technical quality of the banking service may be replicated, this is highly pinpointing of the keen importance of the functional aspects of the service.

In seems that service quality cannot be separated from the concept of customer satisfaction. Further research has also identified other factors such as customer specific and situational factors as contributing to overall satisfaction (Caruana, 2002).

The nature or characteristics of the service has been found to influence the relative importance of the drivers of customer satisfaction. For instance, where core service quality (technical qualities) is easier to evaluate it may be a more critical driver of customer satisfaction, while on the other hand in services high in credence qualities, functional qualities are suggested as a more critical driver of customer satisfaction (Colgate &Hedge,2001). Therefore, elements of customer satisfaction, which may be more important in retail banking, are functional elements.

2.6.3 Literature in banking

An aspect that strongly drives customer satisfaction in banking is the warmth factor related to the bank's features and personne attributes, according to a study by Clerfeuille *et al.*, (2008). In another study by Eggert and Ulaga (2002), satisfaction with perceived product quality was suggested as a primary driver of overall customer satisfaction. This finding contradicts the notion of banking being a service with high credence features, making evaluation of core service (technical quality) difficult. However, they also found that other drivers of satisfaction were the financial statements and services provided through contrary delivery channels. Their study suggests that the impact of service delivery factors differs substantially when it comes to customer satisfaction. For instance, they found that for customers who trade a great deal and have high investable assets, the effect of an automated telephone service is higher than the other drivers of satisfaction.

A study by Kotorov (2003) also examined customer satisfaction in relation to loyalty and similar to the findings of Lindgreen *et al.,* (2006), concluded that service satisfaction and satisfaction with price were elements in the overall satisfaction measurement. The measurement used in Kotorov's research was fairly inclusive; concluding that all the elements measured had an impact on overall satisfaction. However, the service features of branch, staff and information were found to be more significant.

Ndubisi (2003) forwarded the idea that banks in general were in effect focusing on the wrong tree by improving service quality efforts that had little or no effect on improving customer satisfaction. This study, one of the few examining customer satisfaction in the retail banking setting, focused on quality issues. Ndubisi (2003) suggests that satisfaction/dissatisfaction with retail banking does not stem from the same elements. Rather, some elements of improved service quality may improve customer satisfaction; however other elements may not improve satisfaction but merely act to keep dissatisfaction at bay or at best, reduce dissatisfaction. This trend of thought emanates from the hygiene factors of Herzberg's motivation theory. Peyton *et al.,* (2003) identified 18 determinants of service quality suggesting that certain actions such as increasing the speed of processing information and customers, delighted customers whilst improving the consistency of equipment only lessened dissatisfaction.

Yavas *et al.*, (2004) broadly analysed the effects of service quality, service features and customer complaint handling on customer satisfaction in the banking sector. Their findings propose that satisfaction determinants in retail banking are driven by a number of factors including service quality dimensions. Key aspects which explain customer satisfaction in the service quality domain are: the core and relational performance, problem encountered and satisfaction with problem resolving. The service provider's offering can also be expected to influence customer satisfaction (overall) and enduring investment. Colgate and Hedge (2001) indicated that the bank's features (e.g. location), the competitiveness of the bank's interest rates, the customers' judgements about the bank employees' skills and whether the customer was a borrower were all factors that drove customer satisfaction, while bank features and competitive interest rates were significant contributors. However, this study did not categorically point out which had more influence; rather both core and relational issues were categorised as one for retail banks to consider when satisfying customers.

In summary, all four satisfaction factors positively influence overall satisfaction in retail banking. The most significant factor influencing overall satisfaction is in branch satisfaction while the least significant factor influencing overall satisfaction is ATM related satisfaction. One of the main findings arising from the literature is that overall satisfaction is very high for customers of retail banking for some customers. The conclusion of the literature suggests that, in light of mergers and consolidations, it can be concluded that the retail banking industry is satisfying its customers most favourably.

In previous studies, Chacravarty *et al.,* (2004) suggested that customer satisfaction with retail banks derived from service quality dimensions, service features and pricing issues, as well as problems and their recovery. This investigation into the determinants of satisfaction in a bank setting identified in-branch satisfaction, economic satisfaction, remote services satisfaction and ATM satisfaction as contributing to overall satisfaction. In-branch satisfaction was found to be the most important factor followed by economic satisfaction, and remote services satisfaction, with the least influence by ATM satisfaction. In-branch satisfaction included factors such as speed of service in branch, employee behaviour as well as branch convenience. These findings concur with the findings by Kheng *et al.*, (2010) because in-branch satisfaction includes both core and relational service quality factors. In fact, a survey by Nationwide in 2012, highlighted that although the number of people banking online has increased and is increasing rapidly, people still want choice and the assurance of having a branch nearby. For managers, the significantly large influence of in-branch satisfaction implies that it is still considered as a main factor in evaluation of satisfaction. In satisfying customers, both staff and convenience of the branch facility should endlessly be assessed and upgraded, as it is still the main delivery channel for banking. The role of staff, in terms of their behaviour and expertise in their jobs become issues of main importance as findings show it to be a significant factor in determining satisfaction both for in-branch as well as for remote services.

In the model of customer satisfaction developed by Wang *et al.*, (2003) product quality, pricing and service were factors in the valuation of services leading to customer satisfaction. It was found that the second largest determinant of customer satisfaction was economic factors. Pricing factors were also indicated in the Wang *et al.,* (2003) study, highlighting that bank charges and interest rates do contribute to the overall satisfaction of the customer. Added fine-tuning of these elements for respective segments may be able to increase the overall satisfaction of customers in retail banking. In terms of the determinants of satisfaction, it was found that customers were more satisfied with in-branch and ATM factors. These had higher satisfaction ratings compared to isolated services and economic factors. In fact, economic factors registered the lowest mean satisfaction scores. This has important implications with regards to areas in bank charges and interest rates, which receive a lot of attention in retail banking. The findings of the various authors in the literature establish the influence of the four main factors for customer satisfaction in retail banking, reaffirming the importance of the in-branch elements as a main factor followed by economic factors in improving or maintaining customer satisfaction in retail banks.

2.7 CONCLUSION

In a globalized, highly spirited setting, building more unique relationships with customers is imperative for companies (Lindgreen *et al.,* 2006). Conducted research points out that, companies regard the implementation of customer relationship management as a factor that will allow them to survive in the new market conditions, favouring the relationship with their customers (Mendoza *et al.,* 2007). Already successful implementation projects not only provide proof for the concept but have also created an important competitive advantage (Kotorov, 2003). In the outcome, opponent companies are pushed to do the same. When building relationships with customers, satisfaction represents the foundation. Based on it, customer loyalty can be built in order to develop a, stable, mutually profitable and long-term relationship (Ravald & Grönroos, 1996). Evaluating customer satisfaction has become increasingly popular in the last two decades (Eggert & Ulaga, 2002), generating important revenues for market research companies. This popularity derives from the acceptance that the satisfaction construct is a predictor for re-purchase intentions, word-of-mouth and loyalty.

The following chapter will define the problem and research questions based on the research foundation set out.

CHAPTER THREE:

DEFINING THE PROBLEM AND RESEARCH QUESTIONS

3.1 INTRODUCTION

The recent global recession has had its effect on the banking industry. There has been a history of dramatic losses in the banking industry. Firms that had been performing well abruptly announced great losses due to credit exposures that resulted in clients not honouring their arrangements to pay facilities and credit contract (Agunias, 2006). Although the South African Banking Industry has been able to survive the global economic crisis to a reasonable extent, they also have a share of their own crisis being poor retention of clients; mainly due to high migration of clients between institutions in particular within the big four recognized financial institutions in the Republic as defined earlier. In response to this, it is important for commercial banks to generally embark upon an improvement of management and control systems regarding perceptions of clients on their offerings, quality of service and related factors that influence clients' decisions to either retain a primary account or to migrate to a different institution. This study, however, focuses not on financial risk management processes in the financial sector, rather, we endeavour to ascertain the reasons influencing client migration within the big four financial institutions. The major focus in recent years amongst the banking industry was on-site visits, which were being conducted to review and evaluate the risk management systems that are in place with less focus on retention and movement of clients between different institutions.

This study is therefore influenced by the view that, proper evaluation of factors influencing sustainability should be conducted at centre commercial banks, as well as a number of major investment banking firms to determine factors that influence clients migration or even closure of primary accounts (BFA, 2008).

3.2 RATIONALE TO THE PROBLEM

While this study revolves around the migration of clients from one institution to the other, the rationale for this study is based on the fact that loyalty is one of the most important factors facing business today. Unless companies retain the loyalty of their customers, they will not be able to ensure repeat business and their long term future will be uncertain (Bloemer, 1998). Therefore the study is about client loyalty in banking institutions, and specifically the extent to which the clients remain loyal to their financial institutions, the motivation behind their consideration to switch and the reasons behind continuous client migration from one institution to another. For purposes of this study, focus will be limited to the four largest banks in the North West Province, in particular Mmabatho and Mahikeng branches given their competitive environment and the reassurance that we could make statistical foundation from information gathered therein. The intention is to focus on variables that influence customer decisions to migrate their primary banking accounts from one institution to the other within the big four.

3.3 DEFINING THE PROBLEM

Athanassopoulos (2000:41) suggests that the contributions of banks to the economy will diminish significantly, or even disappear by early in the next century. The author also illustrates how e-cash will take over, enabling users to shop and purchase goods via the internet and similar platforms. There is a contradicting opinion to this view in that, the traditional core product offered by banks, is unlikely to disappear. The author has observed that there are speculations and other views that banks might have to move to providing non-banking financial services to survive the competition in future. The indication is that clients who open new accounts are not necessarily from the non-banking stable, prompting bankers to start investigating the real reasons for these clients' decision to close accounts at their current banks and open accounts elsewhere. Maybe this is an indication that some banks might be in danger of closing their doors sooner than anticipated unless they critically review their client retention strategies.

It is against this background that this study attempts to investigate an explore customer loyalty as a variable proxy for customer migration. It is on the same bases that the study tries to search for answers regarding the reasons what results in decreased customer loyalty and ultimately closure of accounts at one institution and open an at another. This phenomenon is referred to as switching in some literature whilst in this study the author prefers to rather refer to the term "migration".

3.3.1 Primary problem

There is an observation from literature that customer loyalty can be determining variable of migration of clients from one institution to the other. Customer loyalty on the other hand is influenced by other variables being customer satisfaction, quality of service and customer relationships. These variables are examined through a set of questions that will discussed in detail on chapter four, to confirm existing theories of quality of service, customer relationships and customer satisfaction as reasons of customer loyalty, customer retention and or customer migration.

Therefore the primary problem is simply to identify factors that influence decisions regarding migration of clients from one institution to the other, while the author would also like to prove the assumption that if the client is not satisfied with the overall service, and customer relations and other associated benefits of the bank; he or she is more likely to migrate to another bank of preference.

The primary problem statement of this research study is therefore twofold in nature, with the main focus on the migration of clients between financial institutions in the Mahikeng and Mmabatho area and the factors influencing migration decisions. The study further explores factors that influence decisions of clients to move from one institution to the other and cost implications of this phenomenon to banking as explained in the following sub heading.

3.3.2 Secondary problem

The need for regular improvement in technology due to security requirements and the rapid changes in the world of banking also comes at a high cost. A key source of differentiation and competitive advantage for companies is innovation, according to Colgate and Hedge (2009:71). Unfortunately innovation also comes at a relatively high cost.

It can be very costly to acquire a new client who might be difficult to retain. Like many other businesses, banks may only breakeven after a long time from the original acquisition of new clients and most likely only make a profit from new clients on average in a year's time.

A secondary problem in this instance is related to client retention and the cost involved in losing clients compared to retaining clients for a reasonable period of time.

Boyens (2009) in his research report attests to the fact that various authors came to a conclusion that it is cheaper to retain existing customers than to acquire new customers. It is further stated that a 5% improvement in customer retention could lift a company's profit by up to 20%.

3.4 RESEARCH QUESTIONS

As explained by the BFA (2008), crucial to the effectiveness and value of any research project are the seemingly simple questions "what do we want to find out?" and "why do we need this information?" This is therefore the most important planning framework for determining the usefulness of the research.

- Are the research questions of this study based on the theoretical concepts underlying banks A, B, C and D's customer migration?
- What actions can be implemented in an attempt to reduce cross migration between them?
- To what extent will the latest methods and versions of electronic banking systems, for example e-banking, reduce migration within these institutions?
- Is migration a normal human phenomenon that will remain a challenge to banks and other institutions despite efforts to curb it, due to constant changes that are normal human dynamics?
- Do banks have to employ specific distinctive capabilities to retain clients and what would those capabilities be?

The above questions were used to establish the nature of questions and the format of the questionnaire in order to arrive at the research goal as detailed in the next chapter. In investigating this phenomenon, the focus is on four critical areas of customer behaviour:

1. Customer satisfaction.
2. Service quality.
3. Customer relationships.
4. Customer loyalty

3.5 CONCLUSION

The migration of clients is an area of major concern and it is an ongoing risk to financial institutions. Articles in the media were published with headings such as "Banks face customer exodus". This trend, if not curbed, has a serious implication for the future of banking and its sustainability (Napier, 2009). This study will, however, attempt to answer some of the questions related to this issue and where possible provide information that will serve as the base for banks to investigate further measures that can be implemented to mitigate the risks of losing more clients.

Chapter 4 will provide a description of the research design and methodology. This will amongst others include content relating to the organisations studied, the target population, sampling techniques, the sample, analysis of data collection instruments and techniques used.

CHAPTER FOUR:

4. RESEARCH DESIGN AND METHODOLOGY

4.1 INTRODUCTION

This chapter defines the research methodology used in this study. Methodology is the systematic way in which the researcher would attempt to find answers to the research questions. It refers to the overall approach to the research process, from the theoretical concepts underpinning the collection and analysis of data. Badenhorst (2007) defines research methodology as the steps or approach taken to link the research questions and objectives to data collection, analysis and interpretation in a logical manner. It is important to always take into account the nature of the data that will be collected in the resolution of a problem (Leedy & Omrod, 2005).

Research design is a process by which data is collected, i.e. the philosophy of the research process. It is a plan which includes aspects of a proposed research study from the conceptualization of the problem right to the dissemination of the findings. It is also referred to as an overall plan by which research questions are answered. Himelstein (2010) defines research design as a well-organised method of scientific research.

This chapter would discuss the methodology in detail where the previous chapter built a solid guideline about the problem statement through a detailed literature review. A conceptual framework developed by the author of this study would be further illustrated in this chapter. The conceptualisation would broadly categorise the important variables which were identified as related to the problem during the previous chapter.

The remainder of this chapter is organised as follows; section 4.2 defines the research questions approach and design of which principal decisions were considered to find out the research approach along with the new conceptual framework, 4.3 briefly describes data collection methods, and tools where abstract statements were used to design the questionnaire. It includes data collection from the total population and narrowing it to the required sample size. It also shows the type of sampling techniques that are to be used during the research, types of analysis methods mainly considering the new conceptual framework, the presentation of data by using analytical packages. In addition it describes the analytical methods and way of presentation with the tabulated data. Section 4.4 briefly explains the ethical considerations, section 4.5 the limitations of the study. In section 4.6 the validity and reliability of the questionnaire is discussed and 4.7 summarises the chapter.

4.2 RESEARCH DESIGN

A research design entails the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In this study, it is concerned with determining what causes clients to migrate from one financial institution to the other. Hilyer (2008) defines a research design as a plan, which includes every aspect of a proposed research study from the conception of the problem right to the dissemination of the findings. It is further said to be an overall plan by which research questions are answered or hypotheses tested (Morse &Richards, 2007). Therefore it is at this stage when research questions and problem areas of the research are dealt with. A research design is intended to provide:

- A plan to be followed by the researcher in the study.
- A simplified approach.
- A consolidated, explorative guideline that ensures that the project plan stays focused.

The research method used in this study is a quantitative research method where data is collected through a questionnaire made available to consultants of the four indicated banks. The accessible population used is both simple random and stratified sampling since the target population is fairly extensive (Hilyer, 2008).

The extensive and the detailed nature of the data collected justify the use of this research design. The design is based on the assumption that the sample surveyed is representative of the targeted population. The study suffers time deficiency due to its extensive nature but this is not significant enough to invalidate the study.

4.2.1 Quantitative research approach

Quantitative research consists of those studies in which the data concerned can be analysed in terms of numbers. Quantitative research is based more directly on its original plans and its results are more readily analysed and interpreted. Qualitative research is more open and responsive to its subject. Both types of research are valid and useful. They are not mutually exclusive. It is possible for a single investigation to use both methods. (Best and Khan, 1989: 89-90),

Our approach for this study is the quantitative method of research and it refers to the systematic empirical investigation of social phenomena via statistical, mathematical or computational techniques. The objective of quantitative research is to develop and employ mathematical models, theories and/or hypotheses pertaining to phenomena. The process of measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships. Quantitative data is any data that is in numerical form such as statistics, percentages, etc

In quantitative research your aim is to determine the relationship between one thing (an independent variable) and another (a dependent or outcome variable) in a population. Quantitative research designs are either descriptive (subjects usually measured once) or experimental (subjects measured before and after a treatment).

Qualitative	Quantitative
"All research ultimately has a qualitative grounding." - Donald Campbell	"There's no such thing as qualitative data. Everything is either 1 or 0." - Fred Kerlinger
The aim is a complete, detailed description.	The aim is to classify features, count them, and construct statistical models in an attempt to explain what is observed.
Researcher may only know roughly in advance what he/she is looking for.	Researcher knows clearly in advance what he/she is looking for.
Recommended during earlier phases of research projects.	Recommended during latter phases of research projects.
The design emerges as the study unfolds.	All aspects of the study are carefully designed before data is collected.
Researcher is the data gathering instrument.	Researcher uses tools, such as questionnaires or equipment to collect numerical data.
Data is in the form of words, pictures or objects.	Data is in the form of numbers and statistics.
Subjective - individual's interpretation of events is important, e.g. uses participant observation, in-depth interviews etc.	Objective. Seeks precise measurement & analysis of target concepts, e.g. uses surveys, questionnaires etc.
Qualitative data is more 'rich', time consuming, and less able to be generalized.	Quantitative data is more efficient, able to test hypotheses, but may miss contextual detail.

Source: Creswell, 2008.

