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以銀行顧客的轉換行為探討消費者對網路銀行的接受度

Understanding Consumer Acceptance of Internet Banking—From Stayers and Switchers' Perspectives

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摘要：本研究探討固定顧客與轉換顧客在忠誠度、涉入程度、信任及對新科技的接受度的不同。藉由對固定顧客與轉換顧客的瞭解，有助於銀行設計有效的行銷策略吸引顧客。網路發放問卷，由 684 份有效問卷的結果驗證假設：固定顧客對自己的銀行具有高忠誠度及高度的信任，所以固定顧客再次被驗證對公司而言是具有高度的價值。轉換顧客分為滿足的轉換顧客與不滿足的轉換顧客。滿意的轉換顧客乃因為外界因素造成(如：搬家、公司指定...等)，因此轉換銀行；而不滿意的顧客則是對原本的銀行不滿意，因此主動尋找資訊，轉換選擇其他銀行的服務。結果顯示：滿意的轉換顧客以利益為重，表現出較低的忠誠度及信任感；不滿意的顧客則表現顯著的高度涉入程度及忠誠度。最後，不滿意的轉換顧客屬於功能型取向；三類顧客中，不滿意的轉換顧客對網路銀行的接受度最高。

關鍵字: 忠誠度；涉入程度；信任；轉換行為；網路銀行

Abstract: This study investigates the differences in stayers' and switchers' loyalty, involvement, and trust as well as their acceptance of new technology. This

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research helps managers design effective strategies to attract customers by better understanding stayers and switchers' needs. An online survey was used with a sample of 684 respondents. The results indicated that stayers proved to be high-value customers who have high levels of loyalty and trust. Satisfied switchers behaved as a benefit-seeking group, demonstrating low levels of loyalty and trust, whereas dissatisfied switchers exhibited high levels of involvement and loyalty. Meanwhile, dissatisfied switchers, who tended to be utilitarian oriented, demonstrated the most willingness to accept Internet banking among the three groups.

Keywords: Loyalty; Involvement; Trust; Switching behavior; Internet banking

1. Introduction

The banking industry once enjoyed high level of customer share (Manrai and Manrai, 2007); however, lower than ever costs to switch banks and tempting high-tech services at competitors have led to challenges in maintaining customer loyalty among banks. Despite long-term relationships with their financial service providers, customers are evaluating competing banking services. The war of Internet banking has begun.

Internet baking provides the benefits of convenience and cost-savings for both customers and banks. Among increasing online banking services, customers must decide whether to adopt the Internet banking services provided by their current bank or change to a new bank for better services or more attractive incentives. As customers use Internet banking services, they become used to the transaction platforms, which differ according to bank. These learning costs make it difficult for customers to switch to other bank services once they have gotten used to the financial service interfaces (Anderson and Gerbing, 1988). Thus, it is critical for banks to attract the current customers to adopt their Internet banking services.

Much research has examined customer switching behaviors, which have a detrimental impact on a firm's market share and profit (Athanassopoulos, 2000;

Chakravarty *et al.*, 2004; Manrai and Manrai, 2007). Satisfied and loyal customers might decide to switch to new services for such reasons as job-related relocation, change of residence, cost benefits, boredom, and curiosity. If customers' switching behaviors and switchers' disposition can be identified, companies could prevent defections in the form of switching. Prior research indicates that customer loyalty, involvement, and trust are important to customer retention (Gabbott and Hogg, 1999; Harris and Goode, 2004; Methlie and Nysveen, 1999; Suh and Han, 2002).

Customers differ in their value to the bank; therefore, customer retention and loyalty-building efforts should not necessarily be targeted to all customers equally. Banks need to have a thorough understanding of their customer base. Ganesh *et al.* (2000) argued that customers who have switched service providers because of dissatisfaction seem to differ significantly from other customer groups in their satisfaction and loyalty behaviors. Much research has examined customer acceptance of new products or technology systems (Liang and Huang, 1998; Suh and Han, 2002; 2003), but few have examined the perspectives of the switchers.

Therefore, this study investigates the differences between stayers and switchers in loyalty, involvement, and trust as well as their acceptance of Internet banking. The next section will introduce the conceptual background of this study. The research model and hypotheses will be discussed in Section 3, while Sections 4 and 5 will provide the research design and survey results. The final section will detail the implications and suggest future research.

2. Research Background

Customer loyalty

Research has shown that the value of existing customers is much higher than that of new customers (Athanassopoulos, 2000; Methlie and Nysveen, 1999); consequently, marketers have devoted themselves to building customer loyalty and extending relationships with customers (Lin *et al.*, 2003). Customers with demonstrated loyalty spread positive word-of-mouth information (Wangenheim and Bayòn, 2004) and boost profits by attracting potential customers (Ganesh *et* *al.*, 2000). Thus, loyal customers are a bank's most valuable customers. These customers are also more willing to accept Internet banking than customers with lower levels of loyalty (Ganesh *et al.*, 2000; Sood and Kathuria, 2004). Loyalty is defined as "a deeply held commitment to frequently rebuy or repatronize the same product or service" (Evanschitzky *et al.*, 2006; Oliver, 1999; Wangenheim and Bayòn, 2004). Customer loyalty can be further delineated according to two types: affective loyalty and conative loyalty (Harris and Goode, 2004; Methlie and Nysveen, 1999).

According to Harris and Goode (2004), affective loyalty reflects a customer's favorable attitude or liking based on satisfied usage; meanwhile, conative loyalty develops according to a customer's behavioral intentions characterized by a deeper level of commitment. For instance, a customer who chooses a bank service because he/she likes the logo and has a good feeling about the bank makes the decision based on personal favor, which can be categorized as affective loyalty. On the other hand, if the customer decides to initiate transactions with the bank because of its convenience of location, costs saved, and/or worthiness of trust, then the customer has demonstrated conative loyalty by concentrating on functional and practical considerations.

Purchase involvement and ego involvement

Involvement is described as reflecting the extent of personal relevance of the decision to the individual in terms of basic goals, values, and self-concept (Koziey and Anderson, 1989; Mittal and Lee, 1989; Zaichowsky, 1985). Various research has demonstrated the substantial influence of purchase involvement (Goldsmith and Emmert, 1991; Lewin and Donthu, 2005) and ego involvement (Ganesh *et al.*, 2000; Sood and Kathuria, 2004) on customer loyalty.

The concept of purchase involvement was first developed as related to several demographic characteristics (Slama and Tashchian, 1985). It relates to the level of concern for or interest in the purchase process that is triggered by the need to consider a particular purchase (Gabbott and Hogg, 1999; Ganesh *et al.*, 2000). In previous studies, purchase involvement was surveyed and analyzed according to many factors, such as driving factors (e.g., company size, production type or technology, product development) and enabling factors (e.g., previous experiences, level of training, degree of proactiveness) (Lewin and Donthu, 2005; Wynstra *et al.*, 2000). Meanwhile, Beatty *et al.* (1988) defined ego involvement as the "importance of the product to the individual and to the individual's self concept, values, and ego." In other words, ego involvement refers to people being involved with an issue. Thus, a person is ego-involved when the product/service has a personal significance to the individual or when the person is strongly committed to the product/service.

Trust

Trust is acknowledged as a key determinant of both continued patronage and positive word of mouth. Prior research has shown that trust is a critical factor in stimulating purchase (Harris and Goode, 2004; Jarvenpaa *et al.*, 2000; Sirdeshmukh *et al.*, 2002). According to Suh and Han (2003), trust is based on the beliefs held by the perceptions about previous interactions. Gefen (2000) defined trust as a person willing to make oneself vulnerable to actions taken by the trusted group based on the feeling of confidence and assurance. A person who is inclined to trust demonstrates a consistent tendency to be willing to depend on the trusted company (Lin *et al.*, 2003; Suh and Han, 2002). The customer's trust in a bank, therefore, is the confidence and belief in the bank.