Table 1 Comparison between qualitative and quantitative research

4.2.2 Area of Study

The study is carried out at the four financial institutions, namely ABSA (Amalgamated Banks of South Africa), FNB (First National Bank), Standard Bank and Nedbank at the Mmabatho and Mahikeng branch offices in the North-West Province of South Africa. These banks all operate within the private sector.

4.2.3 Target Population

A population is a set of all cases of interest (Maureen, *et al.* 2007). The population of interest for this study is clients who do their banking transactions with ABSA (Bank A), FNB (Bank B), Standard Bank (Bank C) and Nedbank (Bank D) at the Mmabatho and Mahikeng branches in the North-West Province. The target population in this instance was based on a number of clients visiting a specific branch during working hours excluding peak times, month end and weekends for reasons amongst others, not to interfere with consultants' service promptness. Figures received from FNB branch in Mahikeng indicated an estimated number of 166 clients per day excluding weekends and month ends. This estimate was not available at other banks but that could not invalidate the study. Table 2.2 illustrates the target population amongst the four institutions specified.

No.	Bank	Alternative name	# of respondents
1	ABSA	Bank A	25
2	FNB	Bank B	25
3	STANDARD BANK	Bank C	25
4	NEDBANK	Bank D	25
	TOTAL		100

Table 2 2 Target population of clients at the selected financial institutions

4.2.4 Sample and Sampling Technique

Both simple random sampling and stratified sampling techniques were used for the target population, and the extensive characteristics of the population necessitated both techniques. A simple random sampling technique is a sampling procedure which provides equal opportunity for each element in a population whilst the stratified random sampling divides a population into different groups called strata so that each element of the population belongs to one stratum (Bless & Higson-Smith 2000). The technique is used to select the clients from which to collect data, therefore in this regard, consultants were instructed to give randomly 25 clients questionnaires at each bank over a period of 2 days. Simple random sampling is a subset of individuals (a sample) chosen from a larger set (a population). Each individual is chosen randomly and entirely by chance, such that each individual has the same probability of being chosen at any stage during the sampling process, and each subset of k individuals has the same probability of being chosen for the sample as any other subset of k individuals. This process and technique is known as simple random sampling, and should not be confused with random sampling. A simple random sample is an unbiased surveying technique. Sampling strategy i.e. design and size depends on the research paradigm (Leedy, *et al.*, 2005). Sampling, according to Creswell (2008), means taking any portion of the population as representative of the target population.

Kzillen and Jarrett (2007) have provided a table for the establishment of the appropriate sample size (S) based on the size of the population (N). In terms of this study, for N = 93, S = 70, therefore, for this study, S will be taken as 70. Thus, a minimum of 70 completed questionnaires would be required for meaningful conclusions to be drawn from the data gathered from the survey

4.3 DATA COLLECTION METHOD

4.3.1 Methods of data collection

In this study, the primary data was collected by means of a structured questionnaire which was hand delivered to the four banks, and in some cases e-mailed to the clients after explaining the intentions of the researcher, and thereafter requesting the clients to complete the questionnaires. The reasons for taking this route is time and cost efficiency given the geographic location of banks, and also the need of some clients to speedily be serviced and to return questionnaires by mail. A questionnaire is a good method, often the only method, of getting a picture of the current state of a group, a community, an organization, an electorate, a set of corporations or a profession. In many cases these surveys are snapshots, pictures of a particular point or period in time, although there are longitudinal surveys which take place over longer periods (Yin, 2008). Leedy *et al.*, (2005) concurs with that by stating that the survey research captures a fleeting moment in time, much as a camera takes a single-frame photograph of an ongoing activity. A survey will be conducted to test the variables: customer satisfaction, service quality, customer relationships, and customer loyalty consideration of clients which causes client migration from one financial institution to the other. The preferred design of the questionnaire was cross- sectional because there was not sufficient time to do observations of participants over a long period of time.

4.3.2 Questionnaires

The questionnaires were used as the data gathering tool. This allowed the collection of quantifiable data which allowed for the analysis of this data to determine patterns and relationships. The clients selected were asked to use the e-mail or to manually complete the survey. Both Yin and Osborne (2008) have found significantly faster response times with e-mail surveys. E-mails included a short disclaimer describing the purpose of the study (refer to appendix A). A copy of the questionnaire was attached as a convenience to the participant and to prevent the loss of the questionnaire from being cited as a reason for the lack of a response.

The table below refers to the questionnaire design.

A short disclaimer describing the purpose of the study, includes the Questionnaire and a Thank you note - Refer to Appendix A	
Frequency table - Refer to Appendix B	
Section 1 Questions 1 to 7	Gathers biographical data on the respondents including age, gender, and qualifications.
Section 2 Questions A to D	Concentrates on frequency in decision making as well as the level of decisions that are normally made by a respondent.
Section 3 Questions 1 to 22	Focuses on specific questions with regards to the migration of clients between financial institutions from a customer management perspective.

Table 4.3.1 Questionnaire Design

4.3.3 Data collection procedures

The researcher personally visited the four banks with the research tool and made some follow-ups. The questionnaire was handed out to each respondent. On completion of the questionnaires, the researcher collected the questionnaires from the respondents including responses received by e-mail for data analysis purposes.

4.3.4 Scoring of the research instruments

The questionnaire consists of various categories of questions and scales, most using either a 4 or 5 point Likert scale format. The respondents were instructed to tick an appropriate box for each question. An open-ended question was also included. Data collected is presented in the form of graphical representations, pie charts, tables and measures of central tendencies.

4.3.5 Data organisation and analysis

Data analysis entails the computation of certain measures along with the search for patterns of relationships that exist among the data collected. Descriptive statistics were applied in analyzing questions in the questionnaires that apply rating scales. This made it possible to use quantitative analysis to rank the subjective and intangible components in the research. Information collected in the open-ended questions was analysed using descriptive statistical methods such as percentages and frequencies.

4.3.6 Methods of data presentation: Tables and figures

Data analysis entails the computation of certain measures along with the search for patterns of relationships that exist among the data collected. In this study descriptive statistics were used to analyse questions to enable the researcher to draw reasonable and accurate conclusions. This made it possible to use quantitative analysis to rank the subjective and intangible components in the research. Information collected in the close-ended questions was unfortunately not used in this study due to sufficient information availed through quantitative data that could be analysed using descriptive statistical methods such as percentages and frequencies. The analysed data is presented using frequency tables, bar charts as appropriate.

4.3.6.1 Methods of data analysis:

Statistical analysis is carried out on each research objective based on the data and results are presented both in frequencies and percentages.

4.3.6.2 Analyzing demographics aspects:

Descriptive statistics such as the average and frequencies will also be presented on the charts.

4.3.6.3 Analysing specific elements:

Cronbach's alpha will be used for checking internal consistency

4.3.6.4 Analyzing the relationship between customer loyalty and other variables:

The cross-correlation analysis will be used to determine the effect of other variables such as service quality, customer satisfaction and relationships on migration. Since migration is not directly defined in the questionnaire, customer loyalty is used as a proxy variable to migration.

4.3.6.5 Presentation of data:

SPSS version 20 will be used to analyse data and the results will be presented on frequency tables and charts. Responses will be presented in relative frequencies.

4.4 ETHICAL CONSIDERATIONS PERTAINING TO THE STUDY

According to Hilyer (2008), the researcher may delete all names and identifiers from the data and report only on the broad categories of responses to help ensure confidentiality. In this study, participants remained anonymous and the participation was entirely voluntary. It will be considered unethical to use any personal details of respondents in this report, which can identify who the respondent is (Badenhorst, 2007). Each participant was informed of the exact nature of the research. Participants were assured that the information provided would not be used for any purpose other than stated (Day, 2008).

4.5 LIMITATIONS OF THE STUDY

The major limitation of a questionnaire is the inability of the researcher to ensure a sufficiently high return rate. The returned questionnaires may not be representative of the sample originally selected for the specific disciplines, which may impact on the relevance of the research findings (Caulley, 2007). For the purpose of this study, the researcher only focused on the North-West Province's Mmabatho and Mahikeng branches.

Data integrity may also be a limitation. This is about whether the sample is giving a true reflection of the situation, with no intention to provide pleasing responses to the interviewer or trying to make things look worse.

The researcher believes that a bigger sample would have been better, but it does not guarantee that results would be different. In addition, the target of 25 respondents per bank was achievable and concluded to be a sufficient number for each institution.

4.6 VALIDITY AND RELIABILITY OF THE QUESTIONNAIRE

To achieve reliability and validity of the data collected, and to increase the response rate, questions were designed effectively in a well structured questionnaire, and a pilot study was carried out. Reliability of questionnaires allowed accurate data to be collected and ensured that the collected data was consistent (Mahoney & Goertz, 2006). When administering the data collection instrument the researcher first contacted the administration and management of the respective banks to gain their cooperation, explained the purpose of the study and assembled key contact information. Data instruments were personally administered in order to provide assistance to respondents in answering the questions correctly and ensuring quick response to questionnaires (Loseke & Cahil, 2007).

The values for reliability coefficients range from 0 to 1.0. A coefficient of 0 means no reliability and 1.0 mean perfect reliability. Since all tests have some error, reliability coefficients never reach 1.0. Generally, if the reliability of a standardised test is above 0.80, it is said to have very good reliability; if it is below 0.50, it would not be considered a very reliable test (Loseke & Cahil, 2007). A commonly accepted rule of thumb for describing internal consistency using Cronbach's alpha is as follows:

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Table 4.3.2 Describing internal consistency

The validity of a questionnaire relies first and foremost on reliability. If the questionnaire cannot be shown as reliable, there is no discussion of validity. In addition to the design of the questionnaire, threats to reliability and validity can creep through the introduction of bias in the study protocol if you use an interviewer rather than have the questionnaire self-completed, since there is a high potential for interviewer bias. Interviewers can influence the responses in many ways, even by their tone of voice. A 'response effect' can arise, for example, out of the eagerness of the respondent to please the interviewer or from a tendency by the interviewer to seek out answers that support preconceived notions. It is far easier to 'lead' in an interview than it is in a questionnaire. The advantage of using an interviewer is flexibility. Interviewers can probe deeper, build rapport, put respondents at ease and keep them interested. An interviewer should be trained (Mahoney & Goertz, 2006).

4.7 CONCLUSION

This chapter defines the research design and methodology used in this study. It further highlights instrumentation, research type, population, sampling method, and data gathering methods from a theoretical perspective. A discussion of how these were applied in this study is also presented with justifications for the choices made. The next chapter will present the study findings that would be used in rejecting or accepting the raised questions. A questionnaire is a convenient method of data collection. Finally the research approach used for this study is the quantitative research method and technique of sampling, both being simple random sampling and stratified sampling. This type of research method and the sampling technique involves the presentation of data through tables and percentages. Chapter 5 covers presentation, analysis and interpretation of data.

CHAPTER FIVE:

RESULTS AND INTERPRETATION

5.1 INTRODUCTION

This chapter provides an analysis of data collected from the respondents and it also provides insights of the critical findings from which consequently recommendations will be made. The objective of this chapter is to conduct analysis of the collected data using methods described in Chapter 4. Tables and graphs are used to summarise data. This chapter presents and reports on the results from the empirical investigation as described in the previous chapter. The data gathered from the questionnaires and interviews are based on the responses from the South African banking customers with focus on the four large banks namely ABSA, FNB, Nedbank and Standard Bank in the Mahikeng and Mmabatho area.

While the results are presented in this chapter, it presents the demographic information of the sample in section 5.2. This interpretation is further elaborated using a bar chart to describe the analysis of customers' demographic characteristics by cross tabulations in section 5.3. Section 5.4 begins to illustrate relative frequencies displaying different variables and how they are rated by customers of different banks. Section 5.5 describes the analysis of customer satisfaction, service quality, and customer relationships in relation to the intent of clients to migrate or to influence migration in a bivariate analysis format.

5.2 DEMOGRAPHIC INFORMATION OF RESPONDENTS

5.2.1 Age of the respondents

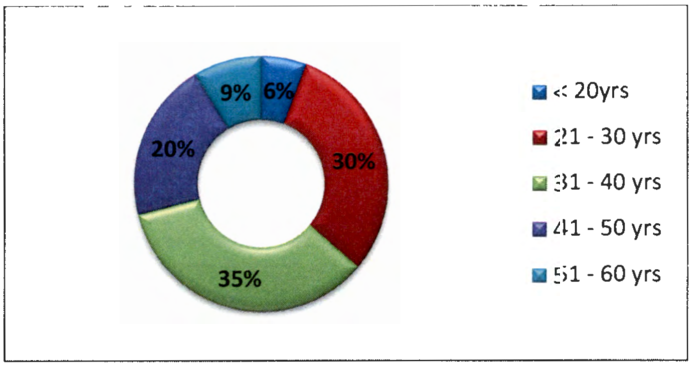

Figure 5.1 Age of the respondents

The majority of respondents (34.8%) are between the ages of 31-40 years, with 30.4% of the participants ranging between the ages of 21-30 years. In contrast 20.3% of the respondents range between the ages of 41-50 years and 8.7% range between the ages of 51-60 years. The minority (5.8%) of respondents are 20 years or younger.

5.2.2 Gender of the respondents

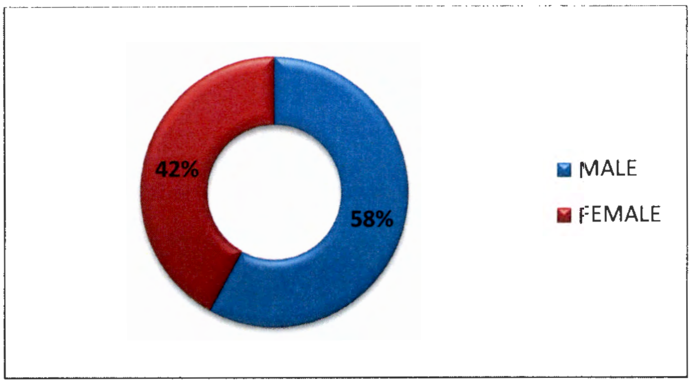

Figure 5.2 Gender of the respondents

The majority of respondents (58%) in this study are male, whereas the minority of respondents (42%) are female.

5.2.3 Ethnicity of the respondents

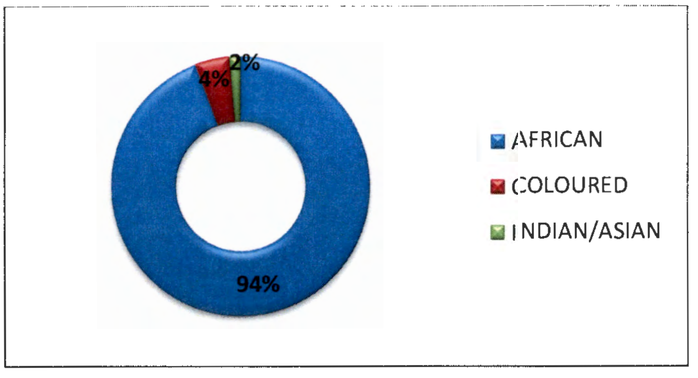

Figure 5.3 Ethnic groups of the participants

With regard to the ethnicity group, the majority of respondents (94.2%) are black Africans, whereas 4.3% of the respondents are Coloured. The minority of respondents (1.4%) are Indian/Asian with regard to the racial group. This may imply that racial groups such as whites (for race classification puprposes) people prefer using other resources such as telephone and internet banking rather than visiting the branch.

5.2.4 Positions of the respondents

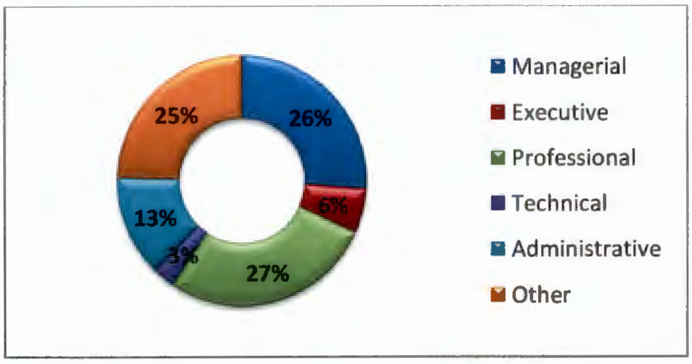

Figure 5.4 Position of the respondents in their various organizations

The majority of respondents (26.1%) occupy managerial positions where they work and have chosen one of Banks A, B, C and D to do their banking transactions. 27.5% of the respondents are professionals and other respondents (13%) are involved in administration and the minority of respondents (2.9%) are involved in technical services and 5.8% are employed in executive positions.

5.2.5 Qualifications of the respondents

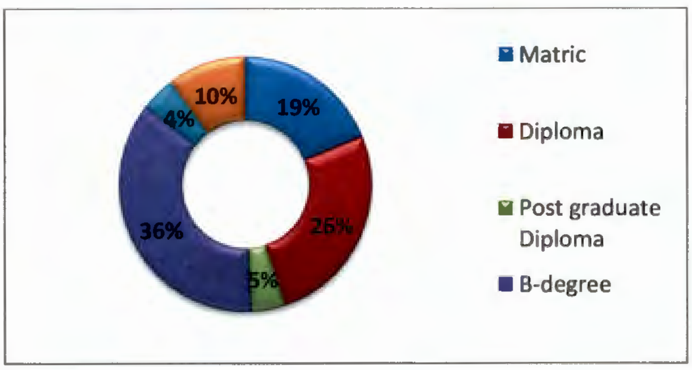

Figure 5.5 Qualifications of the respondents

The majority of respondents (36.2%) have acquired their bachelor's degree, whereas 26.1% of the respondents are in possession of diplomas. The other respondents (18.8%) are in possession of matric qualifications; 10.1% possess other qualifications such as grades below grade 12 but do have an occupation. The minority of respondents 4.3% possess a master's degree and a post-graduate diploma. It is a positive revelation that most of the clients who liaise with financial institutions are educated, which means that they can grasp new programmes being introduced by the various banks, however, those who are not educated need not to be overlooked because they comprise of the majority of South Africa's population.