The issue of trust in regards to Internet banking is even more important than trust in the retail banks. Unlike traditional face-to-face services, Internet banking invokes customer uneasiness and suspicion because of various high-tech confrontations, such as the extensive technology use required as well as the distance and impersonal nature of the online environment (Yousafzai *et al.*, 2003). Trust denoted as an anxiety pacifier is important to banks for building customer loyalty as well as customer acceptance of Internet banking (Aydin and Özer, 2005).

3. Research Model and Hypothese

Stayers, satisfied switchers, and dissatisfied switchers

Sood and Kathuria (2004) categorized banks' customers into two groups: (1) customers who have had no switching behavior in the last two years (referred to as "stayers") and (2) those who have changed banks (referred to as "switchers"). Switchers are further divided into dissatisfied switchers and satisfied switchers. Dissatisfied switchers are those customers who switch to new services because they were not happy with the product/service offered by the previous company; satisfied switchers are confident and good with the services, but switch to another bank for reasons other than dissatisfaction, such as job-related relocation, the previous bank closed, or cost benefits offered by competitors. Banks can easily determine into which category their customers fall. Once the preferences of these three groups are identified, banks could design more effective marketing strategies.

Customer loyalty

Switchers typically try to reduce the experience of post-decision dissonance. Satisfied switchers and stayers have less experience comparing banks and making switching decisions. Because they are content with current situation, their activities often remain unchanged (Ganesh *et al.*, 2000; Wangenheim and Bayòn, 2004). On the other hand, according to Wangenheim and Bayón (2004), dissatisfied switchers are forced to move to new services because of previous unsatisfactory experiences that satisfied switcher and stayers have not encountered. After a thorough search process, dissatisfied switchers perceive their chosen bank as better than others and, consequently, develop higher levels of commitment to the bank. Ganesh *et al.* (2000) concluded that dissatisfied switchers have higher levels of loyalty compared to satisfied switchers and stayers.

In addition, satisfied switchers switch to the services because of extrinsic factors (e.g., coupons, prices), which are more likely to exhibit lower levels of loyalty and repurchase intention (Ganesh *et al.*, 2000). They also perceive the switching costs to be low. Therefore, compared with stayers, satisfied switchers exhibit lower levels of loyalty (Wangenheim and Bayòn, 2004), satisfaction (Athanassopoulos, 2000), and repurchase intentions (Sood and Kathuria, 2004).

This suggests that satisfied switchers are likely to show lower levels of loyalty than stayers, which leads to the following hypothesis:

H_1: The levels of customer loyalty to the bank, ranked highest to lowest, are dissatisfied switchers, stayers, and satisfied switchers.

Purchase involvement

Customers are likely to experience changes in levels of purchase involvement when the relevant environment changes, such as a service switching. Stayers encounter no experience of purchase involvement similar to that of switchers (Ganesh *et al.*, 2000). Therefore, a difference in purchase involvement exists only between satisfied switchers and dissatisfied switchers.

Dissatisfied switchers have experiences with negative outcomes from prior banks; such bad feelings are easily retrieved from memory (Wangenheim and Bayòn, 2004). Because of the unpleasant memory, dissatisfied switchers are likely to take more product survey time to avoid future unsatisfactory experiences and therefore show greater levels of purchase involvement than satisfied switchers. Thus:

H_2: Compared with satisfied switchers, dissatisfied switchers exhibit higher levels of purchase involvement.

Ego involvement

Stayers who only interact with one bank are more likely to experience higher degrees of familiarity and might even develop a favorable attitude toward a specific service provider. These customers have stronger relationships with the bank than switchers. Thus, stayers' ego involvement is at higher levels than satisfied and dissatisfied switchers (Ganesh *et al.*, 2000; Sood and Kathuria 2004).

Dissatisfied switchers, due to their previous negative experiences, have a reduced level of ego involvement (Ganesh *et al.*, 2000; Gendolla and Richter, 2005). The previous negative experiences have a negative impact on customer satisfaction and seriously neutralize the importance of the product/service to the customer. Dissatisfied switchers demonstrate tremendous decreases in the levels of ego involvement. According to Ganesh *et al.* (2000), unsatisfactory services would jeopardize customer ego involvement with the service provider. Thus:

H_3: The levels of ego involvement, ranked from highest to lowest, are stayers, satisfied switchers, and dissatisfied switchers.

Trust

Stayers are happy with their current situation. The relationship between stayers and the company is like children who stick to and depend on their parents. They are satisfied with company's services and never consider leaving. Therefore, trust is not an issue for stayers.

Dissatisfied switchers develop higher levels of purchase involvement in an effort to prevent bad experiences. They actively search through information to find a satisfactory, suitable, and trustworthy bank. Once dissatisfied switchers decide on a bank, they more easily develop trust in the bank than satisfied switchers, who spend less time researching banks before making purchase decisions (Lewin and Donthu, 2005). Based on this information, it can be induced that dissatisfied switchers have higher levels of trust than satisfied switchers, which leads to the following hypothesis:

H_4: The levels of trust, ranked from highest to lowest, are stayers, dissatisfied switchers, and satisfied switchers.

Acceptance of Internet banking

Customers are reluctant to utilize Internet banking services because they know little about such services and are not accustomed to new technology. With higher levels of purchase involvement, dissatisfied switchers develop self-efficacy, which enables them to overcome the obstacles associated with self-service technology (Davis, 1989). As such, dissatisfied switchers may be more willing to use Internet banking because of their knowledge of it. Suh and Han (2002) demonstrated that a customer's trust positively impacts the acceptance of Internet banking. With high trust in the bank, stayers are more likely willing to try Internet banking. Meanwhile, satisfied switchers are expected to have the lowest levels of acceptance of Internet banking because their trust and loyalty levels are lowest among three groups. Thus:

H_5: The acceptance of Internet banking, ranked from highest to lowest, is dissatisfied switchers, stayers, and satisfied switchers.

The relationship between loyalty and acceptance of Internet banking

Customers' perceptions of face-to-face interaction with the bank service people have always been considered one of the most important determinants for customer loyalty (Román, 2003). Flavián *et al.* (2005) stated that greater consumer satisfaction would lead to greater degree of loyalty and higher intention to use Internet services. It is expected that higher levels of loyalty would increase the willingness to use Internet banking. Therefore, the hypothesis is proposed.

H_6: Customer loyalty has positive influence on the acceptance of Internet banking.

The relationship between involvement and acceptance of Internet banking

When customers have high levels of involvement, they know which bank is worth trusting. As high involvement with the bank enhances customers' trust, customers are likely to be more willing to try innovative Internet banking services. In other words, customers with high levels of involvement are more likely to accept Internet banking than those with low levels of involvement. Therefore:

H_7: Involvement positively influences the acceptance of Internet banking.