5.2.6 Ability/disability of the respondents

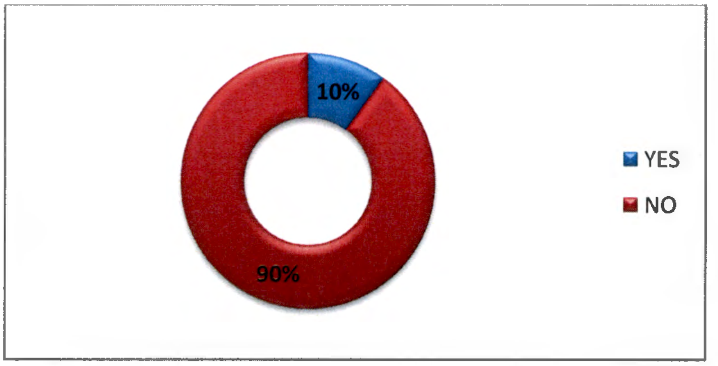

Figure 5.6 Disability

The majority of respondents (89.9%) indicated that they have no disabilities, whereas the minority of respondents 10.1% indicated that they do have a disability.

5.2.7 Annual income of the respondents

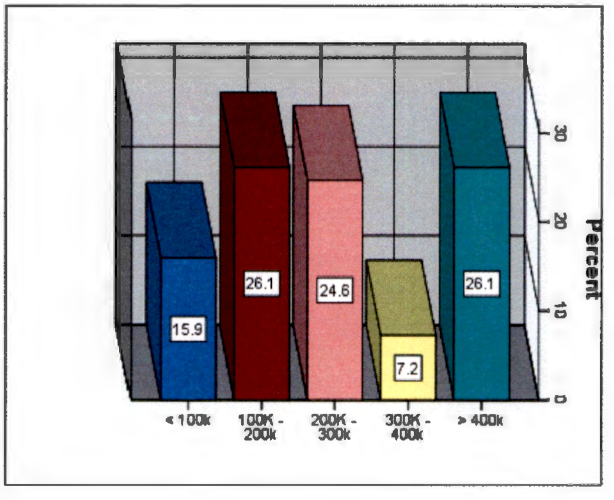

Figure 5.7 Annual income of respondents

The two majority groups of respondents indicated that their annual income range respectively between R100,000 and R200,000 (26.1%), and more than R400,000 (26.1.5%) per annum. 15.9% of respondents earn less than R100,000 per year whereas 24.6.9% of respondents earn between R200,000 and R300,000 per year. The minority of respondents (7.2%) had an annual income between R300,000 and R400,000.

5.2.8 Banking institution of the respondents

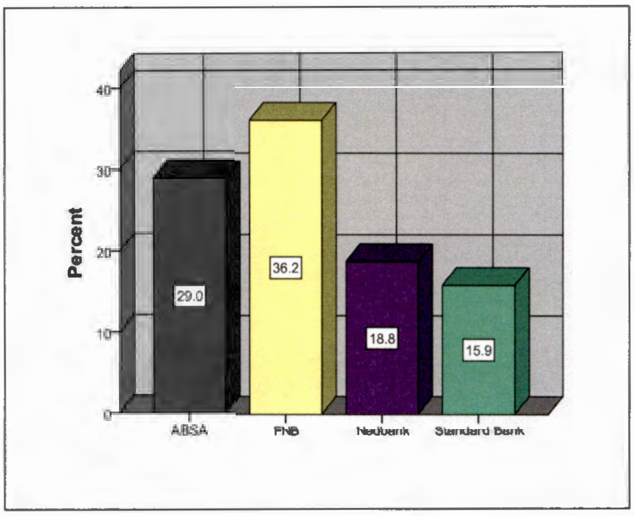

Figure 5.8 Banking institution of the respondents' choice

The majority of respondents (36.2%) are clients of FNB and 29% of the respondents are ABSA clients. The other respondents (18.8%) are using Nedbank, and the minority of respondents (15.9%) uses Standard Bank.

5.3 CROSS TABULATION OF DEMOGRAPHICS

The objective of this analysis is to investigate respondent's other demographics in relation to their gender. Table 4.4.1 shows that of the 65 Africans, 56.9% are male and the remainder are female. It is also proven that only 3 coloured respondents took part in this study of which 66% are male and 33.3% female and the remaining respondents are Indians/ Asians.

Tabulations 4.41 to 4.4.6 provide an overview of gender and various other demographics providing insights on the representation of gender and other dynamics. Although this information does not necessarily responds to questions of the study, it does provide valuable information that may be used for further studies in relation to banking industry.

Gender * Ethnicity group

			Ethnicity group			Total
			African	Coloured	Indian/Asian	
Gender	Male	Count	37	2	1	40
		% within ethnicity group	56.9%	66.7%	100.0%	58.0%
	Female	Count	28	1	0	29
		% within ethnicity group	43.1%	33.3%	.0%	42.0%
Total		Count	65	3	1	69
		% within ethnicity group	100.0%	100.0%	100.0%	100.0%

Table 4.4.1 Gender and Ethnicity

gender * position in your organisation

			position in your organisation						Total
			Managerial	Executive	Professional	Technical	Administrative	Other	
gender	Male	Count	11	4	11	1	4	9	40
		% within position in your organisation	61.1%	100.0%	57.9%	50.0%	44.4%	52.9%	58.0%
	Female	Count	7	0	8	1	5	8	29
		% within position in your organisation	38.9%	.0%	42.1%	50.0%	55.6%	47.1%	42.0%
Total		Count	18	4	19	2	9	17	69
		% within position in your organisation	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.4.2 Gender and Organisational Role/Position

gender * type of qualification

			type of qualification						Total
			Matric	Diploma	Post graduate Diploma	B-degree	Masters	Other	
gender	Male	Count	6	12	2	13	1	6	40
		% within type of qualification	46.2%	66.7%	66.7%	52.0%	33.3%	85.7%	58.0%
	Female	Count	7	6	1	12	2	1	29
		% within type of qualification	53.8%	33.3%	33.3%	48.0%	66.7%	14.3%	42.0%
Total		Count	13	18	3	25	3	7	69
		% within type of qualification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.3 Gender and Type of Qualification

gender * disabled or not

			disabled or not		Total
			Yes	No	
gender	Male	Count	5	35	40
		% within disabled or not	71.4%	56.5%	58.0%
	Female	Count	2	27	29
		% within disabled or not	28.6%	43.5%	42.0%
Total		Count	7	62	69
		% within disabled or not	100.0%	100.0%	100.0%

Table 4.4 Gender and Disability Status

gender * annual income (K=1000)

			annual income (K=1000)					
			< 100k	100K - 200k	200K - 300k	300K - 400k	> 400k	Total
gender	Male	Count	7	10	10	4	9	40
		% within annual income (K=1000)	63.6%	55.6%	58.8%	80.0%	50.0%	58.0%
	Female	Count	4	8	7	1	9	29
		% within annual income (K=1000)	36.4%	44.4%	41.2%	20.0%	50.0%	42.0%
Total		Count	11	18	17	5	18	69
		% within annual income (K=1000)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.5 Gender and Annual Income

gender * age group

			age group					
			< 20yrs	21 - 30 yrs	31 - 40 yrs	41 - 50 yrs	51 - 60 yrs	Total
gender	Male	Count	4	11	16	6	3	40
		% within age group	100.0%	52.4%	66.7%	42.9%	50.0%	58.0%
	Female	Count	0	10	8	8	3	29
		% within age group	.0%	47.6%	33.3%	57.1%	50.0%	42.0%
Total		Count	4	21	24	14	6	69
		% within age group	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.6 Gender and Age Group

5.4 UNIVARIATE ANALYSIS OF FACTORS INFLUENCING CUSTOMER LOYALITY (MIGRATION) AS A DEPENDENT VARIABLE

5.4.1 Customer service

How would you rate the customer service?				
		Frequency	Valid Percent	Cumulative Percent
Valid	Excellent	26	37.7	37.7
	Good	30	43.5	81.2
	Average	8	11.6	92.8
	Poor	3	4.3	97.1
	I do not know	2	2.9	100.0
	Total	69	100.0	

Table 5.1 How would you rate the customer service?

The majority of respondents (43.5%) deem the customer service at their various financial institutions as good, whereas 37.7% of the respondents indicated that the customer service of their bank of choice is excellent. Only 11.6% of the respondents consider their bank's customer service as being average, and the minority of respondents (4.3%) think that their bank's customer service is poor. 2.9% say that they do not know how they would rate their bank's customer service.

5.4.2 Question related to customer satisfaction

	Yes	No
I have outlined my financial needs properly at the bank.	79.7%	20.3%
I am satisfied with my bank and services that I am offered.	82.6%	82.6%

Table 5.2 Customer Satisfaction

	Frequency	Valid Percent
Satisfied	23	34.8
Good	33	50.0
Average	5	7.6
Dissatisfied	3	4.5
I don't know	2	3.0
Total	**66**	**100.0**
Missing	3	
Total	**69**	

Table 5.3 How would you rate your overall satisfaction?

Fifty percent (50%) of the respondents consider their overall satisfaction with their various banks as being good, with 34.8% of the respondents agreeing that they are satisfied with the service they receive from their respective financial institutions. In addition, 7.6% of the respondents rate their overall satisfaction as average, and 4.5% of the respondents are dissatisfied with the service they receive. The minority of respondents (3.0%) say that they do not know how they would rate their overall satisfaction with their different banks.

5.4.3 Attributes of quality of service

Service quality is an independent variable that we will use extensively in determining the extend of which customers rated each attribute of it, and this information will later be used in the bivariate analysis to enable the researcher to detect the strength of each attribute in the overall impact to our dependent variable being loyalty (migration). Cronbach's alpha was therefore used to test the reliability of this statistics as information gathered here is critical for the analysis and testing of the dependent variable being customer loyalty or intent to migrate.

5.4.3.1 Factors that influence service quality

I am satisfied with the service I receive from my bank.

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	53	76.8	76.8
	No	14	20.3	97.1
	Not certain	2	2.9	100.0
	Total	69	100.0	

Table 5.4 Service quality

Cronbach's Alpha

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.907	.911	8

5.4.3.2 **Question related to attributes of service quality of customers**

	Excel-lent (%)	Good (%)	Average (%)	Fair (%)	Poor (%)
5.1.Staff were available in timely manner	32.3	49.2	12.3	0	6.2
5.2.Staff greeted me and offered to help me	50	35.9	9.4	1.6	3.1
5.3.Staff were friendly and cheerful throughout	50.8	33.3	11.1	1.6	3.2
5.4.Staff answered my questions	52.3	35.4	10.8	1.5	0
5.5.Staff showed knowledge of the bank's services and products offering	52.3	33.8	12.3	0	1.5
5.6.Staff offered pertinent advice	46.9	32.8	17.2	0	3.1
5.7.Staff were courteous throughout	41.5	46.2	7.7	3.1	1.5
5.8.Staff were presentable	60.9	29.7	9.4	0	0
5.9. Overall, how would you rate the banking customer service?	47.7	33.8	16.9	0	1.5

Table 5.5 Service Quality

Question 5.1. Staff was available in timely manner. The majority of respondents rated the notion that staff were available in a timely manner as being good (49.2%) and excellent (32.3%) respectively. The other respondents (12.3%) rated staff being available in a timely manner as average, none describe it as fair but 6.2% rated it as poor.

Question 5.2. Staff greeted me and offered to help me. The majority of respondents (50%) afforded this statement a rating of excellent, and 35.9% of the respondents rated this statement as good. The other respondents (9.4%) responded to the statement as having an average experience, with 3.4% of the respondents rating their experience as being. The minority of the respondents (1.6%) rated the notion that staff greeted them and offered to help them as being fair.

Question 5.3. Staff were friendly and cheerful throughout. The majority of respondents 50.8% rated the idea that staff were friendly and cheerful throughout as excellent and 33.3% rated it as good. 11.1% of respondents rated the impression that staff were friendly and cheerful as average, yet, other respondents (3.2%) rated it as poor. The minority of respondents (1.6%) regard the notion as fair.

Question 5.4. Staff answered my questions. The majority of respondents (52.3%) agreed that staff answered their questions in an excellent manner, whilst 32.4% rated staff as good. 10.8% of respondents feel that they had an average experience, and 1.5% rating their experience as fair. There were no respondents who rated their experience as being poor.

Question 5.5. Staff showed knowledge of the bank's services and products offering. By giving a rating of excellent, the majority of respondents (52.3%) felt that staff showed knowledge of the bank's service and product offering while 33.8% rated their experience thereof as being good. The minority of respondents (12.3%) had an average experience in this regard and 1.5%of the respondents rated the notion as poor. There are no respondents who rated the notion as fair.

Question 5.6. Staff offered pertinent advice. The majority of the respondents (46.9%) seem to believe that staff offered pertinent advice by rating their experience of this statement as excellent and 32.8% rated it as being good. 17.2% of respondents rated their experience as being average, and 3.1% as poor. There are no respondents who rated the assumption as fair.

Question 5.7.Staff was courteous throughout. The majority of respondents (46.2%) rated their experience of staff being courteous throughout as good and 41.5% rated their experience thereof as excellent. The minority of respondents (7.7%) rated their experience as average, 3.1% as fair and 1.5% as poor.

Question 5.8. Staff was presentable. The majority of respondents (60.9%) gave a rating of excellent, agreeing that staff were presentable, with 29.7% rating their experience as good. The minority of respondents (9.4%) rated their experience as average. There were no responses indicating fair or poor experiences to staff being presentable.

Question 5.9. Overall, how would you rate the banking customer service? The majority of respondents (47.7%) rated the banking customer services as being excellent and 33.8% of the respondents rated the banking customer service as good. The other respondents (16.9%) rated the banking customer service as average, and poor (1.5%) respectively. There were no respondents who rated the opinion as fair.

5.4.4 Customer loyalty

	Yes	**No**	**I don't know**
	%	%	%
Are you likely to remain at your current bank for as long as they offer current service?	72.5	17.4	10.1
Would you encourage family/friend/relative to bank with your current bank?	78.3	10.1	11.6

Table 5.6 Customer loyalty

The majority of respondents (71.2%) would likely remain at their current bank for as long as they receive the current service, and only 18.2% would probably not do so. The minority of respondents (10.6%) were not sure whether they would remain at their current bank. The majority of respondents (76.6%) would encourage family/friends/relatives to bank with the respondents' current bank, while 10.6% would not do so. 12.5% of the respondents were not sure.

5.4.5 Customer Relationships

	< 1yrs	1yrs - 2yrs	2yrs - 3yrs	3yrs - 4yrs	> 4yrs
	%	%	%	%	%
How long have you had an account with previous bank?	23.8	4.8	9.5	4.8	57.1
How long you have had an account with your current bank?	21	11.3	9.7	8.1	50

Table 5.7 Customer Relationships

The majority of respondents (57.1%) had an account at their previous bank for more than 4 years, and 23.8% of the respondents had an account at their previous bank for less than 1 year. The minority of respondents (9.5%) had an account at their previous bank for 2-3 years, 4.8% for 1-2 years and 4.8% for 3-4 years, respectively. The majority of respondents (50%) have had an account with their current bank for more than 4years and 21% of the respondents have had accounts at their current bank for less than a year. The minority of respondents had accounts with their current banks for shorter periods: 11.3% for 1-2 years, 9.7% for 2-3 years and 8.1% for 3-4 years, respectively.

5.4.6 Descriptions of staff at your bank

	Frequency	Percent
Friendly	32	46.4
Rude	7	10.1
Caring	13	18.8
Polite	4	5.8
Ill Mannered	4	5.8

Helpful	8	11.6
Not Certain	1	1.4
Total	69	100.0

Table 5.8 How would you generally describe our staff at the bank?

The majority of respondents (46.4%) describe the staff at the bank as friendly, 11.6% of the respondents describe the staff as being helpful and another 18.8% as caring, with 5.8% describing staff as polite. 10.1% of the respondents describe the staff as rude and 5.8% thinks that staff is ill-mannered. The minority of respondents (1.4%) are not certain as to how they would best describe the staff at the bank.

5.4.7 Customer relationship with the bank

	Excellent	Good	Average	Poor	Very Poor	Not Certain
	%	%	%	%	%	%
5.1.1.Please rate the quality of your current bank's customer care services	27.5	49.3	14.5	4.3	0	4.3
5.1.2.Please rate the quality of your previous bank's customer care services	18.8	39.1	29.0	4.3	5.8	2.9
5.1.3. Please rate the quality of the information provided by your current bank	24.6	49.3	13	5.8	4.3	2.9
5.1.4. Please rate the quality of the information provided by your previous bank.	27.5	34.8	20.3	7.2	8.7	1.4

Table 5.9 Customer relationship

Question 5.1.1. Please rate the quality of your current bank's customer care services. The majority of respondents (49.3%) agree that the quality of their current customer care is good and 27.5% regard it as excellent. The other respondents rate the customer care as average (14.5%), poor (4.3%) or not certain (4.3%), respectively. None of the respondents regard the current customer care as very poor.

Question 5.1.2. Please rate the quality of your previous bank's customer care services. A small majority of respondents (29.0%) rate their previous bank's customer care as average, with 39.1% of the respondents rating it as good and 18.8% as excellent. 4.3% rate their previous bank as poor in terms of the quality of the customer care and 5.8% as very poor. The other 2.9% are not certain about how to rate the quality of their previous bank's customer care.

Question 5.1.3. Please rate the quality of the information provided by your current bank. The majority of respondents (49.3%) rate the quality of information provided by their current bank as good and 24.6% as excellent. 13% of respondents regard the quality of information as average and 5.8% of the respondents regard the quality of information as poor. A small minority of the respondents (4.3%) regard the quality of information by the current bank as very poor, and 2.9% of the respondents are not certain about it.

Question 5.1.4. Please rate the quality of the information provided by your previous bank. The majority of respondents (27.5%) rate the quality of information provided by their previous bank as excellent, and 34.8% as good. 20.3% of respondents rate their previous bank's quality of information as average, 7.2% as poor, 8.7% as very poor, while 1.4% of the respondents are uncertain about it.

5.4.8 Customer relationships with both current and previous banks

	Too expensive	Quite Fair	Very Fair	I don't know
	%	%	%	%
How would you describe your current banking charges?	20.3	49.3	17.4	13
How would you describe your previous banking charges?	36.2	40.6	11.6	11.6

Table 5.10 Customer relationships

The majority of respondents (49.3%) describe their current bank charges as it being quite fair, while 20.3% of the respondents describe bank charges as being too expensive. 17.4% of the respondents describe bank charges as being very fair, and 13% could not express an opinion. The majority of respondents (36.2%) describe their previous bank's charges as too expensive, 40.6% of the respondents agree that the charges were quite fair and 11.6% feel it was very fair. Another 11.6% could not express an opinion in this regard.