The relationship between trust and acceptance of Internet banking

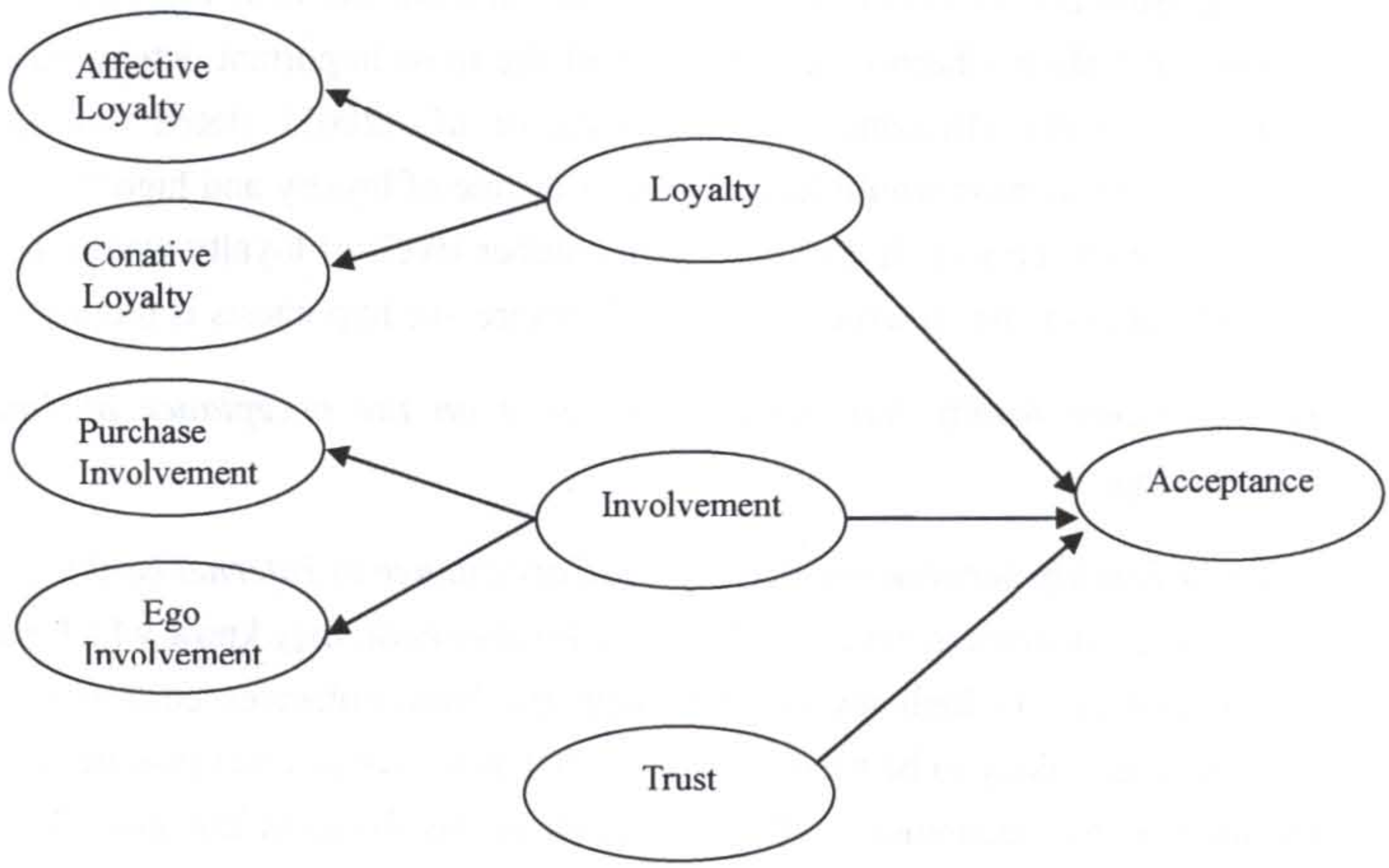
A causal relationship exists between trust and behavioral intention (Aydin and Özer, 2005; Suh and Han, 2002; Yousafzai *et al.* 2003). Customers with higher levels of trust are more likely to buy services. Trust is also a major factor influencing the acceptance of Internet banking. Suh and Han (2002) found that customer trust has a positive impact on customers' acceptance of Internet banking, leading to the following hypothesis:

H_8: Trust positively influences the acceptance of Internet banking.

Figure 1 shows the model of customer acceptance of Internet banking.

Figure 1

The Model of Customer Acceptance to Use Internet Banking



4. Research Methodology

Questionnaire design and survey

The initial survey items were developed based on the findings from related literature. The questionnaire is composed of five sections. The first section seeks to identify respondents as stayers, satisfied switchers, or dissatisfied switchers. Respondents answered two questions: (1) Is their current bank their first bank or have they switched from a previous bank to their current bank in the past two years? and (2) If they have switched, what were the reasons for switching? Respondents could indicate the following reasons for switching: (1) dissatisfaction with previous bank (e.g., service failure, banks offered incorrect information, or bank had irrational rules); (2) reasons other than dissatisfaction (e.g., job relocation, moved out of the previous bank's service area, the bank was closed, or competitor's promotion activities). The instrument's survey items were derived from the existing literature and modified slightly to fit the context of Internet banking (Evanschitzky *et al*., 2006; Flavián *et al*., 2005; Ganesh *et al*., 2000; Harris and Goode, 2004; Keaveney, 1995; Sood and Kathuria, 2004; Suh and Han, 2002).