5.4.9 Customer relationship with products offered by both current and previous banks

	Adequate	Average	Inadequate	I don't know
	%	%	%	%
How would you describe the products offered at your current bank?	40.6	49.3	1.4	8.7
How would you describe the products offered at your previous bank?	24.6	55.1	13	7.2

Table 5.11 Customer relationships with products offered by banks

The large portion of the respondents (40.6%) agree that the products offered at their current bank are sufficient; however 49.3% of the respondents think that products are average. Only 1.4% of the respondents felt that the products offered are inadequate, with 8.7% not being able to express an opinion. The majority of respondents (55.1%) describe the products from their previous bank as being average, while 24.6% describe the products from their previous bank as adequate. It is the opinion of 13% of the respondents that products from the previous bank were inadequate and 7.2% could not express an opinion.

5.4.10 Customer relationship with the bank in the last five years

Please confirm whether or not you have stopped using your previous bank's services:

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	20	29.0	29.0
	No	49	71.0	100.0
	Total	69	100.0	

Table 5.12 Customer relationship

Less number of the respondents (29.0%) indicated that they have changed banks in the previous five years, and 71.0% of the respondents stayed with the same bank in the past five years.

5.4.11 Methods used to inform the bank about the termination of the account

Please indicate the method you used to inform them about your cancellation:

		Frequency	Valid Percent	Cumulative Percent
Valid	Telephone	16	23.2	23.2
	Email	39	56.5	79.7
	Letter	2	2.9	82.6
	Other	12	17.4	100.0
	Total	69	100.0	

Table 5.13 Customer relationships

A portion of respondents (23.2%) indicated they informed the bank of their intentions of closing their bank account by telephone, a majority of the respondents (56.5%) used emails to notify the bank and 17.4% said that they used other methods such as visiting the bank to personally speak to a consultant. Only 2.9% of the respondents wrote a letter as a means of notification.

5.4.11.1 **Differences of services provided by banks**

	Yes	No
	%	%
Does your current bank provide you with similar services which your previous bank offered?	37.7	62.3
Please indicate whether you are satisfied with the new bank's services.	78.6	23.2

Table 5.14 Customer relationships

5.5 BIVARATE ANALYSIS - IDENTIFICATION / CLASSIFICATION OF INTENTION TO MIGRATE OR NOT

The purpose of this section is to identify the characteristics of loyal customers in terms of different variables. The two key questions used in the bivariate cross-tabulation are:

(i) Are you likely to remain at your current bank for as long as they offer current service?

(ii) Would you encourage family/friend/relative to bank with your current bank?

The results are expressed in the form of cross correlations as shown in table 5.5.1 to 5.30

5.5.1 Age group * Are you likely to remain at your current bank for as long as they offer current service?

			Are you likely to remain at your current bank for as long as they offer current service?			Total
			Yes	No	I don't know	
Please indicate your age group	< 20yrs	Count	4	0	0	4
		% within Are you likely to remain at your current bank for as long as they offer current service?	8.0%	.0%	.0%	5.8%
	21 - 30 yrs	Count	17	1	3	21
		% within Are you likely to remain at your current bank for as long as they offer current service?	34.0%	8.3%	42.9%	30.4%
	31 - 40 yrs	Count	14	8	2	24
		% within Are you likely to remain at your current bank for as long as they offer current service?	28.0%	66.7%	28.6%	34.8%
	41 - 50 yrs	Count	9	3	2	14
		% within Are you likely to remain at your current bank for as long as they offer current service?	18.0%	25.0%	28.6%	20.3%
	51 - 60 yrs	Count	6	0	0	6
		% within Are you likely to remain at your current bank for as long as they offer current service?	12.0%	.0%	.0%	8.7%
Total		Count	50	12	7	69
		% within Are you likely to remain at your current bank for as long as they offer current service?	100.0%	100.0%	100.0%	100.0%

Table 5.15 Customer Age and Likelihood of Migration

These results reveal that of the 69 respondents, 50 of them are loyal to their current banks and indicated that they will forever remain at their current banks for as long as they are offered current services. Of all the respondents who concur in this regard, 34% represent clients aged between 21 and 30 years, 28% are of the age group 31-40 years and the rest are aged less than 21, between 41 and 50 and 52 and 60 years. None of the respondents aged less than 21, and between 51 and 60 years have the intension of leaving their current banks.

5.5.2 Please indicate your age group * Would you encourage family/friend/relative to bank with your current bank?

			Would you encourage Family/friend/relative to bank with your current bank?			
			Yes	No	I don't know	Total
Please indicate your age group	< 20yrs	Count	4	0	0	4
		% would you encourage family/friend/relative to bank with your current bank?	7.4%	.0%	.0%	5.8%
	21 - 30 yrs	Count	17	2	2	21
		% Would you encourage family/friend/relative to bank with your current bank?	31.5%	28.6%	25.0%	30.4%
	31 - 40 yrs	Count	18	5	1	24
		% Would you encourage family/friend/relative to bank with your current bank?	33.3%	71.4%	12.5%	34.8%
	41 - 50 yrs	Count	11	0	3	14
		% Would you encouragefamily/friend/relative to bank with your current bank?	20.4%	.0%	37.5%	20.3%
	51 - 60 yrs	Count	4	0	2	6
		% Would you encourage family/friend/relative to bank with your current bank?	7.4%	.0%	25.0%	8.7%
Total		Count	54	7	8	69
		% within W Would you encourage family/friend/relative to bank with your current bank?	100.0%	100.0%	100.0%	100.0%

Table 5.16 Customer Age and likelihood to influence Migration of family/relatives /friends

The majority of clients (54) concur that they will indeed encourage their family/friend/relative to bank with their current bank. 33.3% represents clients of age group 31 and 30, 31.5% are clients aged between 21 and 30 and 20.4% are middle aged customers. Of the 7 clients who declared that they will in now encourage other people to use their current banks, 5 of them are of the age group 31 to 40 and 2are aged between 21 and 30 years. The rest of the customers indicated that they do not know if they will ever give such an advice to other people.

5.5.3 Please indicate your ethnicity group * Are you likely to remain at your current bank for as long as they offer current service?

			Are you likely to remain at your current bank for as long as they offer current service?			
			Yes	No	I don't know	Total
Please indicate your ethnicity group	African	Count	46	12	7	65
		% within Are you likely to remain at your current bank for as long as they offer current service?	92.0%	100.0%	100.0%	94.2%
	Coloured	Count	3	0	0	3
		% Are you likely to remain at your current bank for as long as they offer current service?	6.0%	.0%	.0%	4.3%
	Indian/Asian	Count	1	0	0	1
		% within Are you likely to remain at your current bank for as long as they offer current service?	2.0%	.0%	.0%	1.4%
Total		Count	50	12	7	69
		% within Are you likely to remain at your current bank for as long as they offer current service?	100.0%	100.0%	100.0%	100.0%

Table 5.17 Customer ethnicity and likelihood of Migration

5.5.4 Please indicate your ethnicity group * Would you encourage family/friend/relative to bank with your current bank?

Crosstab

			Would you encourage family/friendrelative to bank with your current bank? Yes	No	I don't know	Total
Please indicate your ethnicity group	African	Count	50	7	8	65
		% Would you encourage family/friend/relative to bank with your current bank?	92.6%	100.0%	100.0%	94.2%
	Coloured	Count	3	0	0	3
		% Would you encourage family/friend/relative to bank with your current bank?	5.6%	.0%	.0%	4.3%
	Indian/Asian	Count	1	0	0	1
		% Would you encourage family/friend/relative to bank with your current bank?	1.9%	.0%	.0%	1.4%
Total		Count	54	7	8	69
		% Would you encourage family/friend/relative to bank with your current bank?	100.0%	100.0%	100.0%	100.0%

Table 5.18 Customer ethnicity and likelihood to influence Migration of family/relatives /friends

5.5.5 Please indicate your position in your organisation * Are you likely to remain at your current bank for as long as they offer current service?

			Are you likely to remain at your current banbank for as lo as they offer current service? Yes	No	I don't know	Total
Please indicate your position in your organisation	Managerial	Count	12	4	2	18
		% within Are you likely to remain at your current bank for as long as they offer current service?	24.0%	33.3%	28.6%	26.1%
	Executive	Count	3	1	0	4
		% within Are you likely to remain at your current bank for as long as they offer current service?	6.0%	8.3%	.0%	5.8%
	Professional	Count	15	2	2	19
		% within Are you likely to remain at your current b bank for as long as they offer current service?	30.0%	16.7%	28.6%	27.5%
	Technical	Count	2	0	0	2
		% within Are you likely to remain at your current bank for as long as they offer current service?	4.0%	.0%	.0%	2.9%
	Administrative	Count	5	2	2	9
		% Are you likely to remain at your current bank for as long as they offer current service?	10.0%	16.7%	28.6%	13.0%
	Other	Count	13	3	1	17
		% within Are you likely to remain at your current bank for as long as they offer current service?	26.0%	25.0%	14.3%	24.6%
Total		Count	50	12	7	69
		% within Are you likely to remain at your current bank for as long as they offer current service?	100.0%	100.0%	100.0%	100.0%

Table 5.19 Position and Likelihood of Migration

30% of Professionals are indicating in this table that they will remain at their current bank as long as they are offered current service whilst 33% of respondents in the managerial level indicate that they will not remain at their bank given service they are currently encountering

5.5.6 Please indicate your position in your organisation *Would you encourage family/friends/relative to bank with your current bank?

			Would you encourage family/friend/relative to bank with your current bank?			Total
			Yes	No	I don't know	
Please indicate your position in your organization	Managerial	Count	12	3	3	18
		% Would you encourage family/friend/relative to bank with your current bank?	22.2%	42.9%	37.5%	26.1%
	Executive	Count	3	0	1	4
		% Would you encourage family/friend/relative to bank with your current bank?	5.6%	.0%	12.5%	5.8%
	Professional	Count	15	2	2	19
		% Would you encourage family/friend/relative to bank with your current bank?	27.8%	28.6%	25.0%	27.5%
	Technical	Count	2	0	0	2
		% Would you encourage family/friend/relative to bank with your current bank?	3.7%	.0%	.0%	2.9%
	Administrative	Count	6	1	2	9
		% Would you encourage family/friend/relative to bank with your current bank?	11.1%	14.3%	25.0%	13.0%
	Other	Count	16	1	0	17
		% Would you encourage family/friend/relative to bank with your current bank?	29.6%	14.3%	.0%	24.6%
Total		Count	54	7	8	69
		% Would you encourage family/friend/relative to bank with your current bank?	100.0%	100.0%	100.0%	100.0%

Table 5.20 Position and likelihood to influence family/friend/relatives to Migration

28% of professionals on the other hand would not encourage family/relatives/friends to bank with their current bank given the service they are currently encountering. Whilst the majority of respondents are in the category of others, which could mean non technical, non managerial or not professionals; they also indicating a will to encourage their families to bank with their current bank

5.5.7 Please mark your type of qualification * Are you likely to remain at your current bank for as long as they offer current service?

			Are you likely to remain at your current bank for as long as they offer current service?			Total
			Yes	No	I don't know	
Please mark your type of qualification	Matric	Count	12	0	1	13
		% within Are you likely to r remain at your current bank for long as they offer current service?	24.0%	.0%	14.3%	18.8%
	Diploma	Count	11	5	2	18
		% within Are you likely to remain at your current bank for as long as they offer current service?	22.0%	41.7%	28.6%	26.1%
	Post grad uate Diploma	Count	3	0	0	3
		% within Are you likely to remain at your current bank for as long as they offer current service?	6.0%	.0%	.0%	4.3%
	B-Degree	Count	15	6	4	25
		% within Are you likely to remain at your current bank for as long as they offer r current service?	30.0%	50.0%	57.1%	36.2%
	Masters	Count	2	1	0	3
		% within Are you likely to remain at your current bank for as long as they offer current service?	4.0%	8.3%	.0%	4.3%
	Other	Count	7	0	0	7
		% within Are you likely to remain at your current bank for as long as they offer current service?	14.0%	.0%	.0%	10.1%
Total		Count	50	12	7	69
		% within Are you likely to remain at your current bank for as long as they offer current service?	100.0%	100.0%	100.0%	100.0%

Table 5.21 Qualifications and Likelihood of Migration

50% of respondents with B-degrees are most likely to migrate to other banks given the kind of service currently offered. In the same category, 57.1% of respondents do not know whether to remain or to migrate to other banks. Respondents in the category of matric, post graduate diploma, and others indicate that they are not intending to migrate to other banks.

5.5.8 Please mark your type of qualification * Would you encourage family / friends / relative to bank with your current bank?

			Would you encourage family/friend/relative to ban with your current bank?			Total
			Yes	No	I don't know	
Please mark your type of qualification	Matric	Count	11	2	0	13
		% Would you encourage family/friend/relativeive to bank with your current bank?	20.4%	28.6%	.0%	18.8%
	Diploma	Count	12	1	5	18
		% Would you encourage family/friend/relative to bank with your current bank?	22.2%	14.3%	62.5%	26.1%
	Post graduate Diploma	Count	3	0	0	3
		% Would you encourage family/friend/relative to bank w your current bank?	5.6%	.0%	.0%	4.3%
	B-degree	Count	18	4	3	25
		% Would you encourage family/friend/relative to bank with your current bank?	33.3%	57.1%	37.5%	36.2%
	Masters	Count	3	0	0	3
		% withinWould you encourage family/friend/relative to bank your current bank?	5.6%	.0%	.0%	4.3%
	Other	Count	7	0	0	7
		% within Would you encourage family/friend/relative to bank your current bank?	13.0%	.0%	.0%	10.1%
Total		Count	54	7	8	69
		% withinWould you encourage family/friend/relative to bank your current bank?	100.0%	100.0%	100.0%	100.0%

Table 5.22 Qualifications and likelihood to influence family/friends/ relative to Migrate

5.5.9 Please indicate you annual income (K=1000) * Are you likely to remain at your current bank for as long as they offer current service?

			Are you likely to remain at your current bank for as lon as they offer currentservice?			Total
			Yes	No	I don't know	
Please indicate you annual income (K=1000)	< 100k	Count	8	2	1	11
		% within Are you likely to remain at your current bank for as long as they current service?	16.0%	16.7%	14.3%	15.9%
	100K- 200k	Count	13	3	2	18
		% within Are you likely to remain at your current bank for as long as they current service?	26.0%	25.0%	28.6%	26.1%
	200K- 300k	Count	13	3	1	17
		% within Are you likely to remain at your current bank for as long as they current service?	26.0%	25.0%	14.3%	24.6%
	300K- 400k	Count	3	1	1	5
		% within Are you likely to remain at your current bank for as long as they current service?	6.0%	8.3%	14.3%	7.2%
	> 400k	Count	13	3	2	18
		% within Are you likely to remain at your current bank for as long as they off current service?	26.0%	25.0%	28.6%	26.1%
Total		Count	50	12	7	69
		% within Are you likely to remain at your current bank for as long as they current service?	100.0%	100.0%	100.0%	100.0%

Table 5.23 Annual Income and Likelihood of Migration

Respondents earning between 100k and 200k, 200k and 300k, and above 400k would likely remain at their banks as long as they receive the current services. Of the respondents in the category between 300 and 400k, only 6.0% indicated they will remain at their current banks if offered the same service.

5.5.10 Please indicate you annual income (K=1000) *Would you encourage family/friend/relative to bank with your current bank?

			Would you encourage family/friend/relative to bank with your current bank?			
			Yes	No	I don't know	Total
Please indicate you annual income (K=1000)	< 100k	Count	9	1	1	11
		% within Would you encourage family/friend/relative to b ank with your current bank?	16.7%	14.3%	12.5%	15.9%
	100K - 200k	Count	12	1	5	18
		% Would you encourage family/friend/relative to bank with your current bank?	22.2%	14.3%	62.5%	26.1%
	200K - 300k	Count	15	2	0	17
		% within Would you encourage f family/friend/relative to bank with your current bank?	27.8%	28.6%	.0%	24.6%
	300K - 400k	Count	3	1	1	5
		% Would you encourage family/friend/relative to bank with your current bank?	5.6%	14.3%	12.5%	7.2%
	> 400k	Count	15	2	1	18
		% within Would you encourage family/friend/relative to bank with your current bank?	27.8%	28.6%	12.5%	26.1%
Total		Count	54	7	8	69
		% within Would you encourage family/friend/relative to bank with your current bank?	100.0%	100.0%	100.0%	100.0%

Table 5.24 Annual Income and likelihood to influence family/relatives/ friends to migrate

5.6 INVESTIGATING THE EFFECTS OF CUSTOMER SERVICE, CUSTOMER SATISFACTION AND RELATIONSHIPS ON CUSTOMER LOYALTY (MIGRATION)

This section analyses the effect of the independent variables (customer service, customer satisfaction, and customer relationships) on customer loyalty (migration). The results are presented on cross tables below.

5.6.1 What is your current bank * Are you likely to remain at your current bank for as long as they offer current service?

Crosstab

			Are you likely to remain at your current bank for as long as they offer current service?			
			Yes	No	I don't know	Total
What is your current bank	ABSA	Count	15	2	3	20
		% within Are you likely to remain at your current bank for as long as they offer current service?	30.0%	16.7%	42.9%	29.0%
	FNB	Count	20	3	2	25
		% within Are you likely to remain at your current bank for as long as they offer current service?	40.0%	25.0%	28.6%	36.2%
	Nedbank	Count	10	2	1	13
		% within Are you likely to remain at your current bank for as long as they offer current service?	20.0%	16.7%	14.3%	18.8%
	Standard Bank	Count	5	5	1	11
		% within Are you likely to remain at your current bank for as long as they offer current service?	10.0%	41.7%	14.3%	15.9%
Total		Count	50	12	7	69
		% within Are you likely to remain at your current bank for as long as they offer current service?	100.0%	100.0%	100.0%	100.0%

Table 5.25 Bank and Likelihood of Migration

The table above reveals that of the 50 respondents who concur that they will remain at their current banks for as long as these banks offer their current service, 40% of them represent FNB clients, 30% ABSA, 20% NEDBANK and 10% STANDARD bank. Of the 12 clients who are certainly not likely to remain at their current banks, 41.7% represent STANDARD banks' customers, 25% and 16.7% represents clients from ABSA and NEDBANK respectively. The rest of the respondents from the four banks indicated they do not know if they are likely to remain or leave their banks.