Measurements

In this study, customers were classified as stayers, satisfied switchers, or dissatisfied switchers based on the duration of time that they had been customers at their current bank. Those who had been customers for less than two years were grouped as switchers, while those who had been using the same bank for more than two years were termed as stayers (Athanassopoulos, 2000; Ganesh *et al.* 2000; Sood and Kathuria, 2004). Some customers use the services (e.g., had accounts and transactions) with more than one bank; the survey requested that the respondents answer the questionnaire with respect to their primary bank.

The data were collected via an online survey. The questionnaire was posted, for a fee, on a survey website that secures the quality of the data. No missing data were recorded because participants could not submit responses with missing values. Respondents were asked to indicate their perceptions of their bank for each item using a seven-point Likert scale ranging from strongly disagree to strongly agree. To increase the response rate, five participants randomly selected by the computer won a NT$1,000 gift certificate each. In total, 852 unique surveys were collected over a period of 3 weeks.

5. Results

To guard against duplication and ensure data quality, the respondents' IP addresses and email addresses were identified; questionnaires coming from the same IP address or email account were deleted, leaving 684 valid samples out of 852 respondents. Of the 684 valid responses, 57.5% were male and 42.5% were female, 78.8% were 20 to 29 years old, 92% had earned at least a college degree, and approximately 50% were students. Based on the responses, 337 (49.3%) were stayers, 262 (38.3%) were satisfied switchers, and the remaining 85 (12.4%) were dissatisfied switchers. The proportion of the three groups was similar to the results of Chiu *et al.*'s (2005) sample profile, in which stayers composed the majority, followed by satisfied switchers and finally dissatisfied switchers. In addition, according to the 2007 official Internet use survey, males make up 50.3% of Internet users, while females make up 49.7%. The majority of Internet users are 21 to 35 years old and have a college degree or graduate degree (TWNIC, 2007). Compared with this sample profile, the current study's outcome is reliable and representative of the population.

Reliability and validity analysis of measurements

Cronbach's alpha (α), as a reliability analysis, was applied to test internal conformity with respect to the multi-dimensional attributes. According to Churchill (1979), the index needs to be greater than 0.7 to be reliable. As the data indicate, items associated with any particular attribute were reliably related to each other. The Cronbach's α values with least value 0.75 were of a high degree of reliability for all factors, respectively.

Survey items were analyzed using the confirmatory factor analysis (CFA) to ensure the goodness of fit of the constructs proposed in the hypotheses. All items exceeded 0.7, meeting the minimum critical value for significant factor loading (Bagozzi and Yi, 1988; Fornell and Larcker, 1981). Strong factor loadings mean observed variables represented the latent variables well. The score of composite reliability ranged from 0.71 to 0.97, indicating the evidence of reliability.

Hypotheses testing

ANOVA analysis highlighted significant differences among the three groups in all factors (affective loyalty: $F = 13.999, p < 0.001$; conative loyalty: $F = 14.378, p < 0.001$; purchase involvement: $F = 11.572, p < 0.01$; ego involvement: $F = 12.248, p < 0.001$; trust: $F = 20.092, p < 0.001$; acceptance: $F = 8.288, p < 0.001$). Furthermore, the Scheffé multiple comparison tests revealed significant differences in each factor among the three groups (see Table 1).

H_1 predicted that the rank of customer loyalty to the bank, from highest to lowest, is dissatisfied switchers, stayers, and satisfied switchers. However, in affective loyalty and conative loyalty, the Scheffé tests (see Table 1) indicated that dissatisfied switchers and stayers have no significant differences (affective loyalty: $p = 0.439$; conative loyalty: $p = 0.088$). In addition, both stayers (affective loyalty: M = 4.79; conative loyalty: M = 5.30) and dissatisfied switchers (affective loyalty: M = 4.76; conative loyalty: M = 5.03) demonstrated higher levels of affective loyalty and conative loyalty than satisfied switchers (affective loyalty: M = 4.40; conative loyalty: M = 4.90). Thus, H_1 was partially supported.