5.6.2 What is your current bank * Would you encourage family/friend/relative to bank with your current bank?

Crosstab

			Would you encourage family/friend/relative to bank with your current bank?			Total
			Yes	No	I don't know	
What is your current bank	ABSA	Count	16	1	3	20
		% Would d you encourage family/friend/relative to bank with your current bank?	29.6%	14.3%	37.5%	29.0%
	FNB	Count	22	1	2	25
		% within Would you encourage family/friend/relative to bank with your current bank?	40.7%	14.3%	25.0%	36.2%
	Nedbank	Count	10	1	2	13
		% within Would you encourage family/friend/relative to bank with your current bank?	18.5%	14.3%	25.0%	18.8%
	Standard Bank	Count	6	4	1	11
		% within Would you encourage family/friend/relative to bank with your current bank?	11.1%	57.1%	12.5%	15.9%
Total		Count	54	7	8	69
		% within Would you encourage family/friend/relative to bank with your current bank?	100.0%	100.0%	100.0%	100.0%

Table 5.26 Bank and likelihood to influence family/relatives/friends to migrate

40% of respondents from FNB followed by Absa at 29.6% will encourage family relatives and friends to bank with their bank. We are identifying a trend where 57% of Standard Bank respondents indicate they will not encourage family, friends or relatives to bank with them.

5.6.3 I have outlined my financial needs properly at the bank. * Are you likely to remain at your current bank for as long as they offer current service?

Crosstab

			Are you likely to remain at your current bank for as long as they offer current service?			Total
			Yes	No	I don't know	
I have outlined my financial needs properly at the bank.	Yes	Count	42	8	5	55
		% within Are you likely to remain at your current bank for as long as they offer current service?	84.0%	66.7%	71.4%	79.7%
	No	Count	8	4	2	14
		% within Are you likely to remain at your current bank for as long as they offer current service?	16.0%	33.3%	28.6%	20.3%
Total		Count	50	12	7	69
		% within Are you likely to remain at your current bank for as long as they offer current service?	100.0%	100.0%	100.0%	100.0%

Table 5.27 Financial needs and likelihood of migration

5.6.4 I have outlined my financial needs properly at the bank. * Would you encourage family/friend/relative to bank with your current bank?

			Would you encourage family/friend/relative to bank with your current bank?			Total
			Yes	No	I don't know	
I have outlined my financial needs properly at the bank.	Yes	Count	45	4	6	55
		% within Would you encourage family/friend/relative to bank with your current bank?	83.3%	57.1%	75.0%	79.7%
	No	Count	9	3	2	14
		% within Would you encourage family/friend/relative to bank with your current bank?	16.7%	42.9%	25.0%	20.3%
Total		Count	54	7	8	69
		% within Would you encourage family/friend/relative to bank with your current bank?	100.0%	100.0 %	100.0%	100.0 %

Table 5.28 Financial need and likelihood to influence family/relatives/friends to migrate

5.6.5 I am satisfied with my bank and services that I am offered. * Are you likely to remain at your current bank for as long as they offer current service?

			Are you likely to remain at your current bank for as long as they offer current service?			Total
			Yes	No	I don't know	
I am satisfied with my bank and services that I am offered.	Yes	Count	49	4	4	57
		% within Are you likely to remain at your current bank for as long as they offer current service?	98.0%	33.3%	57.1%	82.6%
	No	Count	1	8	3	12
		% within AAre you likely to remain at your current bank for as long as the offer current service?	2.0%	66.7%	42.9%	17.4%
Total		Count	50	12	7	69
		% within Are you likely to remain at your current bank for as long as they offer current service?	100.0%	100.0 %	100.0%	100.0 %

Table 5.29 Bank and Service Offered likelihood to migrate

98% of respondents indicated their unlikelihood to migrate to another bank given that they are satisfied with the service at their current bank. Only 1% of the respondents will still remain at their current bank even though they are not satisfied with their bank's service.

5.6.6 I am satisfied with my bank and services that I am offered * Would you encourage family/friend/relative to bank with your current bank?

			Would you encourage family/friend/relative to bank with your current bank?			Total
			Yes	No	I don't know	
I am satisfied with my bank and services that I am offered.	Yes	Count	49	3	5	57
		% Would you encourage family/friend/relative to bank with your current bank?	90.7%	42.9%	62.5%	82.6%
	No	Count	5	4	3	12
		% Would you encourage family/friend/relative to bank with your current bank?	9.3%	57.1%	37.5%	17.4%
Total		Count	54	7	8	69
		% Would you encourage family/friend/relative to bank with your current bank?	100.0%	100.0 %	100.0%	100.0 %

Table 5.30 Bank and Service Offered likelihood to influence family relative or friends to migrate

90.7% of respondents will encourage their family/relatives/friends to migrate their accounts to their banks since they are satisfied with their current bank's service. 57.1% of customers who are not satisfied with their banks service will not encourage family/relatives or friends to migrate their accounts to their banks.

5.6.7 How would you rate the customer service? * Are you likely to remain at your current bank for as long as they offer current service?

Crosstab

			Are you likely to remain at your current bank for as long as they offer current service?			Total
			Yes	No	I don't know	
How would you rate the customer service?	Excellent	Count	23	2	1	26
		% within Are you likely to remain at your current bank for as long as they offer current service?	46.0%	16.7%	14.3%	37.7%
	Good	Count	21	6	3	30
		% within Are you likely to remain at your current bank for as long as they offer current service?	42.0%	50.0%	42.9%	43.5%
	Average	Count	4	2	2	8
		% within Are you likely to remain at your current bank for as long as they offer current service?	8.0%	16.7%	28.6%	11.6%
	Poor	Count	0	2	1	3
		% within Are you likely to remain at your current bank for as long as they offer current service?	.0%	16.7%	14.3%	4.3%
	I do not know	Count	2	0	0	2
		% within Are you likely to remain at your current bank for as long as they offer current service?	4.0%	.0%	.0%	2.9%
Total		Count	50	12	7	69
		% within Are you likely to remain at your current bank for as long as they offer current service?	100.0%	100.0%	100.0%	100.0%

Table 5.31 Bank and Service Offered likelihood to migrate

46% and 42% of respondents who rate customer service excellent and good respectively will remain at their current bank for as long as they offer current service. No respondents would like to remain at their bank who rate services at their bank as poor. Unlike respondent who rate service as excellent, 50% the respondent who also rate service as good may still migrate.

5.6.8 How would you rate the customer service? * Would you encourage family/friend/relative to bank with your current bank?

Crosstab

			Would you encourage family/friend/relative to bank with your current bank?			Total
			Yes	No	I don't know	
How would you rate the customer service?	Excellent	Count	22	2	2	26
		% Would you encourage family/friend/relative to bank with your current bank?	40.7%	28.6%	25.0%	37.7%
	Good	Count	25	2	3	30
		% Would you encourage family/friend/relative to bank with your current bank?	46.3%	28.6%	37.5%	43.5%
	Average	Count	4	2	2	8
		% within Would you encourage family/friend/relative to bank with yourcurrent bank?	7.4%	28.6%	25.0%	11.6%
	Poor	Count	1	1	1	3
		% Would you encourage family/friend/relative to bank with your current bank?	1.9%	14.3%	12.5%	4.3%
	I do not know	Count	2	0	0	2
		% Would you encourage family/friend/relative to b ank with your current bank?	3.7%	.0%	.0%	2.9%
Total		Count	54	7	8	69
		% Would you encourage family/friend/relative to bank with your current bank?	100.0%	100.0%	100.0%	100.0%

Table 5.32 Customer Service likelihood to influence family/friend/relatives to migrate

40.7% and 46.3% of respondents who rate customer service as excellent and good respectively would encourage their family/friends/relatives to bank with their current bank. Only 1.9% of the candidates who rated their banks' customer service as poorly may encourage family /friends/relative to bank with their current bank

5.6.9 How would you rate your overall satisfaction? * Are you likely to remain at your current bank for as long as they offer current service?

Crosstab

			Are you likely to remain at your current bank for as long as they offer current service?			Total
			Yes	No	I don't know	
How would you rate your overall satisfaction?	Satisfied	Count	20	2	1	23
		% within Are you likely to remain at your currentbank for as long as they offer current service?	40.0%	16.7%	14.3%	33.3%
	Good	Count	26	6	4	36
		% within Are you likely to remain at your current bank for as long as they off current service?	52.0%	50.0%	57.1%	52.2%
	Average	Count	2	2	1	5
		% Are you likely to remain at your current bank for as long as they offe current service?	4.0%	16.7%	14.3%	7.2%
	Dissatisfied	Count	0	2	1	3
		% within Are you likely to remain at your current bank for as long as they off current service?	.0%	16.7%	14.3%	4.3%
	I don't know	Count	2	0	0	2
		% within Are you likely to remain at your current bank for as long as they off current service?	4.0%	.0%	.0%	2.9%
Total		Count	50	12	7	69
		% within Are you likely to remain at your current bank for as long as they offer current service?	100.0%	100.0%	100.0%	100.0%

Table 5.33 Customer Satisfaction likelihood to encourage migration

For respondents who rated satisfaction good, 52% of them will remain at their current bank and 40% of respondents who indicated they are satisfied will remain at their bank. The respondents who are dissatisfied will not remain at their bank as long as they are offered the current service.

5.6.10 How would you rate your overall satisfaction? * Would you encourage family/friend/relative to bank with your current bank?

Crosstab

			Would you encourage family/friend/relative to bank with your current bank?			
			Yes	No	I don't know	Total
How would you rate your overall satisfaction?	Satisfied	Count	19	1	3	23
		% within Would you encourage family/friend/relative to bank with your current ban	35.2%	14.3%	37.5%	33.3%
	Good	Count	30	3	3	36
		% within Would you encourage family/friend/relative to bank with your current bank?	55.6%	42.9%	37.5%	52.2%
	Average	Count	3	1	1	5
		% within Would you encourage family/friend/relative to bank with your current ban	5.6%	14.3%	12.5%	7.2%
	Dissatisfied	Count	0	2	1	3
		% within Would you encourage family/friend/relative to bank with your current bank?	.0%	28.6%	12.5%	4.3%
	I don't know	Count	2	0	0	2
		% within Would you encourage family/friend/relative to bank with your current ban	3.7%	.0%	.0%	2.9%
Total		Count	54	7	8	69
		% within Would you encourage family/friend/relative to bank with your current bank?	100.0%	100.0%	100.0%	100.0%

Table 5.34 Customer Satisfaction likelihood to encourage family/relatives/friends to migrate

35.2% and 55.6% of satisfied respondents as well as respondents who rated satisfaction as good will encourage family/friends/relatives to bank with their current bank. None of the respondents who are dissatisfied with service will encourage family/relatives/friends to bank with their current bank

5.7 THE EFFECT OF SERVICE QUALITY ON CUSTOMER LOYALTY/MIGRATION

5.7.1 I am satisfied with the service I receive from my bank. * Are you likely to remain at your current bank for as long as they offer current service?

Crosstab

			Are you likely to remain at your current bank for as long as they offer current service?			
			Yes	No	I don't know	Total
I am satisfied with the service I receive from my bank.	Yes	Count	46	3	4	53
		% within Are you likely to remain at your current bank for as long as they offer current service?	92.0%	25.0%	57.1%	76.8%
	No	Count	4	9	1	14
		% within Are you likely to remain at your current bank for as long as they offer current service?	8.0%	75.0%	14.3%	20.3%
	Not certain	Count	0	0	2	2
		% within Are you likely to remain at your current bank for as long as they offer current service?	.0%	.0%	28.6%	2.9%
Total		Count	50	12	7	69
		% within Are you likely to remain at your current bank for as long as they offer current service?	100.0%	100.0%	100.0%	100.0%

Table 5.1 Service attributes likelihood to influence migration

92% of respondents who are satisfied with their bank indicate no intention to migrate and only 8% of respondents who are not satisfied indicate intentions to migrate.

5.7.2 I am satisfied with the service I receive from my bank. * Would you encourage family/friend/relative to bank with your current bank?

			Would you encourage family/friend/relative to bank with your current bank?			
			Yes	No	I don't know	Total
I am satisfied with the service receive from my bank.	Yes	Count	47	2	4	53
		% within Would you encourage family/friend/relative to bank with y current bank?	87.0%	28.6%	50.0%	76.8%
	No	Count	6	5	3	14
		% within Would you encourage family/friend/relative to bank with y current bank?	11.1%	71.4%	37.5%	20.3%
	Not certain	Count	1	0	1	2
		% within Would you encourage family/friend/relative to bank with y current bank?	1.9%	.0%	12.5%	2.9%
Total		Count	54	7	8	69
		% within Would you encourage family/friend/relative to bank with your current bank?	100.0%	100.0%	100.0%	100.0%

Table 5.36 Service satisfaction likelihood to influence migration

87% of respondent who are satisfied with their current service will encourage family/friends/relatives to migrate to their bank. Only 11% of respondents who are not satisfied with service may still encourage family/friends/relatives to migrate to their bank

5.7.3 Staff were available in timely manner * Are you likely to remain at your current bank for as long as they offer current service?

Crosstab

			Are you likely to remain at your current bank for as long as they offer current service?			
			Yes	No	I don't know	Total
Staff were available in timely manner	Excellent	Count	14	6	1	21
		% within Are you likely to remain at your current bank for as long as they offer current service?	28.0%	50.0%	14.3%	30.4%
	Good	Count	30	5	1	36
		% within Are you likely to remain at your current bank for as long as they offer current service?	60.0%	41.7%	14.3%	52.2%
	Average	Count	3	1	4	8
		% within Are you likely to remain at your current bank for as long as they offer current service?	6.0%	8.3%	57.1%	11.6%
	Poor	Count	3	0	1	4
		% within Are you likely to remain at your current bank for as long as they offer current service?	6.0%	.0%	14.3%	5.8%
Total		Count	50	12	7	69
		% within Are you likely to remain at your current bank for as long as they offer current service?	100.0%	100.0%	100.0%	100.0%

Table 5.37 Service time likelihood to influence migration

60% of respondents who rated availability of staff in a timely manner are likely to remain at their current bank and not migrate. Only 6% of respondents who rated availability of staff in a timely manner as poor may still not migrate.

5.7.4 Staff were available in timely manner * Would you encourage family/friend/relative to bank with your current bank?

Crosstab

			Would you encourage family/friend/relative to bank with your current bank?			
			Yes	No	I don't know	Total
Staff were available in timely manner	Excellent	Count	16	3	2	21
		% within W ould you encourage family/friend/relative to bank with your current bank?	29.6%	42.9%	25.0%	30.4%
	Good	Count	31	2	3	36
		% within Would you encourage family/friend/relative to bank with your current bank?	57.4%	28.6%	37.5%	52.2%
	Average	Count	4	2	2	8
		% within Would you encourage family/friend/relative to bank with your current bank?	7.4%	28.6%	25.0%	11.6%
	Poor	Count	3	0	1	4
		% within Would you encourage family/friend/relative to bank with your current bank?	5.6%	.0%	12.5%	5.8%
Total		Count	54	7	8	69
		% within Would you encourage family/friend/relative to bank with your current bank?	100.0%	100.0%	100.0%	100.0%

Table 5.38 Service time likelihood to encourage family/relatives/friends migration

No respondent who rated staff poor regarding their availability on timely manner will encourage family friend or relatives to bank with their bank. At the same time 57.4 % of respondents who rate availability of staff in a timely man would encourage family/friend/relatives to migrate banks.

5.7.5 Staff greeted me and offered to help me * Are you likely to remain at your current bank for as long as they offer current service?

Crosstab

			Are you likely to remain at your current bank for as long as they offer current service?			Total
			Yes	No	I don't know	
Staff greeted me and offered to help me	Excellent	Count	26	5	1	32
		% within Are you likely to remain at your current bank for as long as they offer current service?	52.0%	41.7%	14.3%	46.4%
	Goo d	Count	21	4	3	28
		% within Are you likely to remain at your current bank for as long as they offer current service?	42.0%	33.3%	42.9%	40.6%
	Average	Count	3	3	0	6
		% within Are you likely to remain at your current bank for as long as they offer curr ent service?	6.0%	25.0%	.0%	8.7%
	Fair	Count	0	0	1	1
		% within Are you likely to remain at your current bank for as long as they offer current service?	.0%	.0%	14.3%	1.4%
	Poor	Count	0	0	2	2
		% within Are you likely to remain at your current bank f or as long as they offer current service?	.0%	.0%	28.6%	2.9%
Total		Count	50	12	7	69
		% within Are you likely to remain at your current bank for as long as they offer current service?	100.0%	100.0%	100.0%	100.0%

Table 5.39 Staff greetings likelihood to influence migration

None of the respondents who rated staff fair or poor in greeting them and offering to help will like to remain at their bank, as long as they receive this current service. 52% and 42% of staff who rated staff excellent and good in offering to help and greeting them will likely remain at their bank for as long as they receive such treatment.

5.7.6 Staff greeted me and offered to help me * Would you encourage family/friend/relative to bank with your current bank?

Crosstab

			Would you encourage family/friend/relative to bank with your current bank?			Total
			Yes	No	I don't know	
Staff greeted me and offered to help me	Excellent	Count	24	4	4	32
		% within Would you encourage family/friend/relative to ban k with your current bank?	44.4%	57.1%	50.0%	46.4%
	Good	Count	26	0	2	28
		% within Would you encourage family/friend/relative to bank with your current bank?	48.1%	.0%	25.0%	40.6%
	Average	Count	4	2	0	6
		% within Would you encourage family/friend/rela tive to bank with your current bank?	7.4%	28.6%	.0%	8.7%
	Fair	Count	0	1	0	1
		% within Would you encourage family/friend/relative to bank with your current bank?	.0%	14.3%	.0%	1.4%
	Poor	Count	0	0	2	2
		% within Would you encourage family/friend/relat ive to bank with your current bank?	.0%	.0%	25.0%	2.9%
Total		Count	54	7	8	69
		% within Would you encourage family/friend/relative to bank with your current bank?	100.0%	100.0%	100.0%	100.0%

Table 5.40 Staff greetings likelihood to influence family/relatives/friends to migrate

Again none of the respondents who rated staff as fair or poor in greeting them or offering them to help will encourage family/friends or relative to bank with their bank. 44.4% and 48.1% of respondents rating staff excellent and good in greeting and offering to help will encourage family/friends/relative to migrate to their bank

5.7.7 Staff were friendly and cheerful throughout * Are you likely to remain at your current bank for as long as they offer current service?