Table 1

Comparisons of Stayers, Satisfied Switchers, and Dissatisfied Switchers

Factors	Stayers		S.S.		D.S.		F value	Scheffé test[a]
	M	SD	M	SD	M	SD		
Affective Loyalty	4.79	0.8587	4.40	0.9746	4.76	0.8589	13.999^{***}	S. = D.S. > S.S.
Conative Loyalty	5.30	0.8841	4.90	0.9753	5.03	0.8775	14.378^{***}	S. = D.S. > S.S.
Purchase Involvement	n.a.	n.a.	4.76	1.1105	5.20	0.9879	11.572^{***}	D.S > S.S.
Ego Involvement	4.73	0.9399	4.39	1.0322	4.92	1.0266	12.248^{***}	D.S. = S. > S.S.
Trust	4.90	0.8668	4.43	0.9748	4.81	0.9017	20.092^{***}	S. = D.S. > S.S.
Acceptance	4.98	0.8663	4.71	0.9997	5.09	0.9797	8.288^{***}	D.S. = S. > S.S.

S.: stayers, S.S: satisfied switchers, D.S: dissatisfied switchers

n.a.: not available

[a] : "=" indicates the groups have no significant difference; ">" means "significantly larger"

$p^{*} < 0.05, p^{**} < 0.01, p^{***} < 0.001$

H_2 was accepted. Dissatisfied switchers (M = 5.20) ranked higher than satisfied switchers (M = 4.76) in purchase involvement ($p = 0.066$). However, in testing H_3, dissatisfied switchers and stayers showed no significant difference in ego involvement ($p = 0.474$), although stayers (M = 4.73) and dissatisfied switchers (M = 4.92) exhibited higher levels of ego involvement than satisfied switchers (M = 4.39). These findings provide partial support to H_3.

Dissatisfied switchers and stayers demonstrated no significant differences in trust ($p = 0.347$) or acceptance ($p = 0.736$). Meanwhile, stayers (trust: M = 4.90; acceptance: M = 4.98) and dissatisfied switchers (trust: M = 4.81; acceptance: M = 5.09) demonstrated higher levels of trust and acceptance than satisfied switchers (trust: M = 4.43; acceptance: M = 4.71). Hence, H_4 and H_5 were partially supported.

To investigate whether H_6 through H_8 were supported, the parameter estimates (γ) were freely estimated using LISREL 8.54. All path coefficients were significant. The results indicated that all hypothesized relationships were significant. Loyalty demonstrated a significant effect on acceptance (H_6: $\gamma_1 = 0.42$, $p < 0.001$). Therefore, H_6 was supported. As predicted, involvement positively influenced acceptance (H_7: $\gamma_7 = 0.16$, $p < 0.001$). In other words, customers who have high levels of involvement are more willing to use Internet banking. Thus, H_7 was supported. Trust had a significant impact on acceptance (H_8: $\gamma_5 = 0.22$, $p < 0.001$). When customers trust the bank, they are more willing to use Internet banking, supporting H_8.

6. Conclusions

A solid understanding of stayers and switchers is required if companies want to effectively target them with loyalty and retention programs. This research examined stayers, satisfied switchers, and dissatisfied switchers based on their perspectives of loyalty, involvement, and trust. The results demonstrated that these three groups differ significantly in loyalty, involvement, and trust as well as in their acceptance of Internet banking.

Stayers indicated respectfully high loyalty, whereas satisfied switchers exhibited low levels of loyalty. Dissatisfied switchers, with their relatively high purchase involvement, had similar outputs as stayers in each factor and the same friendly attitudes regarding the acceptance of Internet banking. Both groups are high in loyalty and trust as well as their willingness to use Internet banking.