Crosstab

			Are you likely to remain at your current bank for as long as they offer current service?			
			Yes	No	I don't know	Total
Staff were friendly and cheerful throughout	Excellent	Count	26	5	2	33
		% within Are you likely to remain at your current bank for as long as they offer current service?	52.0%	41.7%	28.6%	47.8%
	Good	Count	19	5	2	26
		% within Are you likely to remain at your current bank for as long as they offer current service?	38.0%	41.7%	28.6%	37.7%
	Average	Count	5	2	0	7
		% within Are you likely to remain at your current bank for as long as they offer current service?	10.0%	16.7%	.0%	10.1%
	Fair	Count	0	0	1	1
		% within Are you likely to remain at your current bank for as long as they offer current service?	.0%	.0%	14.3%	1.4%
	Poor	Count	0	0	2	2
		% within Are you likely to remain at your current bank for as long as they offer current service?	.0%	.0%	28.6%	2.9%
Total		Count	50	12	7	69
		% within Are you likely to remain at your current bank for as long as they offer current service?	100.0%	100.0%	100.0%	100.0%

Table 5.41 Staff friendliness likelihood to influence migration

None of the respondents rating staff fair and poor in friendliness and cheerfulness will likely remain at their bank. 52% and 32% of respondent's rating staff as excellent and good in cheerfulness and friendly are likely to remain at their current bank

5.7.8 Staff were friendly and cheerful throughout * Would you encourage family/friend/relative to bank with your current bank?

			Would you encourage family/friend/relative to bank with your current bank?			
			Yes	No	I don't know	Total
Staff were friendly and cheerful throughout	Excellent	Count	26	3	4	33
		% within Would you encourage family/friend/relative to bank with your current bank?	48.1%	42.9%	50.0%	47.8%
	Good	Count	22	2	2	26
		% within Would you encourage family/friend/relative to bank with your current bank?	40.7%	28.6%	25.0%	37.7%
	Average	Count	6	1	0	7
		% within Would you encourage family/friend/relative to bank with your current bank?	11.1%	14.3%	.0%	10.1%
	Fair	Count	0	1	0	1
		% within Would you encourage family/friend/relative to bank with your current bank?	.0%	14.3%	.0%	1.4%
	Poor	Count	0	0	2	2
		% within Would you encourage family/friend/relative to bank with your current bank?	.0%	.0%	25.0%	2.9%
Total		Count	54	7	8	69
		% within Would you encourage family/friend/relative to bank with your current bank?	100.0%	100.0%	100.0%	100.0%

Table 5.42 Staff friendliness likelihood to influence family friends and relatives to migrate

None of the respondents rating staff cheerfulness and friendliness as poor or fair would encourage family/friends/relatives to migrate to their current bank. 48% and 40% respectively of respondents rating staff excellent and good in friendliness and cheerfulness will encourage family/friends/relatives to migrate to their bank

5.7.9 Staff answered my questions * Are you likely to remain at your current bank for as long as they offer current service?

Crosstab

			Are you likely to remain at your current bank for as long as they offer current service?			Total
			Yes	No	I don't know	
Staff answered my questions	Excellent	Count	29	4	1	34
		% within Are you likely to remain at your current bank for as long as they offer current service?	58.0%	33.3%	14.3%	49.3%
	Good	Count	18	5	4	27
		% within Are you likely to remain at your current bank for as long as they offer current servic e?	36.0%	41.7%	57.1%	39.1%
	Average	Count	3	2	2	7
		% within Are you likely to remain at your current bank for as long as they offer current service?	6.0%	16.7%	28.6%	10.1%
	Fair	Count	0	1	0	1
		% within Are you likely to remain at your current bank for as long as they offer current service?	.0%	8.3%	.0%	1.4%
Total		Count	50	12	7	69
		% within Are you likely to remain at your current bank for as long as they offer current service?	100.0 %	100.0%	100.0%	100.0%

Table 5.43 Staff answering questions likelihood to influence migration

58% of respondents rating staff excellent in answering questions are likely to remain at their current bank and 6% and 0% who rated staff average and fair respectively are most likely to migrate to other banks

5.7.10 Staff answered my questions * Would you encourage family/friend/relative to bank with your current bank?

			Would you encourage family/friend/relative to bank with your current bank?			Total
			Yes	No	I don't know	
Staff answered my questions	Excellent	Count	28	3	3	34
		% within Would you encourage family/friend/relative to bank with your current bank?	51.9%	42.9%	37.5%	49.3%
	Good	Count	23	2	2	27
		% within Would you encourage family/friend/relative to bank with your current bank?	42.6%	28.6%	25.0%	39.1%
	Average	Count	3	1	3	7
		% within Would you encourage family/friend/relative to bank with your current bank ?	5.6%	14.3%	37.5%	10.1%
	Fair	Count	0	1	0	1
		% within Would you encourage family/friend/relative to bank with your current bank?	.0%	14.3%	.0%	1.4%
Total		Count	54	7	8	69
		% within Would you encourage family/friend/relative to bank with your current bank?	100.0 %	100.0 %	100.0%	100.0 %

Table 5.44 Staff ability to answer question likelihood to influence migration

51.9% and 42.6% of respondents rating staff to have answered questions excellent and good will encourage family/friends/relatives to migrate to their bank, and for those who rated this attribute average or fair will most likely not encourage family/friends/relatives to migrate to their bank.

5.7.11 Staff showed knowledge of the bank's services and products offering * Are you likely to remain at your current bank for as long as they offer current service?

			Are you likely to remain at your current bank for as long as they offer current service?			
			Yes	No	I don't know	Total
Staff showed knowledge of the bank's services and products offering	Excellent	Count	27	5	2	34
		% within Are you likely to remain at your current bank for as long as they offer current service?	54.0%	41.7%	28.6%	49.3%
	Good	Count	20	4	2	26
		% within Are you likely to remain at your current bank for as long as they offer current service?	40.0%	33.3%	28.6%	37.7%
	Average	Count	3	2	3	8
		% within Are you likely to remain at your current bank for as long as they offer current service?	6.0%	16.7%	42.9%	11.6%
	Poor	Count	0	1	0	1
		% within Are you likely to remain at your current bank for as long as they offer current service?	.0%	8.3%	.0%	1.4%
Total		Count	50	12	7	69
		% within Are you likely to remain at your current bank for as long as they offer current service?	100.0%	100.0%	100.0%	100.0%

Table 5.45 Staff knowledge likelihood to influence migration

54% and 40% of respondents rating staff as excellent and good respectively will most likely remain at their bank for as long as they encounter this service. None of the respondents who rated staff poor in showing knowledge in banks services and products will likely remain at their banks

5.7.12 Staff showed knowledge of the bank's services and products offering * Would you encourage family/friend/relative to bank with your current bank?

			Would you encourage family/friend/relative to bank with your current bank?			
			Yes	No	I don't know	Total
Staff showed knowledge of the bank's services and products offering	Excellent	Count	27	3	4	34
		% within Would you encourage family/friend/relative to bank with your current bank?	50.0%	42.9%	50.0%	49.3%
	Good	Count	23	2	1	26
		% within Would you encourage family/friend/relative to bank with your current bank?	42.6%	28.6%	12.5%	37.7%
	Average	Count	4	1	3	8
		% within Would you encourage family/friend/relative to bank with your current bank?	7.4%	14.3%	37.5%	11.6%
	Poor	Count	0	1	0	1
		% within Would you encourage family/friend/relative to bank with your current bank?	.0%	14.3%	.0%	1.4%
Total		Count	54	7	8	69
		% within Would you encourage family/friend/relative to bank with your current bank?	100.0%	100.0%	100.0%	100.0%

Table 5.46 Staff knowledge likelihood to influence friends/relatives/family to migrate

None of the respondents rating staff as poor in showing knowledge of the bank's services and products would encourage family/friends/relatives to migrate to their bank. 50% and 42% of respondents rating staff excellent and good in this category will encourage family friends and relatives to migrate

5.7.13 Staff offered pertinent advice * Are you likely to remain at your current bank for as long as they offer current service?

			Are you likely to remain at your current bank for as long as they offer current service?			
			Yes	No	I don't know	Total
Staff offered pertinent advice	Excellent	Count	24	6	0	30
		% within Are you likely to remain at your current bank for as long as t offer current service?	48.0%	50.0%	.0%	43.5%
	Good	Count	19	4	3	26
		% within Are you likely to remain at your current bank for as long as t offer current service?	38.0%	33.3%	42.9%	37.7%
	Average	Count	7	0	4	11
		% within Are you likely to remain at your current bank for as long as the offer current service?	14.0%	.0%	57.1%	15.9%
	Poor	Count	0	2	0	2
		% within Are you likely to remain at your current bank for as long as t offer current service?	.0%	16.7%	.0%	2.9%
Total		Count	50	12	7	69
		% within Are you likely to remain at your current bank for as long as th offer current service?	100.0%	100.0%	100.0%	100.0%

Table 5.47 Staff pertinent advice likelihood to influence migration

5.7.14 Staff offered pertinent advice * Would you encourage family/friend/relative to bank with your current bank?

			Would you encourage family/friend/relative to bank with your current bank?			
			Yes	No	I don't know	Total
Staff offered pertinent advi	Excellent	Count	25	3	2	30
		% within Would you encourage family/friend/relative to bank with your bank?	46.3%	42.9%	25.0%	43.5%
	Good	Count	21	1	4	26
		% within Would you encourage family/friend/relative to bank with your curre bank?	38.9%	14.3%	50.0%	37.7%
	Average	Count	8	1	2	11
		% within Would you encourage family/friend/relative to bank with your bank?	14.8%	14.3%	25.0%	15.9%
	Poor	Count	0	2	0	2
		% within Would you encourage family/friend/relative to bank with your cur bank?	.0%	28.6%	.0%	2.9%
Total		Count	54	7	8	69
		% within Would you encourage family/friend/relative to bank with your bank?	100.0%	100.0%	100.0%	100.0%

Table 5.48 Staff pertinent advice likelihood to influence friends/relatives/family to migrate

5.7.15 Staff were courteous throughout * Are you likely to remain at your current bank for as long as they offer current service?

Crosstab

			Are you likely to remain at your current bank for as long as they offer current service?			Total
			Yes	No	I don't know	
Staff were courteous throughout	Excellent	Count	21	5	1	27
		% within Are you likely to remain at your current bank for as long as they offer current service?	42.0%	41.7%	14.3%	39.1%
	Good	Count	26	5	3	34
		% within Are you likely to remain at your current bank for as long as they offer current service?	52.0%	41.7%	42.9%	49.3%
	Average	Count	2	1	2	5
		% within Are you likely to remain at your current bank for as long as they offer current service?	4.0%	8.3%	28.6%	7.2%
	Fair	Count	0	1	1	2
		% within Are you likely to remain at your current bank for as long as they offer current service?	.0%	8.3%	14.3%	2.9%
	Poor	Count	1	0	0	1
		% within Are you likely to remain at your current bank for as long as they offer current service?	2.0%	.0%	.0%	1.4%
Total		Count	50	12	7	69
		% within Are you likely to remain at your current bank for as long as they offer current service?	100.0%	100.0%	100.0%	100.0%

Table 5.49 Staff courteous likelihood to influence migration

42% and 52% of respondents who rated staff courteous throughout are likely to remain at their bank for as long as they receive this service. None of the respondents who rated staff fair would like to remain at their current bank.

5.7.16 Staff were courteous throughout * Would you encourage family/friend/relative to bank with your current bank?

			Would you encourage family/friend/relative to bank with your current bank?			Total
			Yes	No	I don't know	
Staff were courteous throughout	Excellent	Count	21	3	3	27
		% within Wo uld you encourage family/friend/relative to bank with your current bank?	38.9%	42.9%	37.5%	39.1%
	Good	Count	30	1	3	34
		% within Would you encourage family/friend/relative to bank with your current bank?	55.6%	14.3%	37.5%	49.3%
	Average	Count	2	1	2	5
		% within Would you encourage family/friend/relative to bank with your current bank?	3.7%	14.3%	25.0%	7.2%
	Fair	Count	0	2	0	2
		% within Would you encourage family/friend/relative to bank with your current bank?	.0%	28.6%	.0%	2.9%
	Poor	Count	1	0	0	1
		% within Would you encourage family/friend/relative to bank with your current bank?	1.9%	.0%	.0%	1.4%
Total		Count	54	7	8	69
		% within Would you encourage family/friend/relative to bank with your current bank?	100.0%	100.0%	100.0%	100.0%

Table 5.50 Staff courteous likelihood to influence family/friends/relatives to migrate

Only 1.9% and none of respondents who rated staff poor and fair in being courteous will encourage family/friends/relatives to migrate to their bank

5.7.17 Staff was presentable * Are you likely to remain at your current bank for as long as they offer current service?

			Are you likely to remain at your current bank for as long as they offer current service?			
			Yes	No	I don't know	Total
Staff were presentable	Excellent	Count	34	8	2	44
		% within Are you likely to remain at your curr ent bank for as long as they offer current service?	68.0%	66.7%	28.6%	63.8%
	Good	Count	13	2	4	19
		% within Are you likely to remain at your current bank for as long as they offer current service?	26.0%	16.7%	57.1%	27.5%
	Average	Count	3	2	1	6
		% within Are you likely to remain at your current bank for as long as they offer current service?	6.0%	16.7%	14.3%	8.7%
Total		Count	50	12	7	69
		% within Are you likely to remain at your current bank for as long as they offer current service?	100.0%	100.0 %	100.0%	100.0 %

Table 5.51 Presentable staff likelihood to influence migration

68% of respondents who rated staff excellent in being presentable are likely to remain at their bank for as long as they receive this service. Respondents who rates staff as average in this category will most likely not remain with their bank

5.7.18 Staff were presentable * Would you encourage family/friend/relative to bank with your current bank?

			Would you encourage family/friend/relative to bank with your current bank?			
			Yes	No	I don't know	Total
Staff were presentable	Excellent	Count	36	4	4	44
		% within Would you encourage family/friend/relatve to bank with your current bank?	66.7%	57.1%	50.0%	63.8%
	Good	Count	14	2	3	19
		% within Would you encourage family/friend/relative to bank with your current bank?	25.9%	28.6%	37.5%	27.5%
	Average	Count	4	1	1	6
		% within Would you encourage family/friend/relative to bank with your current bank?	7.4%	14.3%	12.5%	8.7%
Total		Count	54	7	8	69
		% within Would you encourage family/friend/relative to bank with your current bank?	100.0%	100.0 %	100.0%	100.0 %

Table 5.52 Presentable staff likelihood to influence family/friends/relatives to migrate

66.7% of respondents will encourage family/friend/relatives to migrate to their banks due to staff being presentable. Only 7.4% who rated staff as average would likely encourage others to bank with their current bank

5.7.19 Overall, how would you rate the banking customer service? * Are you likely to remain at your current bank for as long as they offer current service?

			Are you likely to remain at you current bank for as long as the offer current service?			
			Yes	No	I don't know	Total
Overall, how would you rate t banking customer service?	Excellent	Count	25	5	1	31
		% within Are yo likely to remain at your current bank for as long as they current service?	50.0%	41.7%	14.3%	44.9 %
	Good	Count	21	3	2	26
		% within Are you likely to remain at your current bank for as long as the current service?	42.0%	25.0%	28.6%	37.7 %
	Average	Count	4	4	3	11
		% within Are you likely to remain at your current bank for as long as the current service?	8.0%	33.3%	42.9%	15.9 %
	Poor	Count	0	0	1	1
		% within Are you likely to remain at your current bank for as long as the current service?	.0%	.0%	14.3%	1.4%
Total		Count	50	12	7	69
		% within Are you likely to remain at your current bank for as long as the current service?	100.0 %	100.0 %	100.0%	100. 0%

Table 5.53 Staff overall service likelihood to influence migration

None of the respondents who rated the bank's service as poor are likely to remain at their bank. 50% and 42% of the respondents who rated their bank excellent and good respectively are most likely to remain at their current bank

5.7.20 Overall, how would you rate the banking customer service? * Would you encourage family/friend/relative to bank with your current bank?

			Would you encourage family/friend/relative to bank with your current bank?			
			Yes	No	I don't know	Total
Overall, how would you rate the banking customer service?	Excellent	Count	24	3	4	31
		% within Would you encourage family/friend/relative to bank with your current bank?	44.4%	42.9%	50.0%	44.9%
	Good	Count	25	0	1	26
		% within Would you encourage family/friend/relative to bank with your current bank?	46.3%	.0%	12.5%	37.7%
	Average	Count	5	4	2	11
		% within Would you encourage family/friend/relative to bank with your current bank?	9.3%	57.1%	25.0%	15.9%
	Poor	Count	0	0	1	1
		% within Would you encourage family/friend/relative to bank with your current bank?	.0%	.0%	12.5%	1.4%
Total		Count	54	7	8	69
		% within Would you encourage family/friend/relative to bank with your current bank?	100.0 %	100.0 %	100.0%	100.0 %

Table 5.54 Staff overall service likelihood to influence family/friends/relatives migration

None of the respondents who rated the overall customer service as poor will encourage relatives/family/friends to migrate to their bank. 44.4% and 46.3% of respondents who rated overall customer service as excellent and good will encourage family/relatives/friends to migrate to their bank

5.8 CONCLUSION

This chapter reveals the analysis of the data compiled for this study. Results are presented in tabular and graphic illustration format to provide a snapshot of respondents without misinterpreting any views and investigated findings. A concise brief of interpretation is also provided below every question with a few examples of specific responses to give specific context to the extent to which the question was understood.

The consolidated assortment of respondents on this study supplied a myriad of different and very diverse results. Having set different questions with the same ultimate objective and intent, one can surely make reasonable overall assumptions that can be interpreted to give adequate answers to the aim of the research question and the purpose of the study.

Consumers seem to continually be in a search for value of their money, and interestingly there is a clear indication that although it is a cumbersome process to migrate from one bank to the other, some consumers do make an effort to migrate accounts. The key variables and correlation to migration were found in the cross tabulation that illustrated two important intends: being to migrate or to influence other clients in the form of family, relatives or friends to migrate. This phenomenon is considered highly in the service industry as it is called action or voice. Although we did not use all of the data for this study, especially from open ended questions, one can assume that there is much more information gathered that can be interpreted by other scholars in the banking industry in further analysis. Having observed the respondents' trends through the analysing of the data we are reassured by the correlation of service and customer satisfaction in influencing decisions to migrate or not to migrate.

Where a client is not content with quality of service or relationships as an example at a particular institution, the likelihood of migration is high. A variety of responses also differ between clientele of different banks (Bank A, Bank B, Bank C and Bank D), but since the purpose of this study is not to compare specific banks' customer satisfaction levels, service quality, customer loyalty and customer relationships, the findings were consolidated to have an overall picture of all the factors influencing customer migration. The next chapter provides a view of the findings and a discussion on the views of the respondents.

CHAPTER SIX:

DISCUSSIONS, CONCLUSIONS, IMPLICATIONS, AND RECOMMENDATIONS

6.1 INTRODUCTION

The results of the research findings were analysed and presented in the previous chapter. The findings were integrated with the findings of the problem statement and that of the literature review, which seeks to understand factors that influence migration of clients between the Financial Institutions within the Mahikeng and Mmabatho area.

Data was collected mainly through semi-structured and structured questionnaires using specific questions attached as Appendix A. The focus however during data analysis was on the structured questionnaire since the researcher was interested in the fixed wording and sequence of presentation of data. Because more data was gathered in this study there is a room for further research of other dynamics related to this study. Although this study was conducted in the Mahikeng and Mmabatho area, the researcher is confident that the findings reflect fairly the dynamics of Financial Institutions elsewhere in South Africa. The discussions below will reflect on and explain the extent to which consumers base their decisions to remain loyal to their Financial Institutions, or the extent to which they will consider migrating from one institution to another and the extent of which they may influence others to migrate their bank accounts

Chapter six, which is the final chapter of this research study, integrates all the information from the preceding chapters and arrives at a summary. It provides necessary recommendations based on the findings of the empirical results as well as conclusions. This chapter consolidates the main finding and recommendation for further studies.

6.1 DISCUSSIONS

The discussions are based on the primary question posed in chapter three, and to a reasonable extent the secondary question. The primary problem in this research is to identify factors that influence decisions regarding migration of clients from one institution to the other; therefore the study focuses on the factors or drivers that influence customer decisions in moving their primary banking accounts from one institution to the other, within the four big banks in South Africa.

The objective of the study is achieved by the observation of responses from respondents who were presented with exactly the same set of questions with the purpose carefully examining four key areas being Customer Satisfaction, Customer Service, Customer relationships and Customer loyalty, followed by open-ended questions that the researcher decided not to focus on, given the nature of work required as independent form of data analysis methods would have been required. Despite that, the researcher was still able to make valuable deductions from the structured respondents through cross tabulation of the respondent's data analysis.

6.2 DEMOGRAPHICS

The researcher was able to capture a fair representation of respondents in different variables including age, gender and ethnicity, position of respondents in their various organisations, qualifications, disability, annual income and their current banks.

The majority of respondents were between the ages of 31 and 40 years with a male contribution of 58% of the participants. 94% of Africans participated with the remainder being coloured, Indian and Asians. A suggestion that this reflects the demographics of population in Mahikeng, but a deduction can also be made that majority of Africans still prefer manual banking interventions whilst other race communities may be using electronic banking facilities since the questionnaires were originally given to clients at contact with consultants of various banks as explained.

The researcher also noted participants who are professional in various working organisations followed by managers, participating more than participants in executive and technical levels. Accompanying appendix for further studies elaborate the cross tabulation of demographics indicating various cross demographic factors and other variables, such as gender and position at organisations, gender and type of qualifications, gender and annual income etc. This information may be analysed for further studies in the fraternity of banking as recommended by the researcher.

6.3 CONCLUSIONS OF UNIVARIATE ANALYSIS OF FACTORS AFFECTING MIGRATION

Univariate analysis is used to present the characteristics of some phenomenon, be it social or other studied phenomenon (Blaikie N, 2004, 29). The researcher therefore focused on key independent variables in determining loyalty or migration. A majority of respondents (43.5%) deem the customer service at their various financial institutions as good, whereas 37.7% of the respondents indicated that the customer service at their bank of choice is excellent. Only 11.6% of the respondents consider their bank's customer service as being average, and the minority of respondents (4.3%) think that their bank's customer service is poor. 2.9% say that they do not know how they would rate their bank's customer service.

The analysis of overall satisfaction also indicated fifty two percent (52.2%) of the respondents considered their overall satisfaction with their various banks as being good, with 33.3% of the respondents agreeing that they are satisfied with the service they receive from their respective financial institutions. In addition, 7.2% of the respondents rate their overall satisfaction as average, and 4.3% of the respondents are dissatisfied with the service they receive. The minority of respondents (2.9%) say that they do not know how they would rate their overall satisfaction with their different banks.

Regarding Customer Loyalty, majority of respondents (72.5%) would likely remain at their current bank for as long as they receive the current service, and only 17.4% would probably not do so. The minority of respondents (10.1%) were not sure whether they would remain at their current bank. The majority of respondents (78.3%) would encourage family/friends/relatives to bank with the respondents' current bank, while 10.1% would not do so. 11.6% of the respondents were not sure.

The above analysis further correlate with a table showing relationships where respondents were asked if they changed banks during the last five years. Only 29.0% of the respondents indicated that they have changed banks in the previous five years, and 71.0% of the respondents stayed with the same bank in the past five years. A critical observation illustrating that movement of clients from one bank to the other is not as rife as it may be perceived, since a majority of clients still would like to remain at their current bank and only less than 30% of the population have changed banks in the last five years.

6.4 CONCLUSIONS ON FACTORS INFLUENCING MIGRATION OF CUSTOMERS (Bivariate Analysis)

Data gathered in the bivariate analysis proved to be critical for conclusions of this study. Two key questions were asked in the cross tabulation of independent variables and provided a statistical reliable measurement of intent to migrate or not. The two questions were:

(i) Are you likely to remain at your bank as long as they offer this service

(ii) Would you encourage family, friend and relatives to bank with your current bank?

The underlying factors are key determinants of clients' intention to migrate to other banks, and to encourage family, friends and relatives to migrate.

6.4.1 Customer Satisfaction

98% of clients who stated their satisfaction with services offered at their banks indicated that they are not likely to migrate to other banks; instead they will remain at their banks for as long as they are offered the same service and remain satisfied. The same respondents (90%) of them will encourage family; friends and relatives to migrate to their bank.

6.4.2 Quality of Service

Different attributes of quality of service were measured in cross tabulation in order to accommodate the different understandings of quality of service. All the attributes of quality of service reaffirmed the fact that it is a variable that influences migration as well as encouragement of family, friend and relatives to migrate.

Different attributes of quality of service were analysed in this study:

- Staff availability in a timely manner
- Staff greeted and offered to help
- Staff friendly and cheerful
- Staff answered questions
- Staff showed knowledge of bank services and products
- Staff were presentable
- Staff were courteous through out

6.4.3 Customer Relationships

An important observation under customer relationships is that customers are loyal to their banks before deciding to migrate to other banks. This could be an adequate opportunity for the banks to focus on their retention strategies, and concentrating on providing superior service to existing clients in order to reduce the "leak rate" we defined earlier. Banks have the opportunity to rectify any unfavourable situation with their clientele before a migration decision is made, and that time should be utilised effectively.

6.4.4 Customer Loyalty

Customer loyalty also being our dependant variable is analysed in various forms including a question that read: "Are you likely to remain at your current bank for as long as it offers current service?" It is evident that customers who are generally satisfied with the services at their bank are loyal customers. 71% of respondents expressed that they would remain with their current bank whilst 18.2% of clients indicated that they would still consider migration, which leads to an assumption that there may be other reasons beyond loyalty that other scholars (named ambivalence of clients) can explore. This response indicates that approximately 33% of clients are vulnerable to accept attractive offers from other banks and will possibly migrate if changes are not implemented by their current banks.

6.5 IMPLICATIONS

In investigating the level of loyalty in Bank A, B, C and D, the cross tabulations indicate that a significant number of respondents are not necessarily satisfied with their current banks. The highest score of 40% was established as customers who would still remain at their banks, 41.7% of Bank C's customers indicated that they would like to migrate. This study is not intended to compare loyalty within different banks though these results are providing an overview of the current state of affairs regarding customer loyalty implying that banks in the

Mahikeng and surrounding area have much to do to change the customers view about service they are offering to reduce the probability of migration.

There were interesting follow-up questions highlighted by open-ended questions, which might give more insight into other actual personal factors that clients define (in their own words) as factors influencing their decision to migrate. The researcher did not dwell in this follow-up question since they required a different research method to be able to make informed conclusions out of them. The researcher recommends a further investigation of the responses to these questions in relation to the same or related analysis.

6.6 RECOMMENDATIONS

The results of the study demonstrate that there is still a sizeable number of clientele that is not realy loyal to their banks, due to less satisfaction of service and quality of service respectively. These clients are fairly vulnerable if not attended to; banks might continue to have an increased loss of existing clientele due to their demonstrated intentions to migrate given an opportunity.

This study intends to directly or indirectly provide the banking industry with insights to improve ways of retaining customers. Attention to identified factors is fundamental in curbing negative migration on customer base and it should influence appropriate action by managers to limit the loss of clients. This would directly lead to the institutions' increased profitability due to lower "leak rate" (i.e. clients closing their existing accounts).

The results presented on customer satisfaction revealed that the respondents are generally satisfied to some extent with their banks with regard to services, products and banking relationships. A concern is the remaining percentage that seems not to be satisfied with their existing institutions. Based on the variety of the findings, each institution need to investigate each attribute of service quality affecting them negatively and work on improving that particular area. Customers who expressed their intent to migrate are still potential clients who can remain at their banks if the banks focus on the development of retention strategies as much as they do on new acquisitions strategies.

Banks may need to apply the rule of introspection through feedback mechanisms from clients to be able to identify areas of service that require attention for improvement that resonates with their clients. Communication is therefore very important, and management need to identify mechanisms of communicating with clients in much simpler ways, and on a regular basis. Prompt attention to customer complaints must also be regarded as critical, in such a manner that complaints can be used as building blocks for good customer relations.

Employees of the banks are important for effective communication, especially front line staff. Staff must be encouraged to discuss highlights of the week or day, including what might be regarded as unpleasant experiences to provide an opportunity for management to address areas of concern from clients.

Effective communication through various forms between management and both staff and clients are vital to strengthen the opportunity to identify areas of service quality that requires attention, and an opportunity to turn bitter clients into loyal clients thus minimising the intent to migrate.

Given the myriad of data collected during this study, the researcher highly recommends further exploration of related hypothesis regarding migration of clients among banks and/or factors influencing retention of clients in the banking sector. Data on open ended questions was not utilized due to the scientific method data analysis the researcher had to employ. These data is available and considering all ethical scientific research protocol, it will be availed accordingly as and when required.

6.7 CONCLUSION

This study achieved its intended objectives. The link between customer service, quality of service, customer relations, customer satisfaction and the phenomenon of migration from one bank to the other is evident in the study results. Financial institutions should continue to find effective ways to thoroughly make regular improvements on customer service. The study enlightens us that the attitudes of bank customers toward the personal provisioning of services and subsequent level of satisfaction will impact on customer loyalty or migration of customers from one bank to the other.

The researcher is of the view that this analysis of data, although gathered in the Mahikeng and Mmabatho area, would represent the overall view of the cause of migration of clients in other parts of South Africa as well. Based on this theory it is plausible that this study could be very useful for managers of other banks elsewhere in South Africa

In conclusion the customers who choose to stay with their current primary bank for additional products are mostly driven by positive past experience of themselves and their family, friends and relatives. It is therefore more important to note that customers would not only act, but may influence others to make similar decision. This phenomenon therefore has a ripple effect; hence good customer service to each client is important. The South African retail banking industry is entering a phase of growth which is fuelled by diverse consumer demands of banking services. This industry has high demands for continuous quality customer service channelled towards individual needs. Furthermore, the industry is becoming increasingly competitive.

To remain competitive in the banking industry, any bank wishing to attract new customers and retain its current customer's needs are to continuously enhance the level of service that it provides to its customers.

The recommendations suggested for this study will enable banks A, B, C and D to attract and retain customers which will result in a win-win situation for both the customer and the financial institution. Effective communication in the form of feedback to customers should be a continuous process so as to improve trust and confidence in the banking relationship. Although results indicate a share of customers who are not fully satisfied with the quality of service of their banks, there is also a fair share of customers who seem to have experienced good service in one way or the other. In the present competitive environment, companies need to retain existing high-value customers to sustain and grow their businesses; further analysis of this study is recommended to find other helpful solutions for the banking industry.

REFERENCE LIST

Agunias, D.L. 2006. Remittances and development: trends, impacts and policy options. Migration Policy Institute: Washington. Available at: http://www.migrationpolicy.org/-pubs/mig_dev_lit_review_091406.pdf

Arnould, E., Price, L. & Zinkhan, G. 2004. Consumers. 2nd ed. McGraw-Hill.

Athanassopoulos, A.D. 2000. Customer satisfaction cue to support market segmentation and explain switching behaviour. *Journal of business research*, 47(3):191.

Badenhorst, C. 2007. Research writing: breaking the barriers. Pretoria: Van Schaik.

Baran, R.J.et al.2008. Principles of customer relationship management.

BFA (Bankable Frontier Associates). 2008. Managing the risks of mobile banking technologies. Report commissioned by the Finmark Trust. Available at: www.finmark.org.za

Blaikie, N. 2004. Analysing Quantitative Data Sage Publication

Bless, C and Higson-Smith C. 2000. Social research methods, an African perspective. 3rd ed. Juta

Bloemer, J, et al, 1998 International Journal of Bank Marketing, Investigating Drivers of Bank Loyalty: A complex relationship between image service quality and satisfaction.

Boyens, M. 2009. Factors influencing customer retention in South African retail banks. Johannesburg: WITS. (Dissertation - MBA).

Caruana, A. 2002. Service loyalty: the effects of service quality and the mediating role of customer satisfaction. *European journal of marketing*, 36(7/8):811-828.

CGAP. 2009. How do poor people use mobile financial services? 10 observations on customer usage and impact from M-PESA. Available at: http://technology.cgap.org/2009/-08/12/how-do-poor-people-use-mobile-financial-services-10-observations-on-customer-usage-and-impact-from-m-pesa/

Chacravarty, S., Feinberg, R. &Rhee, E. 2004. Relationships and individual's bank switching behaviour. *Journal of economic psychology*, 25(4):507.

Clerfeuille, F., Poubanne, Y., Vakrilova, M. & Petrova, G. 2008. Evaluation of consumer satisfaction using the tetra-class model. *Research in social and administrative pharmacy*, 4(3):258-271.

Colgate, M. &Hedge, R. 2001. An investigation into the switching process in retail banking services. *International journal of banking marketing*, 19(4/5).

Creswell, J. 1998. Research design: *Qualitative, quantitive, and mixed methods approaches. 3rd ed)* Thousand Oaks, Sage Publications

Cronin, J.J., Jr.et al. 2000. Assessing the effects of quality, value and customer satisfaction on consumer behavioural intentions in service environments. *Journal of retailing.*

Dodson, B., Simelane, H., Tevera, D., Green, T., Chikanda, A. & De Vletter, F.2008. Gender, migration and remittances in Southern Africa. The Southern African Migration Project (SAMP), Migration Policy Series No.49. Available at: www.queensu.ca/samp

Eggert, A. & Ulaga, W. 2002. Customer perceived value: a substitute for satisfaction in business markets? *Journal of business &industrial marketing*, 17(2/3):107-118

Gil, I., Berenguer, G. & Cervera, A. 2008. The roles of service encounters, service values and job satisfaction in achieving customer satisfaction in business relationships. *Industrial marketing management*, 37(8):921-939.

Jordaan, Y. & Prinsloo, M. 2004. Grasping service marketing. 2nd ed.

Kheng, L., Mahamad, O. & Ramayah, T. 2010. The impact of service quality on customer loyalty: a study of banks in Penang, Malaysia. *International journal of marketing studies*, 2(2):57-66.

Kotorov, R. 2003. Customer relationship management: strategic lessons and future directions. *Business process management journal*, 9(5):566-571.

Lindgreen, A., Palmer, R., Vanhamme, J. & Wouters, J. 2006. A relationship management assessment tool: questioning, identifying and prioritizing critical aspects of customer relationships . *Industrial marketing management*, 35(1):57-71.

Manrai, L.A. & Manrai, A.K. 2007. A field study of customer's switching behaviour of bank services. *Journal of retailing and consumer services,* 14(3):208-215.

Mendoza, L.E., Marious, A., Perez, M. & Griman, A.C. 2007. Critical success factors for a customer relationship management strategy. *Information and software technology*, 49(8):913-945.

Mowen, J. 2000. The 3M model of motivation and personality: theory and empirical applications to consumer behaviour. Kluwer Academic Publishers.

Ndubisi, N. 2003. Service quality: understanding customer perception and reaction, and its impact on business. *International journal of business*, 5(2):207-219.

Peyton, R.M., Pitts, S. & Kamary, R.H. 2003. Consumer satisfaction/dissatisfaction (cs/d): a review of literature prior to the 1990's. (Proceedings of the academy of organisational culture, communications and conflict, 7(2):41-46)

Wang, Y., Li, H. & Hui, V.2003. The antecedents of service quality and product quality and their influences on bank reputation: evidence from banking industry in China. *Managing services quality*, 13(1):72-83.

Yavas, U., Benkenstein, M. & Stuhdreier, U.2004. Relationships between service quality and behavioural outcomes: a study of private bank customers in Germany. *International journal of banking marketing*, 22(2/3):144.

Zeithaml, Z.A., Bitner, M.J. & Gremier, D.D. 2009. Services marketing: integrating customer focus across the firm. 5th ed.