These results support Chiu *et al.*'s (2005) study, which found that stayers appreciate both utilitarian and hedonic values, whereas dissatisfied switchers emphasize utilitarian value and satisfied switchers praise the hedonic value. Ganesh *et al.* (2000) also argued that satisfied switchers are less loyal to their service providers compared with stayers and satisfied switchers. Compared to satisfied switchers, dissatisfied switchers exhibit lower levels of ego involvement, which further supports Chiu *et al.*'s (2005) argument that dissatisfied switchers emphasize utilitarian value and satisfied switchers praise hedonic value. Dissatisfied switchers proved to be valuable customers with high levels of loyalty and purchase involvement, which conforms to Sood and Kathuria's (2004) study. Wangenheim and Bayòn (2004) suggest that switchers provide more positive word-of-mouth information, thereby increasing the value of dissatisfied switchers because of their high levels of loyalty

Contributions and implications

This study examined the differences among three groups and investigated the relationship of loyalty, involvement, and trust to the acceptance of Internet banking. The faithful stayers once again proved their value to the bank by showing their loyalty, affectiveness, and trust. Meanwhile, the heartbroken dissatisfied switchers had researched their options, settled on their bank, and cherished their relationship with the current service provider. They showed almost the same high levels of loyalty and trust to their banks as stayers. This proves the belief that a dissatisfied customer can be transformed into loyal one when he/she receives satisfactory responses. Finally, the happy, naïve satisfied switchers experienced no suffering, making it easier for them to switch; consequently, they develop low levels of loyalty.

This research clearly identifies the distinctive characteristics of each group. Loyalty, involvement, and trust are proven to be useful when promoting Internet banking. Based on the findings, several practical managerial implications for enhancing customer relationship and escalating the acceptance of Internet banking can be recommended.

Three service strategies emerge based on the distinctive characteristics of the three groups. The faithful stayers should be rewarded with loyalty programs. The qualification for enjoying such loyalty programs should be strictly specified to satisfy stayers' sense of importance and uniqueness from other groups. The heartbroken dissatisfied switchers need follow-ups after each service to ensure that they are satisfied with the service provided. This group is most sensitive to the service quality and most willing to provide banks with valuable information and suggestions. The easily satisfied switchers serve as a benefit-seeking group showing straight low levels of all factors. Banks should deliver incentive messages to satisfied switchers on a regular basis and increase their switching costs by developing one-on-one relationships.

Traditional retail banks must cope with Internet technology to deliver better services with lower costs. Based on the results, stayers and dissatisfied switchers demonstrate a higher willingness to use Internet banking. With well-developed relationships, stayers and dissatisfied switchers already have the valuable trust in the bank. As banks incorporate Internet banking services, they can target stayers and dissatisfied switchers first as it will be much easier to persuade them to use such services. Banks simply have to help these two groups conquer the unfamiliarity and uneasiness of the operation procedures of the self-help services. Meanwhile, satisfied switchers may be lured to use Internet banking by offering promotions such as a lottery, coupon, and/or lower service charges.

In a nutshell, banks should provide loyalty programs to their most valuable customers: the stayers. In addition, service follow-ups can soothe dissatisfied switchers who have had bad experiences to build loyalty and trust. Finally, satisfied switchers—the group that demonstrates the most tendencies of switching to other services—should receive incentive messages from banks on a regular basis.

Limitations and further research issues

Stayers and dissatisfied switchers have already demonstrated their high levels of loyalty and trust; it is practical and useful to study how to soothe their anxiety when using innovative self-service technology. Customers' perception to the performance of the websites used of Internet banking should be considered. In that, we may better understand the reason of their reluctance to use the Internet banking. Is it because of the fears of not-knowing or a reaction of the unsatisfied

Internet banking services? Also, other than distinguishing customers into three groups, researchers may analyze the characteristics of business customers, overseas workers and the local customers to see which group is more suitable to promote using Internet banking services. Finally, future researchers should test the arguments regarding the acceptance of new products/services other than Internet banking; results similar to the current study are expected in such research.

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