Zeithaml, Parasuraman & Berry. (1999). Adaptation *from SERVQUAL, an instrument for measuring quality service.* Retrieved from http://www.12manage.com/methods_zeithaml_servqual.html Date of access: Dec 2011

APPENDIX A: VOLUNTARY QUESTIONNAIRE

The study of: Migration of Clients between Financial Institutions – a Customer Management Perspective

North-West University Graduate School: Mafikeng Campus

Researcher: Kelebogile McHarvey Seboka

Note to the respondent:

We need your help to understand the causes of migration of clients between financial institutions.
Although we would like you to help us, you do not have to take part in this survey.
If you may need more information about this study please feel free to contact the Graduate School and or the Researcher.
Your response to this questionnaire will remain private and confidential.

The questionnaire consists of the following sections:

Part 1 asks permission to use your responses for academic research.
Part 2 asks demographic details (e.g. your age, gender and home language).
Part 3 asks about attributes and factors influencing customers to migrate from one institution to the other. Four factors being Customer Satisfaction, Customer Loyalty and Customer Relationships are examined critically.

How to complete the questionnaire

Please answer the questions as truthfully as you can. Also, please be sure to read and follow the guidelines for each section.

The researcher is only asking for information you and other fellow customers will feel comfortable in responding to. You have an option to indicate by ticking an option such as (I do not know) in cases you may not be confident or comfortable in answering a question. Important note once again is that this information will be kept confidential and we subscribe to Ethical Considerations of Universal Research Studies.

You may mark each response by making a tick or a cross on each appropriate response with a PEN (not a pencil), or by filling in the required words or numbers.

Part 1: Permission to use my responses for academic research

I hereby give permission that my responses may be used for research purposes provided that my identity is not revealed in the published records of the research.

Initials and Surname:

Postal Address:

Postal Code:

Contact Numbers:

Home	
Cell	

Part 2: Demographic Details

NB: Please answer by making a Cross (X) or ~~Tick~~ ( ) in appropriate boxes.

Please indicate your age group:

< 20 yrs	21-30 yrs	31-40 yrs	41-50yrs	51-60yrs	>60yrs

Please indicate your gender:

Male	Female

Please indicate your ethnicity group:

African	Coloured	Indian/Asian	White	Other (Specify):

Please indicate your position in your organization:

Manageria l	Executive	Professiona l	Technical	Administrativ e	Other :

Please mark your type of qualification:

Matric	Diploma	Post graduate Diploma	B-degree	Masters	Doctorate	Other

Please indicate whether you're disabled or not:

Yes	No

Please indicate you annual income (K=1000):

< 100 K	100K-200K	200K-300K	300K-400k	>400K

Part 3: Factors Influencing Migration

3.1 CUSTOMER SATISFACTION

Please put a Cross (X) or Tick(✓) in the box next to the most appropriate answer to the list of the following questions:

Which one of the banks below is your current bank?

ABSA	FNB	Nedbank	Standard Bank

I have outlined my financial needs properly at the bank.

Yes	No

I am satisfied with my bank and services that I am offered.

Yes	No

How would you rate customer service at your current bank?

Excellent	Good	Average	Poor	I do not know

How would you rate your overall satisfaction?

(Very) Satisfied	Satisfied	Average	Dissatisfied	I do not know

What changes would you like to see affected at your current the bank to satisfy you more?

3.2 SERVICE QUALITY

I am satisfied with the service I receive from my bank.

Yes	No	Not certain

If no what are the reasons? (Please specify briefly)

For the following 1 – 9 questions tick your response in order of what will mostly influence your decision to move your account from your current banker to another bank.

Only tick one box for each question.

E.g. Excellent would mean most unlikely to move account. Poor would indicate that you will most likely move your account.

	Excellent	Good	Average	Fair	Poor	Don't know
Staff were available in timely manner						
Staff greeted me and offered to help me						
Staff were friendly and cheerful throughout						
Staff answered my questions						
Staff showed knowledge of the bank's services and products offering						
Staff offered pertinent advice						
Staff were courteous throughout						
Staff were presentable						
Overall, how would you rate the banking customer service?						

What did you like best about your current bank customer service?

3.3 CUSTOMER LOYALTY

Are you likely to remain at your current bank for as long as they provide current service?

Yes	No	I don't know

Would you encourage family/friend/relative to bank with your current bank?

Yes	No	I don't know

3.4 CUSTOMER RELATIONSHIPS

How long have you had an account with your previous bank?

< 1year	1yrs – 2yrs	2yrs – 3yrs	3yrs – 4yrs	> 4yrs

How long you have had an account with your current bank?

< 1year	1yrs – 2yrs	2yrs – 3yrs	3yrs – 4yrs	> 4yrs

How would you generally describe staff at your bank (In terms of Customer Relations)?

Friendly	
Rude	
Caring	
Polite	
Ill- mannered	
Unprofessional	
Incompetent	
Helpful	

Not Certain	

Please describe an instance where staff was not helpful in dealing with a complaint you had.

What would you recommend to your current bank for it to improve its services?

Please rate the quality of your current bank's customer care services

Excellent	*Good*	*Average*	*Poor*	*Very Poor*	*Not certain*

Please rate the quality of your previous bank's customer care services

Excellent	*Good*	*Average*	*Poor*	*Very Poor*	*Not certain*

Please rate the quality of information provided by your current bank.

Excellent	*Good*	*Average*	*Poor*	*Very Poor*	*Not certain*

Please rate the quality of information provided by your previous bank.

Excellent	*Good*	*Average*	*Poor*	*Very Poor*	*Not certain*

How would you describe your current banking charges?

Too expensive	Quite fair	Very Fair	I don't know

How would you describe your previous banking charges?

Too expensive	Quite fair	Very Fair	I don't know

How would you describe the products offered at your current bank?

Adequate	Average	Inadequate	I don't know

How would you describe the products offered at your previous bank?

Adequate	Average	Inadequate	I don't know

Please describe the best feature of your current bank if any:

Please describe the best feature of your previous bank if any:

Please describe the worst feature of your current bank if any:

Please describe the worst feature of your previous bank if any:

What improvements would you recommend to your current bank?

Please confirm whether or not you changed banks in the previous 5 years:

Yes	No

Please indicate the method you used to inform them when you closed your account:

Telephone	
Email	
Letter	
Other (please specify	

Please describe the reasons that forced you to terminate the bank's services:

Please indicate if there is any reason that would have ensured you to continue to use previous bank's services:

Does your current bank provide you with similar services which your previous bank offered?

Yes	No

Please indicate whether you are satisfied with your current bank's services.

Yes	No

End of the Questionnaire

Thank you very much for filling in this questionnaire.

APPENDIX B: Frequency Table

Please indicate your age group

		Frequency	Valid Percent	Cumulative Percent
Valid	< 20yrs	4	6.2	6.2
	21 - 30 yrs	21	32.3	38.5
	31 - 40 yrs	20	30.8	69.2
	41 - 50 yrs	14	21.5	90.8
	51 - 60 yrs	6	9.2	100.0
	Total	65	100.0	
Missing	System	4		
Total		69		

Please indicate your gender

		Frequency	Valid Percent	Cumulative Percent
Valid	Male	39	57.4	57.4
	Female	29	42.6	100.0
	Total	68	100.0	
Missing	System	1		
Total		69		

Please indicate your ethnicity group

		Frequency	Valid Percent	Cumulative Percent
Valid	African	65	94.2	94.2
	Coloured	3	4.3	98.6
	Indian/Asian	1	1.4	100.0
	Total	69	100.0	

Please indicate your position in your organisation

		Frequency	Valid Percent	Cumulative Percent
Valid	Managerial	18	28.6	28.6
	Executive	4	6.3	34.9
	Professional	13	20.6	55.6
	Technical	2	3.2	58.7
	Administrative	9	14.3	73.0
	Other	17	27.0	100.0
	Total	63	100.0	
Missing	System	6		
Total		69		

Please mark your type of qualification

		Frequency	Valid Percent	Cumulative Percent
Valid	Matric	13	19.4	19.4
	Diploma	18	26.9	46.3
	Post graduate Diploma	1	1.5	47.8
	B-degree	25	37.3	85.1
	Masters	3	4.5	89.6
	Other	7	10.4	100.0
	Total	67	100.0	
Missing	System	2		
Total		69		

Please indicate whether you're disabled or not

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	7	10.4	10.4
	No	60	89.6	100.0
	Total	67	100.0	
Missing	System	2		
Total		69		

Please indicate you annual income (K=1000)

		Frequency	Valid Percent	Cumulative Percent
Valid	< 100k	11	18.6	18.6
	100K - 200k	18	30.5	49.2
	200K - 300k	7	11.9	61.0
	300K - 400k	5	8.5	69.5
	> 400k	18	30.5	100.0
	Total	59	100.0	
Missing	System	10		
Total		69		

What is your current bank

		Frequency	Valid Percent	Cumulative Percent
Valid	ABSA	17	26.2	26.2
	FNB	24	36.9	63.1
	Nedbank	13	20.0	83.1
	Standard Bank	11	16.9	100.0
	Total	65	100.0	
Missing	System	4		
Total		69		

I have outlined my financial needs properly at the bank.

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	49	77.8	77.8
	No	14	22.2	100.0
	Total	63	100.0	
Missing	System	6		
Total		69		

I am satisfied with my bank and services that I am offered.

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	55	82.1	82.1
	No	12	17.9	100.0
	Total	67	100.0	
Missing	System	2		
Total		69		

How would you rate the customer service?

		Frequency	Valid Percent	Cumulative Percent
Valid	Excellent	26	38.8	38.8
	Good	28	41.8	80.6
	Average	8	11.9	92.5
	Poor	3	4.5	97.0
	I do not know	2	3.0	100.0
	Total	67	100.0	
Missing	System	2		
Total		69		

How would you rate your overall satisfaction?

		Frequency	Valid Percent	Cumulative Percent
Valid	Satisfied	23	34.8	34.8
	Good	33	50.0	84.8
	Average	5	7.6	92.4
	Dissatisfied	3	4.5	97.0
	I don't know	2	3.0	100.0
	Total	66	100.0	
Missing	System	3		
Total		69		

I am satisfied with the service I receive from my bank.

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	50	75.8	75.8
	No	14	21.2	97.0
	Not certain	2	3.0	100.0
	Total	66	100.0	
Missing	System	3		
Total		69		

Staff were available in timely manner

		Frequency	Valid Percent	Cumulative Percent
Valid	Excellent	37.7	32.3	32.3
	Good	43.5	49.2	81.5
	Average	11.6	12.3	93.8
	Poor	4.3	6.2	100.0
	Total	2.9	100.0	
Missing	System	Percent		
Total		69		

Staff greeted me and offered to help me

		Frequency	Valid Percent	Cumulative Percent
Valid	Excellent	32	50.0	50.0
	Good	23	35.9	85.9
	Average	6	9.4	95.3
	Fair	1	1.6	96.9
	Poor	2	3.1	100.0
	Total	64	100.0	
Missing	System	5		
Total		69		

Staff were friendly and cheerful throughout

		Frequency	Valid Percent	Cumulative Percent
Valid	Excellent	32	50.8	50.8
	Good	21	33.3	84.1
	Average	7	11.1	95.2
	Fair	1	1.6	96.8
	Poor	2	3.2	100.0
	Total	63	100.0	
Missing	System	6		
Total		69		

Staff answered my questions

		Frequency	Valid Percent	Cumulative Percent
Valid	Excellent	34	52.3	52.3
	Good	23	35.4	87.7
	Average	7	10.8	98.5
	Fair	1	1.5	100.0
	Total	65	100.0	
Missing	System	4		
Total		69		

Staff showed knowledge of the bank's services and products offering

		Frequency	Valid Percent	Cumulative Percent
Valid	Excellent	34	52.3	52.3
	Good	22	33.8	86.2
	Average	8	12.3	98.5
	Poor	1	1.5	100.0
	Total	65	100.0	
Missing	System	4		
Total		69		

Staffs offered pertinent advice

		Frequency	Valid Percent	Cumulative Percent
Valid	Excellent	30	46.9	46.9
	Good	21	32.8	79.7
	Average	11	17.2	96.9
	Poor	2	3.1	100.0
	Total	64	100.0	
Missing	System	5		
Total		69		

Staffs were courteous throughout

		Frequency	Valid Percent	Cumulative Percent
Valid	Excellent	27	41.5	41.5
	Good	30	46.2	87.7
	Average	5	7.7	95.4
	Fair	2	3.1	98.5
	Poor	1	1.5	100.0
	Total	65	100.0	
Missing	System	4		
Total		69		

Staff were presentable

		Frequency	Valid Percent	Cumulative Percent
Valid	Excellent	39	60.9	60.9
	Good	19	29.7	90.6
	Average	6	9.4	100.0
	Total	64	100.0	
Missing	System	5		
Total		69		

Overall, how would you rate the banking customer service?

		Frequency	Valid Percent	Cumulative Percent
Valid	Excellent	31	47.7	47.7
	Good	22	33.8	81.5
	Average	11	16.9	98.5
	Poor	1	1.5	100.0
	Total	65	100.0	
Missing	System	4		
Total		69		

Are you likely to remain at your current bank for as long as they offer current service?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	47	71.2	71.2
	No	12	18.2	89.4
	I don't know	7	10.6	100.0
	Total	66	100.0	
Missing	System	3		
Total		69		

Would you encourage family/friend/relative to bank with your current bank?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	49	76.6	76.6
	No	7	10.9	87.5
	I don't know	8	12.5	100.0
	Total	64	100.0	
Missing	System	5		
Total		69		

How long have you had an account with previous bank?

		Frequency	Valid Percent	Cumulative Percent
Valid	< 1yrs	15	23.8	23.8
	1yrs - 2yrs	3	4.8	28.6
	2yrs - 3yrs	6	9.5	38.1
	3yrs - 4yrs	3	4.8	42.9
	> 4yrs	36	57.1	100.0
	Total	63	100.0	
Missing	System	6		
Total		69		

How long you have had an account with your current bank?

		Frequency	Valid Percent	Cumulative Percent
Valid	< 1yrs	13	21.0	21.0
	1yrs - 2yrs	7	11.3	32.3
	2yrs - 3yrs	6	9.7	41.9
	3yrs - 4yrs	5	8.1	50.0
	> 4yrs	31	50.0	100.0
	Total	62	100.0	
Missing	System	7		
Total		69		

How would you generally describe our staff at the bank?

		Frequency	Valid Percent	Cumulative Percent
Valid	Friendly	32	50.0	50.0
	Rude	7	10.9	60.9
	Caring	8	12.5	73.4
	Polite	4	6.3	79.7
	Ill Mannered	4	6.3	85.9
	Helpful	8	12.5	98.4
	Not Certain	1	1.6	100.0
	Total	64	100.0	
Missing	System	5		
Total		69		

Please rate the quality of your current bank's customer care services

		Frequency	Valid Percent	Cumulative Percent
Valid	Excellent	19	31.1	31.1
	Good	26	42.6	73.8
	Average	10	16.4	90.2
	Poor	3	4.9	95.1
	Not Certain	3	4.9	100.0
	Total	61	100.0	
Missing	System	8		
Total		69		

Please rate the quality of your previous bank's customer care services

		Frequency	Valid Percent	Cumulative Percent
Valid	Excellent	13	21.7	21.7
	Good	18	30.0	51.7
	Average	20	33.3	85.0
	Poor	3	5.0	90.0
	Very Poor	4	6.7	96.7
	Not Certain	2	3.3	100.0
	Total	60	100.0	
Missing	System	9		
Total		69		

Please rate the quality of the information provided by your current bank.

		Frequency	Valid Percent	Cumulative Percent
Valid	Excellent	17	28.3	28.3
	Good	25	41.7	70.0
	Average	9	15.0	85.0
	Poor	4	6.7	91.7
	Very Poor	3	5.0	96.7
	Not Certain	2	3.3	100.0
	Total	60	100.0	
Missing	System	9		
Total		69		

Please rate the quality of the information provided by your previous bank.

		Frequency	Valid Percent	Cumulative Percent
Valid	Excellent	19	30.6	30.6
	Good	17	27.4	58.1
	Average	14	22.6	80.6
	Poor	5	8.1	88.7
	Very Poor	6	9.7	98.4
	Not Certain	1	1.6	100.0
	Total	62	100.0	
Missing	System	7		
Total		69		

How would you describe your current banking charges?

		Frequency	Valid Percent	Cumulative Percent
Valid	Too expensive	14	23.7	23.7
	Quite Fair	24	40.7	64.4
	Very Fair	12	20.3	84.7
	I don't know	9	15.3	100.0
	Total	59	100.0	
Missing	System	10		
Total		69		

How would you describe your previous banking charges?

		Frequency	Valid Percent	Cumulative Percent
Valid	Too expensive	25	43.9	43.9
	Quite Fair	16	28.1	71.9
	Very Fair	8	14.0	86.0
	I don't know	8	14.0	100.0
	Total	57	100.0	
Missing	System	12		
Total		69		

How would you describe the products offered at your current bank?

		Frequency	Valid Percent	Cumulative Percent
Valid	Adequate	28	48.3	48.3
	Average	23	39.7	87.9
	Inadequate	1	1.7	89.7
	I don't know	6	10.3	100.0
	Total	58	100.0	
Missing	System	11		
Total		69		

How would you describe the products offered at your previous bank?

		Frequency	Valid Percent	Cumulative Percent
Valid	Adequate	17	29.3	29.3
	Average	27	46.6	75.9
	Inadequate	9	15.5	91.4
	I don't know	5	8.6	100.0
	Total	58	100.0	
Missing	System	11		
Total		69		

Please confirm whether or not you have stopped using your previous bank's services:

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	20	35.7	35.7
	No	36	64.3	100.0
	Total	56	100.0	
Missing	System	13		
Total		69		

Please indicate the method you used to inform them about your cancellation:

		Frequency	Valid Percent	Cumulative Percent
Valid	Telephone	16	36.4	36.4
	Email	14	31.8	68.2
	Letter	2	4.5	72.7
	Other	12	27.3	100.0
	Total	44	100.0	
Missing	System	25		
Total		69		

Does your current bank provide you with similar services which your previous bank offered?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	26	54.2	54.2
	No	22	45.8	100.0
	Total	48	100.0	
Missing	System	21		
Total		69		

Please indicate whether you are satisfied with the new bank's services.

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	34	68.0	68.0
	No	16	32.0	100.0
	Total	50	100.0	
Missing	System	19		
Total		69		